

CHAPTER 4

Economic Development

Local governments play an increasingly critical role in promoting private sector economic development, and economic strength is critical to the vitality of a community. Economic development is the process by which a community organizes and then applies its energies to the task of creating the type of business climate that will foster the retention and expansion of existing businesses, attract new businesses, and develop new business ventures.

Economic development efforts to create jobs are important beyond generating additional income for the City residents. These efforts can help to generate additional tax base for the provision of local services and may assist in establishing an environment for long-term economic vitality.

The key to an economic development strategy is having a quality product/community to market. The entire City of De Pere Comprehensive Plan is geared toward promoting future development in De Pere in a manner that supports a high quality community that is attractive to existing and new businesses.

Labor Force Analysis

Figure 4-1 shows that City of De Pere residents are generally more educated than the populations of Brown County and the State of Wisconsin as a whole, with 20.9 percent of the population age 25 and over having a bachelor's degree. There also are more people with advanced graduate or professional degrees than either the county or state.

Figure 4-1: Educational Attainment – Percent of Population 25 Years and Over

Status	Wisconsin	Brown County	City of De Pere
Less than 9 th grade	5.4	6.1	4.5
9 th to 12 th grade, no diploma	9.6	7.6	5.3
High school graduate	34.6	34.9	30
Some college, no degree	20.6	20	19.7
Associate degree	7.5	8.9	10.5
Bachelor's degree	15.3	16.6	20.9
Graduate or professional degree	7.2	5.9	9.2

Source: 2000 Census Data, U.S. Census Bureau.

Figure 4-2 shows that the percentage of City residents 16 years of age and older who are in the labor force is higher than the percentage of people in the labor force in Brown County and Wisconsin. De Pere's 2000 unemployment rate of 2.8 percent is slightly higher than Brown County's 2.7 percent but lower than the state's 3.2 percent.

Figure 4-2: Employment Status by Percentage of Population 16 Years and Older

Status	Wisconsin	Brown County	City of De Pere
In the labor force	69.1	72.0	73.5
Civilian labor force	69.0	71.9	73.4
Employed	65.8	69.1	70.6
Unemployed	3.2	2.7	2.8
Armed Forces	0.1	0.1	0.1
Not in the labor force	30.9	28.0	26.5

Source: 2000 Census Data, U.S. Census Bureau.

When compared to the state and county, the City of De Pere has a higher percentage of people employed within management/professional/related occupations and sales/office occupations and a significantly lower percentage of people employed in production/transportation/material moving occupations. The percentage of City residents employed in construction/extraction/maintenance occupations and farming/fishing/forestry occupations is slightly lower than the county and state, as well (see Figure 4-3).

Figure 4-3: Employed Civilian Population as a Percentage of People 16 Years & Above

	Wisconsin	Brown County	City of De Pere
OCCUPATION			
Management, professional, and related occupations	31.3	30.6	36.9
Sales and office occupations	25.2	28.5	30.7
Production, transportation, and material moving occupations	19.8	18.7	13.0
Service occupations	14.0	12.6	11.6
Construction, extraction, and maintenance occupations	8.7	9.2	7.4
Farming, fishing, and forestry occupations	0.9	0.5	0.3
INDUSTRY			
Educational, health, and social services	20.0	17.6	23.3
Manufacturing	22.2	21.1	18.0
Retail trade	11.6	12.6	12.7
Finance, insurance, real estate, and rental and leasing	6.1	8.1	8.7
Arts, entertainment, recreation, accommodation, and food services	7.3	7.3	7.3
Professional, scientific, management, administrative, and waste management services	6.6	6.3	6.9
Construction	5.9	6.2	5.7
Transportation and warehousing and utilities	4.5	6.2	5.6
Other services (except public administration)	4.1	4.5	3.8
Wholesale trade	3.2	4.0	3.7
Public administration	3.5	2.9	2.2
Information	2.2	2.0	1.8
Agriculture, forestry, fishing and hunting, and mining	2.8	1.2	0.3

Source: U.S. Bureau of the Census: Table DP-3 Profile of Selected Economic Characteristics: 2000.

The City's single largest employment category is the educational/health/social services sector, which is much higher than either the county or state. The City's manufacturing

sector is an important part of the local economy, but the percentage of City residents in this sector is lower than the county and state.

The large number of residents working within the educational/health/social services industries is likely a result of the location of St. Norbert College within the City. De Pere remains strong in the area of manufacturing but at a slightly lower rate than Brown County and the state as a whole. With a 2000 population of 20,559 residents and a forecasted population of 28,152 residents in 2025, there may be a growing market for retail businesses and manufacturing occupations (especially with the anticipated expansion of the East De Pere Industrial Park and De Pere Business Park).

Economic Base Analysis

The economic base of the City of De Pere is located within the Green Bay Metropolitan Area. De Pere draws and sends employees throughout the County and beyond. To properly assess the economic base of the City, it is necessary to analyze the County within which the community lies.

Basic sector employment typically produces goods or services that are exported from the local economy into the larger national economy. These goods, services, and resulting jobs are, therefore, less likely to be affected by a downturn in the local economy. Non-basic sector employment includes industries that produce goods or services that are consumed at the local level or are not produced at a sufficient level to be exported from the local market.

The comprehensive plan's Location Quotient Analysis compares the local economy (in this case, a region of Brown County) to the United States. This allows for identifying basic and non-basic sectors of the local economy. If the location quotient (LQ) is less than 1.0, all employment is considered non-basic, meaning that local industry is not meeting local demand for certain goods or services, might be more vulnerable to downturns in the local economy, and room for additional growth in the industry to serve the local market might exist. An LQ equal to 1.0 suggests that the local economy is exactly sufficient to meet the local demand for given goods or services. However, the employment is still considered to be non-basic. An LQ of greater than 1.0 suggests that the local employment industry produces more goods and services than the local economy can consume, and, therefore, these goods and services are exported to non-local areas and considered to be basic sector employment. The Location Quotient Analysis for the region containing Brown County is shown in Figure 4-4.

According to the LQ analysis, there are five industries in Brown County that can be considered basic employment sectors:

- Manufacturing.
- Wholesale trade.
- Retail trade.
- Transportation/warehousing/utilities.

- Finance/insurance/real estate.

These industries are most likely exporting goods and services to other parts of the country and contributing to a more stable local economy. However, industries that have LQs below 1.0 (such as information and professional fields) suggest that there may be demand within Brown County's local economy to support increases in these industry sectors.

Figure 4-4: Employment by Industry Group, 2000; Brown County and the United States Location Quotient Analysis

Employment by Industry	Brown County	United States	Location Quotient
Agriculture, Forestry, Fishing	1,503	2,426,053	0.67
Construction and Mining	7,436	8,801,507	0.91
Manufacturing	25,449	18,286,005	1.50
Wholesale Trade	4,808	4,666,757	1.11
Retail Trade	15,245	15,221,716	1.08
Transportation, Warehousing, Utilities	7,455	6,740,102	1.19
Information	2,425	3,996,564	0.65
Finance, Insurance, and Real Estate	9,805	8,934,972	1.18
Professional, Scientific, Management, etc.	7,546	12,061,865	0.67
Educational, Health, and Social Services	21,228	25,843,029	0.88
Arts, Entertainment, Recreation, etc.	8,789	10,210,295	0.93
Other Services	5,377	6,320,632	0.92
Public Administration	3,464	6,212,015	0.60
Total Employees	120,530	129,721,512	

Source: U.S. Bureau of the Census, 2000; Brown County Planning Commission, 2003.

