

playbook ^{for} recovery



"The measure of who we are is what we do with what we have."

– Vince Lombardi

2020
**ANNUAL
REPORT**





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New North Economy

by the Numbers



MANUFACTURING

- 2,000+ Business Locations
- 140,000+ Industry Jobs
- 2.66x National Concentration
- Contributes \$17.6B to New North Economy

- Contributes \$4.4B to New North Economy
- \$6.4B in Industry Purchases

- 1,000+ Business Locations
- 40,000+ Industry Jobs
- 8% Increase in Jobs 2014-2019

FOOD & BEVERAGE



TRANSPORTATION & LOGISTICS

- 1,000+ Business Locations
- 22,450+ Industry Jobs
- 9% Increase in Jobs 2014-2019
- Contributes \$1.8B to New North Economy

- WI #1 State in Paper Production: New North has the largest concentration
- 16,500+ Direct and 44,000+ Indirect Employment Impact
- Value-Add \$5.1B to GRP

PULP, PAPER & CONVERTING



ENERGY, POWER & CONTROL

- 850+ Business Locations
- 20,000+ Industry Jobs
- 12% Increase in Jobs 2014-2019
- Contributes \$3.4B to New North Economy

- Contributes \$2.2B to New North Economy

- 200+ Business Locations
- 6,000+ Industry Jobs
- 26% Increase in Jobs 2014-2019

AEROSPACE



BIOHEALTH

- 200+ Business Locations
- 4,000+ Industry Jobs
- Strength in local health care: \$5.4 GRP, over 67,000 jobs, over 2,300 locations

- Two interstates, thousands of miles of state & local roadways
- Foreign Trade Zone
- Class 1 Rail Line
- Regional 5G High-speed Internet
- 2 International Airports
- 5 Commercial/Cargo Ports

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About New North, Inc.

New North, Inc. is a 501(c) 3 nonprofit, regional marketing and economic development corporation fostering collaboration among private and public sector leaders throughout the 18 counties of Northeast Wisconsin, known as the New North region. The counties include Brown, Calumet, Door, Florence, Fond du Lac, Green Lake, Kewaunee, Manitowoc, Marinette, Marquette, Menominee, Oconto, Outagamie, Shawano, Sheboygan, Waupaca, Waushara and Winnebago.

THE MISSION: Catalysts for Regional prosperity for all through collaborative action.

CORE VALUE: Collaboration

NEW NORTH PILLARS:

- Talent Development
- Business Development
- Marketing & Branding
- Business Intelligence

New North, Inc.

Northeast Wisconsin Technical College Suite BT344

2740 Mason St., Green Bay, WI 54303

(920) 336-3860 | www.thenewnorth.com

PRESIDENT & CEO

Barb LaMue

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Lorissa R. Bañuelos

VICE PRESIDENT OF STRATEGIC INITIATIVES

Connie Loden

ASSISTANT TO THE PRESIDENT & CEO

Lorri LaPratt

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Matthew Christman

DIRECTOR OF NEW DIGITAL ALLIANCE

Kim Iversen

CREATIVE DESIGN, PRODUCTION AND DISTRIBUTION

Coalesce Marketing & Design

PUBLIC RELATIONS, MEDIA MANAGEMENT

Blumb Communications & Consulting

Your Future is in Appleton!

The Heart of the Fox Cities

- Availability of "Ready to Build" industrial sites
- Air, ground, rail and port connections to the rest of the world
- Vibrant downtown with significant recent investments
- Excellent training opportunities for trades, professionals & entrepreneurs

What others are saying about Appleton:

23rd best small city for start-up business
— Verizon 2020

13th most livable small city in the U.S.
— Smartasset.com 2020

3rd best city to live on \$55,000 salary
— Smartasset.com 2018

1st best place to raise kids
— Smartasset.com 2020

16th best place for Millennials to move
— Reviews.org 2019

21st "coolest" small city in the country
— Travel.alot.com 2018



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— Matt Gresge, CEO, AIA Corporation

"Downtown Appleton and the area immediately surrounding continues to grow in diversity. This is healthy for small businesses like us. In addition, the Downtown space is easy for out-of-town customers to find. **Appleton Downtown puts forth great effort to ensure the vitality and health of small businesses.**"

— Sara Rabideau, Casting On



"Being born and raised in Appleton, **Downtown has always been special** to us. We are excited to provide a **place for people to call home in the heart of Downtown** and take advantage of all it has to offer."