As shown in the LQ analysis, Brown County's strongest employment sector is the manufacturing industry. Two of the region's weakest sectors (information and professional/scientific/management) are considered by many to be keys to succeeding in the "new economy" that will consist primarily of knowledge-based industries. However, the finance/insurance/real estate industry is the third strongest sector in the region, which suggests that there is some basic employment within knowledge-based industries in the region.

The City should also continue to recruit and retain businesses that contribute to existing industrial "clusters" within the region. The State of Wisconsin Department of Commerce defines clusters as "...geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a nation or region." Clusters greatly enhance a particular industry's competitiveness in several ways. First, clusters help improve productivity by providing ready access to specialized suppliers, skills, information, training, and technology. Second, clusters help to foster innovation by increasing opportunities for new products, new processes, and meeting new needs with a full range of local suppliers and research institutions. Last, clusters can facilitate the commercialization of innovation through the

creation of new firms via startups, spin-offs, and new business lines with needed inputs, such as banks and venture capital.

Within the Brown County region, business clusters include the paper, food processing, transportation, and insurance industries. The City should actively recruit and retain those industries within the aforementioned clusters that take advantage of advanced technologies in the processing of their products as a means to continue to advance toward the new economy. The City of De Pere may also wish to focus some of its business creation and recruitment efforts on businesses that are part of the information and professional/scientific/management sectors to begin filling some of the potential local demand for these services while maintaining communication and retention efforts with existing manufacturing sector businesses.

Economic Development Assessment and Recommendations

There are five primary economic activity locations in the City. They include the downtown, the De Pere West Business Park, De Pere East Industrial Park, and commercial areas at the Main Avenue/USH 41 Interchange and the interchange of Scheuring Road/US 41. The City of De Pere's location has a major impact on its economic development activities. The City's West Business Park is strategically located adjacent to the Scheuring Road/USH 41 interchange. USH 41 is the primary north-south carrier of traffic between Green Bay, the Fox Cities, and beyond. The East De Pere Industrial Park's location provides access to STHs 32 and 57 and CTH PP. The downtown area has historically been the focal point for the City, and it provides a tangible identity for the City while the expanded and proposed development of the Scheuring Road and the Main Avenue interchanges with USH 41 will provide both benefits and potential problems for the City to deal with.

The City provides the quality of life amenities that many existing residents want to preserve and new residents may wish to experience. These include a strong business base, quality natural resources, two highly rated school systems, and an overall pleasant "small town feel" with the advantages of its convenient access to the many amenities associated with a larger metropolitan area. These are all advantages for the City to promote when recruiting new businesses. Businesses want to locate in an area where their employees will be content to relocate and contribute to the overall fabric of the City. As the City continues to develop, it must ensure that future economic development projects succeed in maintaining this competitive advantage by properly fitting within the community in scale and design.

Downtown

The City's downtown has historically been the location where people meet for social, business, and entertainment activities. The City of De Pere has done a remarkable job of maintaining a quality downtown by mixing the restoration of historical structures with redevelopment opportunities that are sensitive to their surroundings. The City of De Pere has even been successful in supporting a viable Shopko department store in its downtown. Recently, however, several of the businesses that were downtown or could have located downtown have instead opted to locate on the fringes of the City where

land is more inexpensive and where they can have large parking lots. Examples of this include the development of the Festival Foods grocery store on Main Avenue, the Wal-Mart store at the interchange of Scheuring Road and US 41, and the De Pere Prevea Medical Clinic which moved from downtown De Pere to CTH GV in Ledgeview. Although this fringe development has been a recent trend, the City is fortunate it still has an identifiable downtown area with the scenic Fox River running through it. This creates an important economic development advantage over other communities in Brown County. The City has been very successful in recognizing the importance of an attractive and vibrant downtown, and it has done an excellent job of promoting this aspect of the community.

Communities that invest in their downtowns through infrastructure improvements, streetscaping amenities, and the promotion of a downtown that is pedestrian-friendly are the ones that see existing businesses reinvest and new businesses establish themselves. The City should focus on encouraging existing and new downtown businesses that provide local goods and services. Several specialty goods stores and retail services, and unique restaurants that serve local citizens as well as surrounding communities continue to thrive in downtown De Pere. Brown County has also recognized the strength of downtown De Pere and has offered its support by constructing the Kress Family Branch Library on Broadway Street.

In order to fund downtown improvements, the City utilized tax increment financing (TIF) districts. The City has also worked with downtown business owners through the City of De Pere Revolving Loan Fund program to encourage business investment downtown. Regardless of the mechanism utilized to fund improvements and in order for the downtown to continue to be the vibrant center of a rapidly growing community, the City must continue to invest in its downtown by implementing the recommendations in the comprehensive plan's Land Use, Transportation, and other chapters.

A Wisconsin Main Street Program was initiated for downtown De Pere in 1990 through Main Street De Pere, Inc. and the De Pere Area Chamber of Commerce. This is a grassroots, community-based, nonprofit organization dedicated to promoting economic revitalization and historic preservation in downtown De Pere. The City of De Pere provides a portion of the funding for Main Street De Pere, Inc. The balance of funding for Main Street De Pere, Inc. is provided through donations and events such as the Annual Fall Fest, which is held in September. Main Street De Pere, Inc. is crucial to the overall success of downtown De Pere.

In September of 2000, *A Downtown Parking Analysis and Plan For De Pere, Wisconsin*, was completed. The study concluded that there are an ample number of parking spaces for existing employees and customers. It also concluded that De Pere has 60 percent more parking than an average city with a population of 19,000. Several recommendations, including changes in parking time restrictions, enforcement, mapping, and signage, were made to address peak parking demand periods.

De Pere West and Southbridge Business Parks

The City's West Business Park is located on the west side of the City with direct access to USH 41 by way of an interchange at Scheuring Road. The business park also has access

to the Canadian National Railroad, which runs north to south along the park's eastern boundary. The City's Planning and Economic Development Director has actively assisted the City in filling vacant land and buildings within the business park. All 800 acres have either been sold for development or set aside for roads and parkways. The City owns and maintains the park's preserve and greenway, which includes a 2-mile trail for hiking, biking, and jogging through the beautiful Ashwaubenon Creek Conservancy and other sections of the park. Figure 4-5 lists the largest employers within the business park.