— Fore Development + Investment Group



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2020 New North Report to the Community

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In cooperation with New North, Inc.

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ONLINE:

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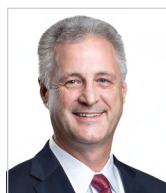
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UW Oshkosh

CO-CHAIR:
VICKI UPDIKE
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Performa, Inc.
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Microsoft

BARB LAMUE
New North, Inc.
KATHI SEIFERT
Katapult, LLC

INVESTMENT COMMITTEE

CHAIR:
TIM SCHNEIDER Investors Community Bank

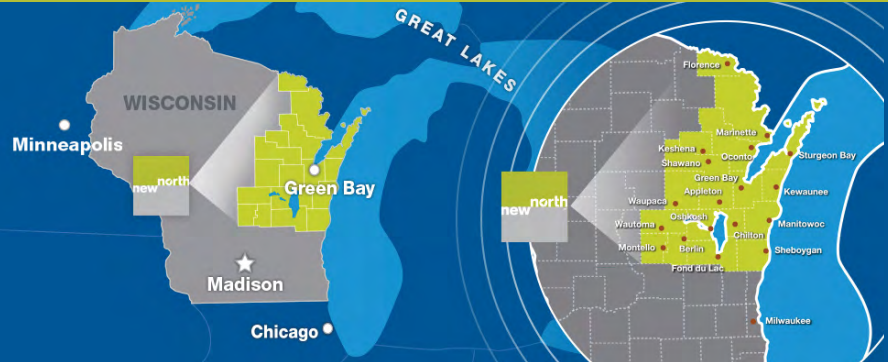
BILL BOHN USI Insurance Services
KATHI SEIFERT Katapult, LLC

*EXECUTIVE COMMITTEE MEMBERS / We are grateful to these board members and those who served earlier during the 2020 calendar year. Please reference the Emeritus Board members listing. New North, Inc. could not exist without the direction and support of these community leaders.

new north—proud of the companies we keep. Connecting investments to companies that invest in the New North.

New North, Inc. creating, connecting and convening regional strategic initiatives for business and talent development

- New North's population – **1.25 million people**
- Total full-time employment – **675,000**
- Annual Gross Regional Product – **\$70 billion**
- **21%** of Wisconsin's population, employment and GDP



highly skilled, educated and productive workforce

- **Public colleges and universities** – 17 public and private colleges and universities with an average annual enrollment of 113,000.
- **The NEW Manufacturing Alliance** – collaborative, led by manufacturers, working with New North, educators, workforce development, chambers of commerce and state organizations to promote manufacturing in our Northeast Wisconsin region.
- **NEW Digital Alliance** – is a collaborative, led by prestigious IT companies in Northeast Wisconsin, working with educators, employers, and partners such as Microsoft TEALS (Technology Education and Literacy in Schools) and TechSpark to promote the tech health of the region and build a robust pipeline of IT Talent.
- **NEW ERA** (Northeast Wisconsin Educational Resource Alliance) – consortium of the post-secondary institutions in the region that fosters regional partnerships among the public colleges and universities.
- **Diversity and Inclusion** – council that develops strategies that leverage every person's assets to foster an environment where everyone achieves his/her full potential.

infrastructure

- 2 interstates and thousands of miles of state and local roadways
- 2 international airports
- Class 1 rail line
- Foreign trade zone
- 5 commercial/cargo ports
- 5G high-speed internet covers the region

quality of life

- Home to the Green Bay Packers, the only community-owned NFL football team
- Wineries, craft breweries, noteworthy museums and art galleries, top-rated hiking trails, more than 300 miles of shoreline on the Great Lakes
- PGA Championship golf courses – Blackwolf Run and Whistling Straits – home to the 2021 Ryder Cup
- The region's cost of living index – 10.5% lower than the national average



top new north industries

One of the strengths of the New North Region is that our industries are very diverse, with deep supply chains.