Figure 4-5: Largest De Pere West Business Park Occupants

Business	Address	Number of Employees
Humana of North America	1100 Employers Blvd.	1,954
RR Donnelly	1335 Scheuring Road	825
Independent Printing Co. Inc.	1801 Lawrence Drive	270
Shopko Stores Operating Co. LLC	1717 Lawrence Drive	155
Campbell Wrapper Corp	1415 Fortune Avenue	100
Green Bay Packaging, Inc.	2001 American Boulevard	85
De Pere Cabinet, Inc.	1745 E. Matthew Drive	80
Richardson Industries, Inc.	1409 Red Maple Road	75
Hein Development, LLC	1700 E. Matthew Drive	55
Custom Paper Products, Inc.	2107 American Boulevard	54
Wisconsin Lift Truck Corp.	1776 W. Matthew Drive	53

Source: De Pere Area Chamber of Commerce and City of De Pere Planning & Economic Development Department, July, 2009.

In 2001, the City purchased an additional 200 acres of vacant land to the south of the original business park for expansion purposes. This area has been designated the Southbridge Business Park due to its location adjacent to the planned Southern Bridge corridor crossing the Fox River. The City used tax increment financing (TIF) funds to install road and utility improvements in 2001. The City currently owns approximately 140 acres which is being marketed for new industrial and business development.

De Pere East Industrial Park

The De Pere East Industrial Park is located at the southeastern end of the City adjacent to STH 32/57 and CTH PP. The industrial park has convenient access to both Interstate Highway I-43 (approximately five miles via CTH GV and STH 172) and USH 41/141 (approximately three miles via CTH G). The City's Planning and Economic Development Director is responsible for marketing and selling vacant land and buildings within this park. The De Pere East Industrial Park was developed in the mid 1970s and encompasses over 410 acres. The City owns approximately 90 vacant acres that are marketed for new industrial development. The park contains fully improved lots on concrete streets built to industrial standards with curb and gutter. Municipal utilities, including sewer, water, and storm sewer, are in place. The majority of the lots also include underground electrical, natural gas, and telephone lines.

The 2004 City of De Pere Comprehensive Plan promoted a strategy for developing and eventually expanding the industrial park through “in-filling” vacant lots within the present boundaries of the park while expanding the industrial park in a westerly direction along Rockland Road to STH 32/57. Ultimately, this area will be provided with excellent access to USH 41 when the planned Brown County bridge south of De Pere and a new interchange with USH 41 are constructed. Figure 4-6 lists several of the largest businesses within the De Pere East Industrial Park.

Figure 4-6: Largest De Pere East Industrial Park Occupants

Business	Address	Number of Employees
MEGTEC Systems, Inc.	830 Prosper Street	707
Belmark, Inc.	600 Heritage Road	400
WEL Co. Inc.	700 Heritage Road	350
Valley Cabinet, Inc.	845 Prosper Street	201
Broadband Solutions, Inc.	1886 Commerce Drive	159
Plan Administrators, Inc.	1300 Enterprise Drive	120
Legends Brew House & Eatery	875 Heritage Road	90
Romo, Inc.	800 Heritage Road	85
Tectron Tube Corporation	650 Heritage Road	85

Source: De Pere Area Chamber of Commerce and City of De Pere Planning & Economic Development Department, July 2009.

Industrial and Business Park Sale Standards and Pricing

The City requires the acceptance of a development agreement prior to the sale of its property. The development agreement requires the submittal, review, and approval of a site and landscape plan prior to any construction. The site/landscape plan review includes building materials and height, parking and loading dock screening, and trees and vegetation. In addition, it is required that all business, servicing, and processing be conducted within fully enclosed buildings. Outdoor storage is also limited.

While prices are negotiable, the current prices of fully-improved city-owned lots range as follows:

- De Pere West Business Park - \$30,000 - \$50,000 per acre.
- De Pere East Industrial Park - \$30,000 - \$45,000 per acre.

Some parcels with increased visibility have higher asking prices. Sale prices are subject to annual review and potential adjustments.

Main Avenue/USH 41 Interchange

The fourth area of primary economic activity in the City is the Main Avenue/USH 41 Interchange in the northwestern corner of the City. This area serves as a primary gateway to the community and should set a positive first impression for people entering the City. Currently, the development at this interchange is typical of many interchanges

across the nation in that it includes several fast food restaurants and strip commercial centers, including a Festival Foods grocery store and a remodeled shopping center. Since the 2004 comprehensive plan, there have been a number of redevelopment projects along Main Avenue, which have greatly improved the overall impression of the corridor. It will be critically important that future redevelopment activities continue the progress made to date in transitioning this area as an extension of the City's historic downtown. New development along the corridor should include the classic building design features that have been used in downtown (placing buildings at or very close to sidewalks, establishing landscaped parking lots behind or to the side of buildings, etc.) to maximize visual appeal and pedestrian accessibility while recognizing the vehicular needs of an area with direct access to a freeway.

Scheuring Road/US 41 Interchange

The fifth area of primary economic activity in the City will likely be at the Scheuring Road/US 41 Interchange near the De Pere West Business Park. This area also serves as a gateway to the community and should set a positive first impression for people entering the City. The area has recently seen the development of a commercial strip center, which includes a Wal-Mart Super Store. A new Sleep Inn Motel recently opened with 60 rooms. Another retail store is also planned for the area immediately to the north of the Wal-Mart Super Store. Additional commercial outlot sites are available on Scheuring Road for this shopping center as well.

The site's location adjacent to the interchange and the availability of public sewer and water, have made the site very attractive for commercial development. Similar to the circumstances at the Main Avenue/US 41 Interchange, the City must work with the developers in the area to ensure that commercial activity at the interchange does not negatively impact its efforts in revitalizing the downtown. The City should also establish standards to avoid traffic congestion and utilize its existing commercial design standards to ensure good architectural design, landscaping, and building site layout.

Ashland Avenue / Fort Howard Avenue

Ashland Avenue and Fort Howard Avenue provide critical transportation links between the City of De Pere, the Village of Ashwaubenon, and City of Green Bay and US 41. The corridor from Birch Street in the south to the Brown County Fairgrounds in the north and Dutchman's Creek in the west currently contains a mixture of older industrial, commercial, and residential uses. With this area's transportation connections, including freight rail and bus, and easy access to potential consumers, it could currently be considered to be underutilized and should be a candidate for a tax-increment district to fund infrastructure improvements and spur redevelopment interest. Redevelopment activity in this area should focus on creating a positive first impression for persons entering De Pere from the north on Ashland Avenue or Fort Howard Avenue as well as capitalize on the extensive rail and highway transportation network. Due to this area being located in such close proximity to the Village of Ashwaubenon, as well as the planned reconstruction of the Ashland Avenue / N. Eighth Street / Glory Road intersection, coordination of efforts with Ashwaubenon, Brown County, and WisDOT will be critical to the successful redevelopment of this area.

Planned Neighborhood Development Areas

The Planned Neighborhood Development Areas are envisioned to be the focal points around which the surrounding neighborhoods are developed. They will include a mix of higher density residential, commercial, institutional, and recreational uses. The intent of permitting commercial uses in these areas is to create places where neighborhood residents can walk to or bike to for goods or services rather than driving to larger commercial centers. However, the City must ensure that the development of commercial or institutional uses in these areas does not negatively affect redevelopment opportunities in the downtown. Examples of compatible uses within a Planned Neighborhood Development Area include small clinics, daycare centers, places of worship, and small retail uses (such as neighborhood bakeries or delis).