Manufacturing – The New North Region is home to one of the highest manufacturing concentrations in the nation.

- 30% of all Wisconsin manufacturing careers
- 24% of all Wisconsin manufacturing operations
- 2,000 companies supporting 140,000 careers
- \$18 billion GRP
- Key manufacturing specialties in marine, defense, aerospace, paper and paper products/converting, energy/power controls, fabricated metals, transportation equipment, food processing, heavy machine equipment and foundries

Health Care – Residents and employees have significant choices for top quality health care. Feel better faster with great value and better outcomes in all of our health care centers.

- 70,000 direct patient care and bio-health careers
- \$5.5 billion GRP

Transportation and Logistics – The region hosts the 18th-largest employment concentration in the transportation and logistics industry in the United States.

- 23,000 direct employment positions
- 1,000 companies
- \$2 billion in direct annual sales

Supporting Industries-Construction, Finance & Insurance – Industries that support entrepreneurs, second-stage companies and multi-billion-dollar enterprises.

- 11% growth over the past five years
- 5,000 establishments
- 70,000 careers
- \$9 billion GRP

New North Investors

Platinum/New North Summit Marquee Sponsor \$50,000 & up

Wisconsin Economic Development Corp. (WEDC)
Thrivent, through generous support from the Thrivent Foundation

Champion \$30,000 to \$50,000

Associated Bank
The Boldt Co.
Microsoft
Wisconsin Public Service Corp. (WPS)

Leadership \$25,000 to \$30,000

Amcor
Schneider National

Visionary \$15,000 to \$25,000

Green Bay Packers, Inc.
Kimberly-Clark Corp.
Miron Construction Co., Inc.
Oshkosh Corp.
Werner Electric Supply

Founding \$10,000 to \$15,000

Bergstrom Automotive
CD Smith Construction
CLA
Community First Credit Union
Consolidated Construction Co.
CR Meyer and Sons Co.
Davis I Kuelthau

Eppstein Uhen Architects
Green Bay Packaging
Investors Community Bank
Network Health
Northeast Wisconsin Technical College (NWTC)
Performa, Inc.
Ruder Ware
Schreiber Foods, Inc.
St. Norbert College
ThedaCare
USI Insurance
U.S. Venture
von Briesen & Roper, S.C.

Sustaining \$5,000 to \$10,000

Agropur
American Transmission Co.
AriensCo
Belmark
BMO Harris Bank, N.A.
C.H. Robinson
Faith Technologies
Fincantieri Marine Group
Fox Valley Technical College
Grande Cheese
H.J. Martin & Son, Inc.
Integrity Insurance
Jewelers Mutual Insurance Co.
J. J. Keller & Associates, Inc.
Katapult, LLC
Lakeshore Technical College
Michels Corp.
Miller Electric Manufacturing Co.
Nicolet National Bank
NPS Corp.
Plexus Corp.
University of Wisconsin-Green Bay
University of Wisconsin Oshkosh

WE Energies
Wipfli, LLP

Contributing UP to \$5,000

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Alliant Energy Corp.
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Bank First
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Camera Corner Connecting Point
Cedar Corp.
Creative Business Services
Door County Medical Center
Encapsys LLC
Envano
Epiphany Law
Fehr Graham Engineering
First Business Bank
Foth Co.
Great Northern Corp.
Hoffman Planning, Design & Construction, Inc.
Holy Family Memorial Hospital
Immel Construction
inVenture North
J. F. Ahern Co.
Kaysun
Lakeside Foods
Lindquist Machine Corp.
McMAHON
Michael Best & Friedrich, LLP
NAI Pfefferle
Nichols Paper
Old National Bank
Pomp's Tire Service, Inc.
Prairie States Enterprises, Inc.

R&R Insurance
Right Management
Secura Insurance Co.
TIDI Products
Us 2 Behavioral Health Care
Wisconsin Aluminum Foundry
Wisconsin Bank & Trust
Wisconsin Housing and Economic Development Authority (WHEDA)

In-Kind

4imprint, Inc.
A-mazing Events, LLC
Blumb Communications and Consulting
Cellcom
Coalesce Marketing & Design, Inc.
Fox Cities Chamber
Greater Green Bay Chamber
Insight Publications, LLC
Kerber, Rose & Associates, S. C.
NEW Printing
New Sage Strategies
O'Connor Connective
Oneida Nation of Wisconsin
Reshaping HR
Stellar Blue Technologies, LLC
Stop the Vanilla (STV)
Vye Marketing, formerly known as Leighton
Waupaca County Economic Development Corp.
WEC Energy Group, Inc.
Woodward Radio Group



NEW Digital Alliance Investors

EXECUTIVE — \$10,000 & UP

Amcors
Cellcom
Community First Credit Union
J. J. Keller & Associates
Johnsonville
Microsoft
New North, Inc.
Plexus Corp.
Smart IS International
Thrivent

STRATEGIC: \$5,000

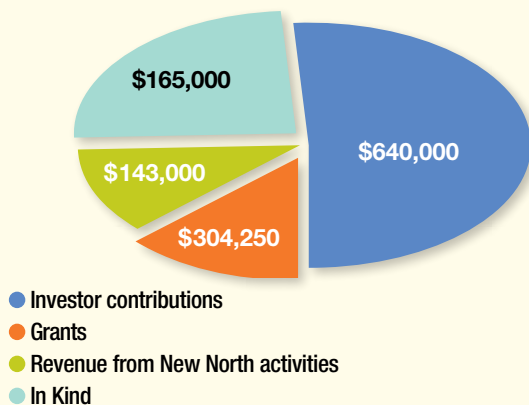
Sadoff E-Recycling
Secura Insurance Co.

GENERAL: \$1,000

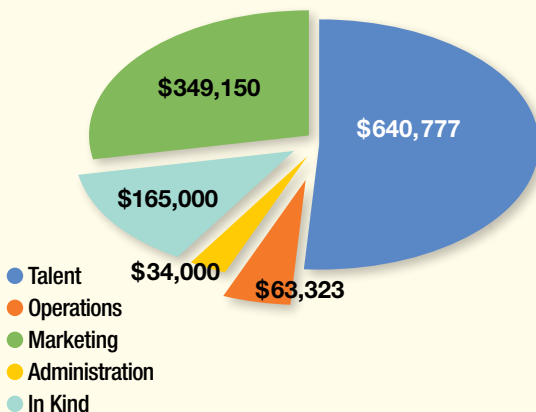
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Fox Valley Technical College
Great Northern Corp.
Heartland Business Services
Imaginasium
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KI
Loyalty
Nature's Way
Northeast Wisconsin Technical
College
Stellar Blue Technologies, LLC
TekSystems

The following represents funding sources for the New North's \$1.25 million annual budget and its major expense categories. The New North's current fiscal year runs from July 1, 2020, to June 30, 2021.

New North, Inc. Revenue 2020-2021



New North, Inc. Expenses 2020-2021



* dollar amounts may change during the fiscal year

New North, Inc. EMERITUS BOARD MEMBERS

PEGGY AMENT, Kimberly-Clark Corp.
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NEIL CORNELIUS, Oneida Seven Generations Corp.
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THOMAS KUNKEL, St. Norbert College (retired)
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RICHARD MCCREARY, BAE Systems (formerly)
MIKE MCEVOY, Sargento Foods
MATT MCLEISH, Pierce Manufacturing (formerly)
GARY MILLER, UW-Green Bay (formerly)
BETSY MITCHELL, Green Bay Packers (formerly)

HEIDI MITCHELL, Fincantieri Marine Group (formerly)
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BOB PEDERSEN, Goodwill NCW (retired)
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JIM PERRY, UW-Fox Valley (retired)
AMY PIETSCH, Venture Center
JEFF RAFF, Northeast Wisconsin Technical College
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ROBERT RIORDAN, Nsight/Cellcom (retired)
MARK ROURKE, Schneider
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Barb LaMue