Strengths and Weaknesses for Attracting/Retaining Business and Industry

It is necessary to look at the factors that influence the economic climate in the City of De Pere. The most obvious factor is the City's location within the Green Bay Metropolitan Area, proximity to the Fox Cities Metropolitan Area, and convenient access to USH 41, Interstate 43, STH 172, and STH 29 for commuting and commercial purposes. Business owners can easily tap both metropolitan areas for employees. Residents of De Pere have the benefits associated with living within a metropolitan area while being able to enjoy the amenities offered by a smaller community.

Although the easy access to the freeway network is a definite benefit for residents who work outside of De Pere and for neighboring residents who commute to De Pere for work, it is a potential detriment to the sustainability of local retail and service businesses. De Pere has aggressively worked to encourage the location of commercial and service businesses within the community to serve the local needs. This has been accomplished by completing restoration and redevelopment projects in downtown and meeting the demands of newer retail shopping expectations with shopping center development outside of the downtown. Many residents find a large portion of the goods or services that they need within the City itself. De Pere also serves as a prime location for specialty shops, restaurants, and services within a well-planned and pedestrian-friendly downtown. However, De Pere will need to continue its efforts to maintain and expand on this level of success. Based on the input received during the comprehensive plan's citywide visioning session, this continues to be very important to the citizens of De Pere. Residents are very proud of the fact that they live in a community that has a charming and vibrant downtown. For local businesses to succeed in providing goods or services, it will continue to be necessary for local residents to choose to patronize them instead of driving to neighboring communities.

From a quality of life perspective, the City has a number of amenities that would encourage people to work and live within De Pere. Included are a range of housing options, active and passive recreation opportunities, an identifiable downtown, a scenic location on the Fox River, St. Norbert College, two quality public school systems, low crime rates and a history of being a safe community, and a compact development pattern that allows people to get from place to place by using many means of transportation.

The state and national economy are in the process of transitioning from a goods-based economy to an information-based economy. As this transition and advances in communications technologies continue, businesses will begin to be more influenced to locate in places where their existing employees will be comfortable living, where there is a high quality potential employee pool, and where there are good transportation connections rather than just proximity to raw materials for production. From a quality of life perspective, the City of De Pere appears to be well positioned to make this transition. However, the City must continue to strive to maintain or improve the quality of life amenities that potential businesses and their employees are looking for when deciding where to locate.

As discussed in the Utility and Community Facilities Chapter, sanitary sewer service is provided by the Green Bay Metropolitan Sewerage District (GBMSD), and municipal water is provided by the Central Brown County Water Authority (CBCWA). Both entities have more than adequate capacity for additional development within the City of De Pere.

The Internet and access to high-speed Internet connections has become a major component of today's business landscape and municipal infrastructure. It is crucial that areas of the City which are proposed to be utilized for commercial or industrial expansion have the ability to access high speed Internet. De Pere should continue to work with various providers of cable, DSL, and fiber optic to ensure these critical communications infrastructure components are installed concurrently with the development of new commercial and industrial lands.

The Land Use element of this plan identifies a large area available for expansion of the City of De Pere East Industrial Park to the west and future private development to the south. The De Pere West Business Park was recently expanded by 200 acres with the development of the Southbridge Business Park south of the existing business park. Because the City of De Pere and Town of Lawrence have a boundary agreement regarding the area to the south of the De Pere West Business Park, significant City-generated development beyond the planned expansion is not likely.

Excellent police and fire protection are provided through the De Pere Police Department and the De Pere Fire Rescue Department. The City of De Pere enjoys a solid reputation as a safe place to live and conduct business.

Main Street De Pere, Inc. provides a vital service as a conduit between east and west side downtown businesses and City government to promote De Pere's vibrant downtown area as a place to shop, live, work, invest, and visit. According to Main Street De Pere Inc.'s website, De Pere citizens and community leaders initiated the Main Street program in cooperation with the State of Wisconsin in June 1990, and is therefore one of the longest continuing programs in the state.

Main Street De Pere, Inc. implements the "Four Point Approach" of the national Main Street program, which promotes a balanced approach to downtown redevelopment through organization, design, economic restructuring (enhancement), and design. Main Street De Pere, Inc. should be one of the first contacts for businesses looking to locate in De Pere's historic downtown.

Economic development services to assist businesses with location or relocation to the City of De Pere are provided by the City's Planning and Economic Development Department, De Pere Area Chamber of Commerce, and throughout Brown County by Advance, which is the economic development section of the Green Bay Area Chamber of Commerce. UW-Green Bay, St. Norbert College, and Northeastern Wisconsin Technical College (NWTC) provide training services for businesses. St. Norbert College is located within the City of De Pere, and the other educational institutions are located within a 30-minute drive.

Design Standards

The City has adopted development and design standards for multifamily residences, businesses, and industries to achieve an aesthetically attractive building environment that is practical, feasible, and an asset to owners, neighbors, and the City as a whole. City of De Pere Municipal Code 14.60 contains these standards that apply to any development within the following zoning districts:

- R-3 Residence District.
- R-4 General Residence.
- Office District.
- Central Business District.
- General Business District.
- Motor Vehicle Dependent District.
- Highway 41 Corridor (Districts A and B).
- Industrial Park District.
- Limited Industrial District.
- General Industrial District.
- Corporate-Executive Office District.
- Corporate-Executive Office District 2.
- Industrial Business-1 District.
- Industrial Business-2 District.

The administration of this ordinance is conducted by the City of De Pere Director of Planning and Economic Development and is enforced by the City of De Pere Building Inspector. The City of De Pere Plan Commission completes formal reviews of site plans under this ordinance.

The City of De Pere has also established landscaping standards. According to Municipal Code 14.60 (10), these standards require that all developments provide landscaping improvements for the purpose of:

Complementing the natural environment; improving the general appearance of the city and enhancing its aesthetic appeal; preserving the economic base; improving quality of life; delineating and separating use areas; increasing the safety, efficiency, and aesthetics of use areas and open space; screening and enhancing privacy; mitigating the diverse impact of climate; conserving energy; abating erosion and stabilizing slopes; deadening sound; and preserving the quality of our air and water.

Additionally, the design standards address parking lot landscaping by requiring landscaped islands to avoid the undesirable monotony, heat, and wind associated with large parking lots, to delineate parking lanes, and to improve pedestrian safety.

In general, the City of De Pere has established high standards for design. The specific standards regarding multifamily residential, commercial, and industrial building design, lot layout, building materials, and landscaping have been created so developers have a clear understanding of the requirements they need to meet in order for their project to receive approval. The enforcement of these standards has enabled the City to develop in a quality manner.