New North, Inc. President & CEO

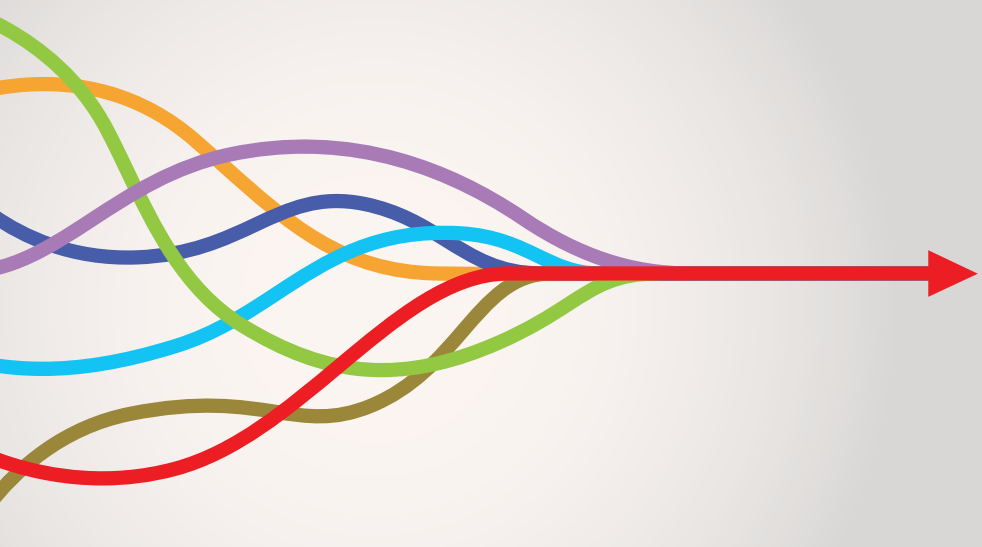
Initiatives keep region moving forward

New North remains laser focused on goals

Uncertain, unusual, unclear, unprecedented — these are words we all have heard throughout 2020. While they may be accurate, I wish to point out that even throughout these challenging times, we have seen the very best in people. Heartfelt concern and generosity have been extended to support those less fortunate or those affected by this pandemic. We have also seen many shining new opportunities. Our region's resiliency is second to none.

Welcome to this year's annual report to the community. While our organization has been a catalyst for our regional recovery, we are incredibly grateful to the many partners who have also helped us execute on longer-term strategic initiatives. You will find in this report summaries of these new initiatives that have occurred throughout 2020:

- **Talent Upskilling:** Partnership with Microsoft, American Family and gener8tor to help train residents that were most affected with job loss during the pandemic
- **Diversity-Equity-Inclusion-Belonging Taskforce:** Strategies developed to recruit and retain diverse talent and make our region a more welcoming place for all residents and visitors
- **IntelTracker:** An online tool to highlight key economic indicators, data trends and forecasts to strengthen regional strategic decisions
- **Talent Hub:** "Go to" job seekers/employers platform for available talent, industry alliances, training and education offerings, job openings, workforce development efforts, and a place to share cool and innovative talent ideas




- **Mission Wisconsin – New North Hires Heroes:** Partnership to recruit military veterans to our region and connect them with employment opportunities
- **NEW Launch Alliance:** Connected entrepreneurial ecosystem to support business discoveries and idea creators

- **Gold Shovel Site Certification:** Identification and marketing of properties that are prime for development for increased exposure to site consultants and companies seeking to expand
- **Converting Corridor:** Campaign to identify the strength of our paper and nonwoven industry across the globe

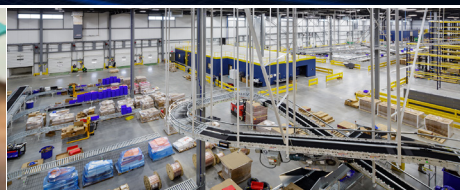
- **Broadband and Infrastructure Developments:** Regional assessments to identify gaps and prepare communities for technology developments
- **More YOU in NEW (Northeast Wisconsin) campaign:** Attraction of talent and investment into the region

We could not execute on this work without the dedication and support of our board of directors, investors, stakeholders, team and hundreds of dedicated volunteers. I am incredibly grateful.

We hope as you read this report, you will continue to connect this strategic work to your community or company. Thank you for your continued support and involvement.

We're 18 counties, one region, driven by compassion, determination and innovation. Together, we will emerge as an even stronger community! 

Respectfully,



If the effects of 2020 have you responding to change, streamlining operations, or preparing for growth ahead, then 2021 will be a pivotal year. We've got your back, with a transparent design-build process and a team of experts who listen first, plan meticulously, and execute right.

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Pandemic doesn't slow initiatives down

Message from the co-chairs



TIM SCHNEIDER
Investors Community
Bank Co-chair



VICKI UPDIKE
New Sage Strategies
Co-chair

While we all anticipate what the new normal will be, New North, Inc. has been working diligently on helping our region recover. We are incredibly grateful to our businesses and communities, all working as one team for this all-important goal. To highlight region-wide efforts, we created Resiliency and Investors' Appreciation videos, which identify examples of what organizations have done to get us back on the road to recovery.

If the recovery work wasn't enough to keep the team working at lightning speed, we are proud to share through this report the many other business and talent initiatives executed.

We created the Talent Hub, which helps stakeholders navigate resources and initiatives to address the underserved,

unemployed and talent attraction efforts. An example of our reskilling effort is New North's partnership with Microsoft and gener8tor to train people who have been the most affected by job losses during the pandemic and connect them to employers across the region. We also now have an innovative approach through Mission Wisconsin – New North Hires Heroes campaign, which provides increased visibility to our region and various employment opportunities for well-trained American heroes to call the New North home.

The NEW Launch Alliance was created to better connect and develop our entrepreneurial ecosystem. We realize that a strong strategy for the region's recovery will be led by creative business ideas that are turned into companies, especially

Seven public Colleges and Universities working together to fill the talent pipeline



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in digital technology. As part of the alliance, for example, a team of corporate innovators from various companies in the region have come together to support discoveries and mentor entrepreneurs. Business idea pitch contests were held with local partners to better connect these ideas with capital, mentors and talent.

We are proud of the significant business expansions, the Gold Shovel Site Certification program to increase the frequency of project wins, and additional local, state and federal investments to leverage private sector capital.

While we don't have space to detail the many accomplishments of this past year, we would be remiss if we didn't acknowledge the intense work that was performed through the Diversity, Equity and Inclusion task force, which, among many actions, led to a change in our mission statement — to be a catalyst for regional prosperity for all through collaborative action.

Lastly, what has become increasingly apparent is the vast amount of information coming to everyone at warp speed. The problem isn't the amount of information, but being able to digest and make informed decisions because of it. That is why we have launched the IntelTracker to create dashboards and other economic indicators to help guide what is needed from a business, talent and community development perspective for our region.



We hope that you take the time to read this report and come away with a sense of pride and accomplishment for what we collectively have been able to achieve. We thank the hundreds of individuals and corporations who volunteer their time and financial support of our mission. We thank you all for your support. 🏆



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Broadband in the Region

We understand that broadband is critically important to make Northeast Wisconsin competitive through advancing the availability, adoption and use of broadband technologies. We will be evaluating gaps in our region and ways to address this over the next several months in partnership with our regional planning commissions.

Technology Access

- Households with a computer: 87.7%
- With broadband internet subscription: 80.4%

U.S. Census Bureau, 2014-18 American Community Survey
5-year Estimates



International Airports

The New North Region is fortunate to have two international passenger airports — Appleton International Airport and the Green Bay Austin Straubel International Airport. Both have full-service fixed base operators, along with multiple municipal airports.