Sensitivity to Parkways and Other Natural Areas

Business development should be designed with consideration of the parkways that this plan identifies along the City's primary drainage corridors, which include the Fox River, East River, and Ashwaubenon Creek. In some instances (such as along the Fox River), these corridors will be used to maintain viewsheds and public access to the Fox River. In many cases, the parkways can remain mostly undeveloped as wildlife corridors to preserve the City's natural atmosphere, provide stormwater management areas, and offer potential trail linkages to the rest of the City. Where appropriate, the City should require the dedication of land for trails or parkways before approving development proposals.

Natural areas and other greenspace should be incorporated into newly developed areas. De Pere should consider a policy of requiring the planting of street trees for commercial properties. The City should also seek to preserve existing trees by either working with developers to design around the trees or through the creation of a tree preservation ordinance. Planting and landscaping entranceways and street medians are methods of telling people that they are in a unique community with high standards for beautification and a strong sense of community pride.

Special care should also be taken to ensure that commercial and industrial activities are not located within environmentally sensitive areas (ESAs) by placing the ESAs in a conservancy zoning district. These features should be included in the design of business developments as integral amenities and, if possible, maintained in common ownership.

Downtown Design Guidelines

The City of De Pere has gone to great lengths to develop downtown design guidelines. Main Street De Pere, Inc. completed a *Downtown Improvement Plan for De Pere, WI*, in 1996. In that same year, the *City of De Pere West Side Redevelopment District – Development*

Design Guidelines was developed. More recently, streetscaping was installed on Grant Street, and parts of the downtown's west side were redeveloped following a corridor design study. Architectural design recommendations have also been made that resulted in redevelopment projects that are sensitive to the scale and historical context of the downtown. A new City of De Pere Downtown Master Plan is in the process of being developed by the firm RDG, Inc. and should be referred to for very detailed, specific recommendations related to redevelopment and design within the east and west sides of downtown.

Brownfield Redevelopment

The City of De Pere should continue to actively work with Brown County and the State of Wisconsin in identifying brownfields, which are defined as properties which are, or are perceived to be contaminated by petroleum products or hazardous substances. Brownfields are typically located in areas with existing infrastructure and public services, but are underperforming in the marketplace due to the stigma of actually or potentially being contaminated. Brown County, the State of Wisconsin, and U.S. Environmental Protection Agency administer a number of programs that could be utilized to assess and remediate any contamination on these properties.

City, County, Regional, and State Economic Development Programs

This section contains a brief explanation of local economic development actions and a description of various agencies and programs that could potentially help the City and the City's businesses achieve their stated economic development goals and objectives.

City

General

The City can continue to make positive planning and financial management decisions that can result in the community being an attractive place for people and businesses. The most important economic activity that De Pere can pursue is the creation of an environment that encourages entrepreneurs to engage in business activities. Encouraging entrepreneurs involves attracting new businesses and assisting existing businesses. The four types of programs most relevant to the City are business attraction, business retention, commercial development, and economic development preparedness.

Business Attraction (Recruitment)

Business attraction (recruitment) involves letting businesses know what a community has to offer. For example, some of the activities that are involved in a business attraction program include:

- Providing information on available sites.
- Identifying labor and community characteristics.

- Marketing sites to businesses that would be complementary to existing businesses or would provide diversity to the local economy.
- Offering low-cost land, state or federal grants, or other incentives to encourage businesses to locate in the community.

Business Retention

Since a good portion of the economic growth that occurs is from businesses already in a community, business retention is essential. Activities associated with business retention programs include:

- Helping businesses learn about potential sites for expansion, offering low-cost loans, and identifying state and federal grant funds to finance business expansions.
- Providing business areas with efficient, reliable public services, such as snow removal, road repair, and sewer and water utilities.
- Providing a contact person to answer business questions and solicit information from business leaders regarding local development problems.

New Business Development

In order to foster a climate that encourages new business development, the City needs to ensure that entrepreneurs are attracted to De Pere as a desirable place to live, work, and play. With today's technology and manufacturing processes, businesses are not as often tied to a certain location of the country, state, or region. Therefore many persons starting businesses look for places they want to live first, and then start their business. Features of a community this "creative class" of entrepreneurs oftentimes look for include such features as:

- A clean, attractive, and safe community.
- Opportunities and places to socialize and recreate.
- A diverse and welcoming population.
- Access to institutions of higher education.
- Cultural amenities, including theatre, museums, restaurants, and an active nightlife.

De Pere already has these features in place, which is a vital marketing tool when advertising De Pere as a place to start a business. It is critical to support local and metropolitan efforts that attempt to expand upon these efforts as part of an overall economic development strategy.

Commercial Development

Commercial development activities allow communities to identify market needs and seek prospective businesses to fill the needs. In the future, the City may be able to assist in this process by creating or modifying Tax Increment Finance (TIF) districts to encourage development by offering publicly-owned and improved land for sale to commercial developers. The City can also encourage the redevelopment of existing structures and

the development of new structures while ensuring that the designs meet the standards established for the community. In addition, economic development incentive revolving loan fund programs can be used to assist in financing commercial projects that meet the goals of the City.

The De Pere Area Chamber of Commerce also includes Main Street De Pere, Inc. and exists to further strengthen the business climate, provide opportunities for volunteers through committee involvement, foster the De Pere business environment, and promote an awareness of historic preservation. Their services include maintaining a web page inventory of available business opportunities in the City.

The City of De Pere is also a member of Advance, which is the economic development branch of the Green Bay Area Chamber of Commerce. Advance acts in part as an informational and referral service for potential businesses and industries looking to locate in Brown County. This enables a potential business or industry looking to locate in Brown County to hear about De Pere when it otherwise may have no knowledge of the opportunities available in the City.

Tax Increment Finance Districts

A tax increment finance district (TID) is an economic development tool available primarily to villages and cities within Wisconsin that allows a community to capture the increase in property tax revenues within a defined area to pay for public improvements. According to the Wisconsin Department of Revenue, when a TID is created, the municipality and other taxing entities agree to support their normal operations from the existing property tax base within the district. A finding must be made that no development would happen without the formation of a TID. Provided this finding is true, tax revenues will be the same for the other taxing entities with or without the TID. Property tax rates for the school, county, technical college, and municipality are based on the taxable value of the TID at the time it is created. These rates are then applied to the TID value increment which results in additional revenues collected for the district's fund. Provided TID revenues exceed expenses, eligible TID expenses are paid from these revenues before the added tax base is shared with the other taxing entities.

The City of De Pere has four active tax increment districts within its City boundaries, which are depicted in Figure 4-7. A discussion of each district follows.

Tax Increment District #5 West Downtown

The West Downtown TID was created in 1996 to spur downtown redevelopment and has a scheduled close date of December 31, 2018. The district encompasses much of the historic west side of downtown from the railroad tracks on the west, to Third Street on the east, Main Avenue on the north, and Grant and College Streets on the south. Potential future uses of district proceeds include façade grants and Grant Street redevelopment.