Appleton International Airport, Green Bay Austin Straubel International Airport



Combined Airport Passenger and Freight

	2017	2018	2019
Total air passengers	1,156,833	1,370,114	1,500,941
Total air freight (lbs.)	22,003,305	23,146,297	22,039,338

Port of Green Bay



The Port of Green Bay is the western-most port of Lake Michigan and an integral part of the region's economy, providing a critical link to national and global markets for Wisconsin enterprises. The port offers a direct route for shipping raw goods and materials using the most cost-effective and sustainable method of transportation available. An extensive network of highways and railroads provides a direct connection from the port to regional markets. There are 14 port terminals adjacent to the Fox River capable of handling a combination of dry bulk commodities, bulk liquids, wood pulp, machinery, agricultural commodities and forest products.

Port Tonnage Comparison (metric)	
2017	1,833,752
2018	2,087,391
2019	2,277,652

Port of Green Bay

Freight Rail



Wisconsin's approximately 3,300 miles of railroad system make up about 2% of the nation's rail network. The state's rail system is owned and operated by 10 active, privately owned freight railroads and the State of Wisconsin, which operate over a network of mainlines, branches, industrial leads, spurs, rail yards, and terminals. The region is also home to a Class I railroad, several transload facilities and the first publicly owned transload terminal in the State of Wisconsin, which is located in Oshkosh.

Wisconsin Department of Transportation

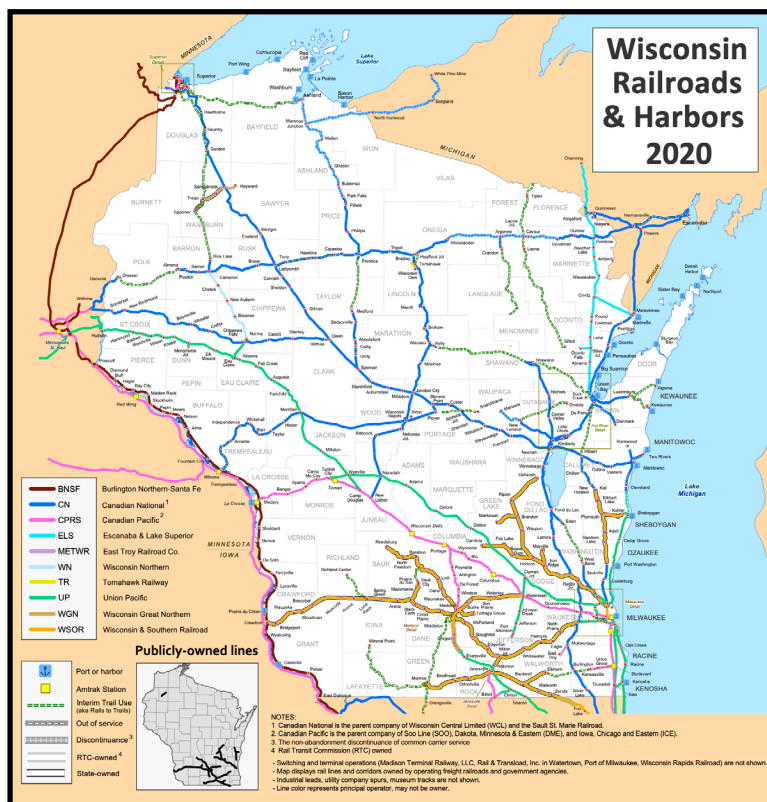
Foreign Trade Zone (FTZ)



The New North Region is home to FTZ #167, which includes approximately 2,300 acres.

This zone allows certain types of merchandise to be imported, repackaged, assembled with other components and then exported without having to go through formal customs entry procedures or incurring import duties.

Port of Green Bay



Education, Diversity, Health Care

Health care

Thank you to our health care professionals for their heroism on the front line in the fight against COVID-19. With over 30 hospitals and countless medical clinics close to home, regional health care organizations, doctors and staff are dedicated to significantly improving the health and quality of life for people in Northeast Wisconsin.