Tax Increment District #6 De Pere Business Park

The De Pere Business Park TID was created in 1998 and has a scheduled close date of December 31, 2020. The TID encompasses the southwest area of the City between the

railroad tracks on the east, the residential subdivision on the west, E/W Matthew Drive on the north, and agricultural lands to the south. The district proceeds have been utilized for property acquisition and installation of infrastructure in order to encourage development within the business park. Future expenditures will depend on development demand.

Tax Increment District #7 East Downtown

The East Downtown TID was created in 2007 and is scheduled to close on December 31, 2033. TID #7 encompasses much of the southern part of the historic east side of downtown De Pere and includes both sides of George Street to Merrill Street on the south, the Fox River on the west, and the lock and dam facilities on the north. The TID was developed to help spur redevelopment and building restoration activities in the downtown.

Properties within the East Downtown TID are eligible for the Façade Grant Program, which provides a \$1 city match up to \$10,000 for every \$4 in private investment to commercial property owners to improve the façade of the building facing the street. Expenses that property owners have typically applied for reimbursements include:

- Removal of fake facades
- Removal of window air conditioners, grills and /or signs that are inappropriate for the building
- Masonry cleaning and/or repair
- Historic restoration elements
- Repairs to siding, windows, doors, signs, awnings, light fixtures
- Replacement of siding, windows, doors, signs, awnings, light fixtures
- Painting
- Shutters, planters or other design elements

For additional information related to this program, potential applicants should contact Main Street De Pere, Inc.

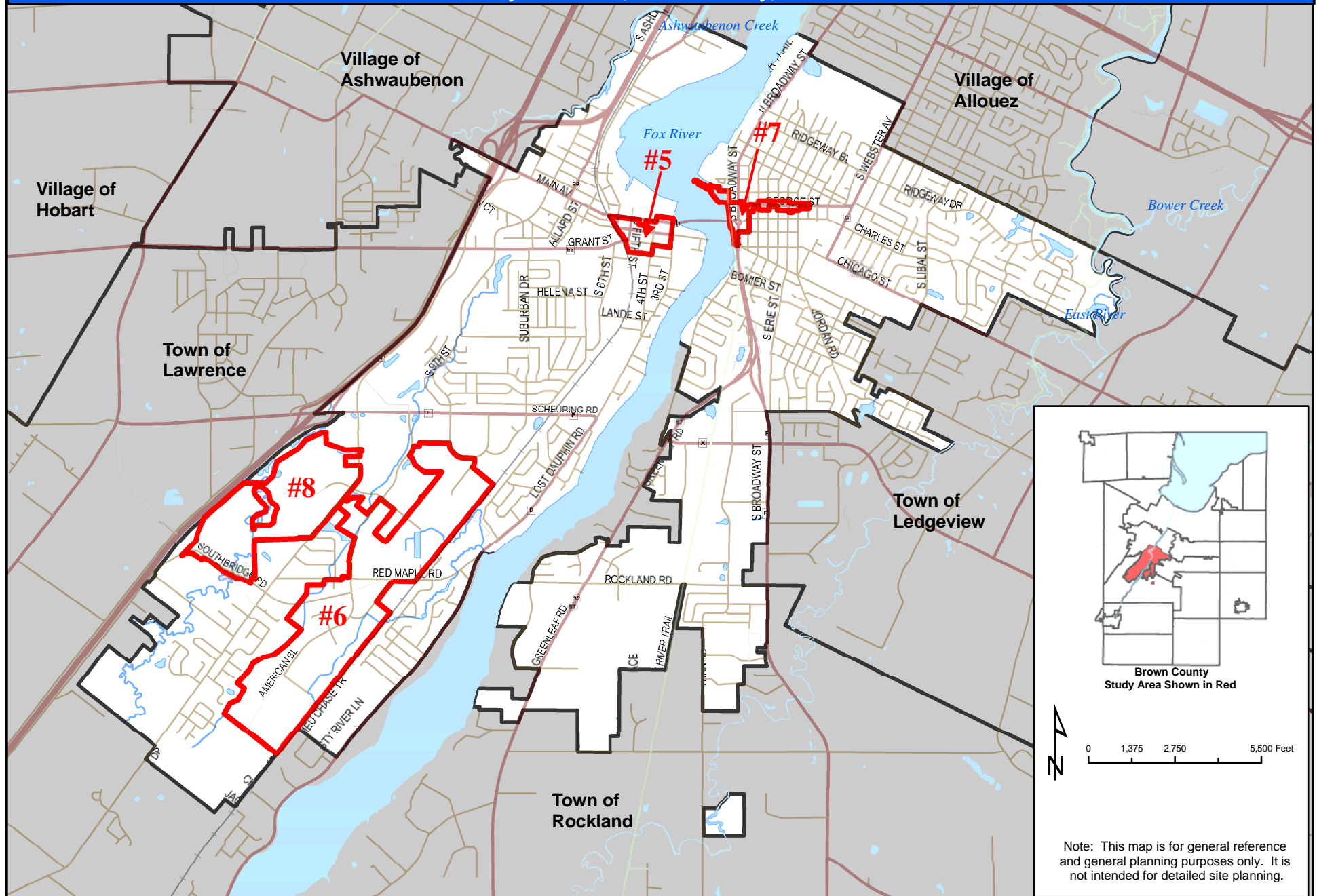
Tax Increment District #8 I-41 Business Park

The Highway 41 Business Park TID was developed in 2008 and is scheduled to close on December 31, 2034. The district is primarily comprised of the lands containing the Employers Health corporate campus and vacant lands located among Southbridge Road, USH 41 and City of De Pere-owned environmental lands along Ashwaubenon Creek. The primary use of TID proceeds will focus on infrastructure development to encourage new business development.

Figure 4-7

Active Tax Increment Districts

City of De Pere, Brown County, WI



City of De Pere Revolving Loan Fund (RLF) Program

The City of De Pere Revolving Loan Fund (RLF) Program was established to provide financial assistance to existing and proposed business and industry within the City. The main purpose of the RLF is the creation and retention of permanent jobs targeted mainly toward low- and moderate-income people. It is also intended to leverage private investments to bridge the gap between available funds and the amount of funding needed to make proposed projects viable.

Industrial Revenue Bonds

The City will provide its support to firms trying to obtain Industrial Revenue Bonds (IRBs). The main advantage of IRBs is low interest rates realized because bonds (to finance the development) are sold under the name of the City, and therefore, the interest earned from these municipal bonds is exempt from federal taxes. Typically, interest rates on IRBs may be from 1.5 to 2.5 percentage points below comparably rated corporate bonds. Other advantages of IRBs include: the bond issue can be used to finance the entire project (land purchase, building construction, and equipment acquisition); key components of bonds (such as interest rate, maturity date, and repayment schedule) can be arranged (within limits of federal law) for the convenience of the business; and the business and the City can develop a positive working relationship.

Other City Programs

The City will provide assistance to firms interested in obtaining Small Business Administration (SBA) loans and State of Wisconsin administered loans and/or grants. SBA programs include 504, 7(A), and Low DOC loans. State of Wisconsin programs include Technology Development Grants and Loans, Customized Labor Training Grants and Loans, Major Economic Project Grants and Loans, and other loan/grant programs.

Steps for Economic Development Preparedness

Community preparedness for economic development requires a great deal of work, and planning provides a framework for economic decision-making. The Wisconsin Department of Commerce suggests the following steps for economic development preparedness:

Step 1: Organize for Economic Development

- Determine if there is sufficient interest in entering into a detailed economic development planning process. A good planning process requires commitment of time by government, business, and community leaders.
- Educate those who are participating in the planning process so that they fully understand the economic development process.
- Select and designate an initial organizational structure.
- Decide on an organizational structure.
- Identify community leadership.
- Structure membership and define responsibilities. The City should provide staffing.

- Designate a City contact person to work with economic development organizations.

Step 2: Identify Basic Community Resources

For this step, the City should secure very basic economic development information and package it in a form usable by business and community leaders.

- Prepare a community profile that contains basic information on the community, such as location, income, taxes, population, employment, labor force, transportation, utilities, housing, education, and contacts.
- Gather available building and site data according to the recommended state site data format available from the Wisconsin Department of Commerce.
- Survey existing businesses to gather information on community strengths and problems, on businesses that are candidates for expansion in the community, and on businesses that are likely to leave or go out of business.

Step 3: Prepare a Community Analysis

For this step, the City should complete an objective, detailed analysis of its situation. The items below are important to the retention, attraction, and creation of businesses and the preparedness planning group needs to know the strengths and weaknesses of the community for each section.

Identify Community Assets and Liabilities

Physical Capabilities:

- Utility capabilities
- Transportation systems
- Local labor force characteristics
- Industrial/commercial site characteristics

Programmatic Capabilities:

- Existing business base analysis
- Available government services
- Specific inhibitors to development
- Employee/manager training programs

Financial Capabilities:

- Tax information and comparisons
- Available incentives for development
- Banking capability and/or capacity

Quality of Life Capabilities:

- Housing price and type/condition
- Overall community appearance

- Quality of education
- Recreation and arts
- Healthcare
- Community services

Clarify the Key (Strategic) Issues, Opportunities, Strengths, and Weaknesses in the Community.

This community analysis will identify opportunities for economic growth and issues that need to be resolved. In order to identify key issues and opportunities that are critical to the City's long-term economic stability and growth, the following questions should be answered:

- What is the match/mismatch between the needs of industry and the City's assets? What are the City's location advantages/disadvantages related to specific industry needs?
- What is the match/mismatch between industry and the needs/desires of the community? Consider here who needs work (now and in the future) and what kind of skills they have. Consider environmental concerns, space availability, current business base, and overall type of community.
- What are the high growth industries? What kinds of businesses are likely to create future jobs by expanding in your community?
- What are the nature and capacities of your community facilities/services? What are your strengths? Weaknesses? Plans? How is this related to the needs and desires of various industry sectors?

Step 4: Develop a Long-Range Economic Development Plan

Develop a Detailed Economic Development Action Plan.

A rather comprehensive list of potential action areas is presented below. It is expected that no community will use all of these. The specific local action plan will flow out of the goals/strategies.

- Existing industry problem identification and plan for resolution (based on the study in Step 1).
- Targeted marketing/promotion program:
 - Fact books
 - Brochures
- Financing plan for:
 - Business development
 - Infrastructure building
- Small business support programs
- Volunteer development
- Infrastructure projects

- Quality of life/image improvement
- Downtown revitalization
- Recreation/tourism development
- Industrial park/special building programs
- Employee development programs
- Permit simplification/zoning
- Information/ombudsman programs
- Foreign export, government procurement assistance
- Business attraction response team
- Business counseling/technical assistance programs

Examine Possible Development Structures and Select/Establish an Ongoing Structure.

Communities should consider a range of possible local economic development organization structures and choose the alternative most appropriate to meet local needs and goals. The possible organizational structures are a chamber of commerce or business association, an industrial development corporation, or a community development corporation. The community should also determine whether the organization would be structured as public, private nonprofit, or private for-profit.

Design a 1-Year Work Plan.

- Identify individual objectives/projects.
- Identify task lists and timelines for each project.

List participants, roles, and responsibilities.

- Develop an evaluation plan to annually compare activities with long-range goals and redesign action plans.
- Secure the endorsement of local organizations, such as the local government, the chamber of commerce, the industrial development corporation, and service clubs.

Step 5: Evaluate Community Preparedness Efforts

Evaluation is an integral part of a successful ongoing planning and local development effort. The evaluation can be used to determine the success of local development projects and to provide the basis for future community preparedness efforts. Specific evaluation activities should include:

- Document completed activities as specified in this document.
- Design a new plan each year.
- Review and revise a community analysis every two years, rethink the strategic issues, and/or change goals/strategies.

County

Businesses can use economic development loan programs, such as the Brown County Economic Development Revolving Loan Fund through the Brown County Planning Department, to provide low interest loans to businesses that will generate new employment opportunities and expansion of the tax base. Through the Brown County Planning Commission office, the City of De Pere has access to development and grant information, as well as to economic development marketing services.

Regional

Comprehensive Economic Development Strategy

The Bay-Lake Regional Planning Commission annually creates a Comprehensive Economic Development Strategy (CEDS) report, which evaluates local and regional population and economic activity. Economic development trends, opportunities, and needs are identified within the CEDS report. All communities served by the commission, including the City of De Pere, are invited to identify future projects for economic development that the community would like to undertake. Those projects are included within the CEDS and may become eligible for federal funding through the Economic Development Administration (EDA) Public Works grant program.

NEW North, Inc.

According to the New North website,

“New North, Inc. is a consortium of business, economic development, chambers of commerce, workforce development, civic, non-profit, and education leaders in 18 counties of Northeast Wisconsin who are working to be recognized as competitive for job growth while maintaining our superior quality of life.

New North, Inc. represents a strong collaboration between the 18 counties that have come together behind the common goals of job growth and economic viability for the region. The power of the New North region working together is far greater than one county or one business alone. Players gain more through regional cooperation rather than competing for resources and growth.

In addition to working together to promote and help expand existing economic development efforts, New North, Inc. concentrates on:

- Attracting, developing and retaining talent
- Fostering regional collaboration
- Focusing on targeted growth opportunities
- Supporting an entrepreneurial climate
- Encouraging educational attainment
- Encouraging and embracing diverse talents

- Promoting the regional brand”.

Additional information on the New North can be found at www.thenewnorth.com.

Additionally, New North collaborates with a network of economic development professionals collectively called the Northeast Wisconsin Regional Economic Partnership (NEWREP). NEWREP provides hands-on support and programming for existing and prospective New North businesses.

NEWREP offers:

- Community-specific economic development programs.
- Access to workforce and training programs.
- Information about local buildings, sites, industrial/commercial parks.
- Financing program support and technical direction.
- Technical support for business development projects.
- Local advocacy and liaison for resident and new business investment.
- Community and state program liaison.

Additional information can be found at www.thenewnorth.com/thenewnorth/newrep.

Wisconsin Public Service

Wisconsin Public Service Corporation (WPS) also contributes a number of economic development services that the City should be aware of for their businesses. WPS maintains an online searchable available industrial buildings database that the City should ensure stays up-to-date through contact with WPS. The WPS economic development page can be a useful resource for the City and is located at www.wisconsinpublicservice.com/business/bcd.asp.

State

Although by no means is this an all inclusive list, there are several state programs that the City can consider utilizing to meet their stated goals and objectives. The Department of Commerce Area District 3 Area Development Manager would also be a good contact for additional information regarding these programs.

Community Based Economic Development (CBED) Program

The Community Based Economic Development (CBED) Program provides financing assistance to local governments and community-based organizations that undertake planning or development projects or provide technical assistance services that are in support of businesses (including technology-based businesses) and community development. The program provides grants for planning, development, and assistance projects; business incubator/technology-based incubator; a venture capital fair; and regional economic development grants. Additional information about the CBED program can be found at <http://commerce.state.wi.us/CD/CD-bcf-cbed.html>.

Community Development Block Grant for Economic Development (CDBG-ED)

The CDBG-ED program is designed to assist businesses that will invest private funds and create jobs as they expand or relocate to Wisconsin. The Wisconsin Department of Commerce awards the funds to the City, which then loans the funds to a business. When the business repays the loan, the City may retain the funds to capitalize a local revolving loan fund. This fund can then be utilized to finance additional economic development projects within the City. The businesses within the City may also utilize the existing Brown County Economic Revolving Loan Fund, administered by the Brown County Planning Commission, to provide loans to City businesses. Additional information regarding the program can be found at <http://commerce.state.wi.us/MT/MT-FAX-0806.html>.

Recommendations

The following is a summary of economic development recommendations for the City of De Pere:

General Recommendations

- Promote the fact that De Pere has a highly educated and productive workforce.
- Continue to recruit and retain businesses that contribute to existing industrial “clusters,” such as the paper, food processing, transportation, and insurance industries.
- Focus business creation and recruitment efforts on those businesses that are part of information or professional, scientific, and management sectors as a means to bridge the gap toward the “new economy.”
- Maintain ample future growth capabilities and opportunities.
- Continue to maintain a quality downtown by mixing the restoration of historic structures with redevelopment opportunities that are sensitive to their surroundings.
- Continue to invest in the downtown through infrastructure improvements, streetscaping amenities, and the promotion of a downtown that is pedestrian-friendly.
- Continue City support for the Main Street Program through Main Street De Pere, Inc.
- Continue to implement the recommendations in the study entitled *A Downtown Parking Analysis and Plan For De Pere, Wisconsin*.
- Continue to have the City’s Planning and Economic Development Director actively promote the sale of land and vacant buildings in the De Pere West Business Park, De Pere East Industrial Park, as well as vacant commercial buildings throughout the City.
- Continue to maintain and expand linkages to the Ashwaubenon Creek Conservancy located in the De Pere West Business Park.
- Promote the in-filling of vacant lots within the present boundaries of the West Business and East Industrial Parks and pursue coordination of expansion where and when appropriate.

- The City should work with developers to ensure that commercial activity at the interchanges does not negatively impact the City's efforts in revitalizing the downtown and that the City has standards in place to avoid traffic congestion and enforces overall design standards to require good architectural design, landscaping, and building site layout.
- The City should require developments along Main Avenue and other commercial corridors to include the classic building design features that have been used in downtown (placing buildings at or very close to sidewalks, establishing landscaped parking lots behind or to the side of buildings, etc.) to maximize visual appeal and accessibility.
- Permit compatible commercial uses in new neighborhood development areas to create places where neighborhood residents can walk to or bike to for goods or services rather than driving to larger commercial centers.
- Encourage the location of commercial and service businesses within the community to serve the local needs through a blend of restoration and redevelopment within the downtown, as well as meet the demands for newer retail shopping expectations with shopping center development outside of the downtown.
- Encourage local residents to patronize local businesses instead of driving to neighboring areas.
- Continue to strive to maintain or improve those quality of life amenities that potential businesses and their employees are looking for when deciding where to locate.
- Enforce the provisions of the City's development and design standards for multifamily residences, businesses, and industries.
- Business development should be designed with consideration of the parkways that this plan identifies along the City's primary drainage corridors, which include the Fox River, East River, and Ashwaubenon Creek.
- Natural areas and other greenspace should be incorporated into newly developed areas.
- De Pere should consider a policy of requiring the planting of street trees for commercial properties. The City should also seek to preserve existing trees by either working with developers to design around the trees or through a tree preservation ordinance.
- Implement the recommendations of the *Downtown De Pere Master Plan* that is in the process of being completed by RDG, Inc.
- Encourage property owners of potential brownfields to contact Brown County to access funds to pay for the cost of environmental assessment and remediation planning.
- Promote businesses downtown that incorporate public access or views of the Fox River.
- Encourage buildings that have commercial uses on the first floor and residential uses above, particularly in the downtown.

- In the downtown, buildings should continue to have minimal setbacks that provide for more direct pedestrian access to structures.
- Consider utilizing funding from the east and west downtown Tax Increment Financing (TIF) districts to assist in funding applicable utility and street improvements.
- Evaluate the development of a new TIF district in the area of Ashland Avenue and Fort Howard Avenue to fund infrastructure improvements and spur redevelopment activity.
- Coordinate redevelopment efforts in the Ashland Avenue and Fort Howard Avenue area with the Village of Ashwaubenon, Brown County, and Wisconsin Department of Transportation.
- Promote the City of De Pere Revolving Loan Fund, Industrial Revenue Bond program, and assistance in state grant applications to assist businesses looking to expand or locate in the City.
- Complete the steps associated with an Economic Development Preparedness Plan.
- Work cooperatively with current downtown businesses, De Pere Main Street, Inc., and the De Pere Area Chamber of Commerce to obtain input into downtown redevelopment opportunities and the potential creation of a Business Improvement District (BID).
- Continue to maintain Wisconsin Main Street designation for De Pere to fund outside expertise related to redevelopment of the City's downtown.
- Develop a yearly meeting schedule with existing businesses in the De Pere East Industrial Park and the De Pere West Business Park to discuss future needs or potential problems.
- Recruit, retain, and encourage the development of businesses that utilize advanced technologies within regional cluster industries to locate in the City.
- Create an economic development program to include business attraction and business retention programs.
- Continue to contribute as a member of Advance, which is the economic development branch of the Green Bay Area Chamber of Commerce.
- Develop a comprehensive list of potential economic development funding mechanisms through the state and federal government.
- Provide assistance to the De Pere Area Chamber of Commerce in maintaining a web page inventory of available business opportunities in the City.
- Promote infill development and redevelopment opportunities to take advantage of existing infrastructure and services and to prevent blight created by vacant and dilapidated buildings and parcels.
- Continue the timely extension of utilities and facilities to the Southbridge Business Park as sales occur and inventory of lots are reduced.

- Work with Internet providers to ensure cable, DSL, and fiber optic connections are provided to new industrial and commercial areas.