- Ascension
- Aurora Health Care
- Bellin Health
- Children's Hospital Of Wisconsin Fox Valley
- Dickenson Memorial Hospital
 - Florence Medical Center
- Divine Savior Healthcare Crossroads Clinic
- Door County Medical Center — HSHS
- Gundersen Moundview Hospital & Clinics
- Holy Family Memorial Inc.
- Prevea Health
- Ripon Medical Center — SSM Health
- St. Agnes Hospital — SSM Health
- St. Clare Memorial Hospital — HSHS
- St. Mary's Hospital — HSHS
- St. Nicholas Hospital — HSHS
- St. Vincent Hospital — HSHS
- ThedaCare

Source: WISCONSIN DEPARTMENT OF HEALTH SERVICES,
Division of Quality Assurance Provider Portal

Colleges & Universities

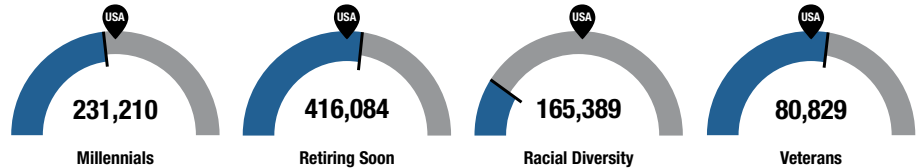


Colleges and universities train and educate over 200,000 workers annually.

94.6% of New North college graduates remain in Wisconsin after graduation.

Population

Area	2010 Population	2020 Population	Change	% Change
The New North	1,229,544	1,261,726	32,182	3%
State	5,690,484	5,838,034	147,550	3%
Nation	309,321,666	330,354,682	21,033,016	7%



Diversity

	2012	2013	2014	2015	2016	2017	2018	2019	2020	Projected 2026
White, Non-Hispanic	89%	89%	88%	88%	88%	87%	87%	87%	87%	85%
White, Hispanic	3.90%	3.99%	4.08%	4.17%	4.27%	4.39%	4.51%	4.61%	4.75%	5.25%
Asian, Non-Hispanic	2.30%	2.38%	2.47%	2.55%	2.61%	2.68%	2.73%	2.79%	2.77%	2.96%
Two or More Races	1.42%	1.47%	1.52%	1.58%	1.63%	1.69%	1.74%	1.79%	1.83%	2.03%
Black, Non-Hispanic	1.28%	1.31%	1.37%	1.43%	1.51%	1.59%	1.66%	1.72%	1.78%	2.03%
American Indian or Alaskan Native, Non-Hispanic	1.57%	1.57%	1.58%	1.60%	1.61%	1.62%	1.63%	1.64%	1.66%	1.72%
Other	0.49%	0.51%	0.54%	0.56%	0.58%	0.60%	0.61%	0.63%	0.65%	0.72%

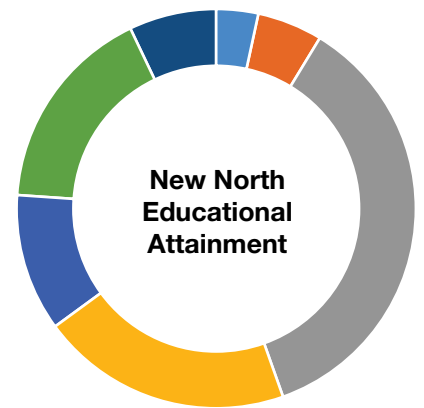
Veteran

Percent of Population: **New North: 7.3% | Wisconsin: 6.9% | United States: 6.9%**

Education

School	Total Graduates (2019)
Fox Valley Technical College	3,647
Northeast Wisconsin Technical College	3,397
University of Wisconsin Oshkosh	3,020
University of Wisconsin-Green Bay	1,669
Moraine Park Technical College	1,424
Lakeshore Technical College	1,171
St. Norbert College	671
Lakeland University	616
Marian University	534
Lawrence University	460

Sources: EMSI, US Census Bureau- 2014-2018 American Community Survey 5-Year Estimates



- Less than 9th Grade 3%
- 9th Grade to 12th Grade 5%
- High School Diploma 36%
- Some College 20%
- Associate Degree 11%
- Bachelor's Degree 17%
- Graduate Degree and Higher 7%

Tourism, Income, Employment, & Business

Tourism

New North accounts for 20% or more of the Direct Visitor Spending, Employment, Total Labor Income, and State and Local Taxes generated in Wisconsin.

	Direct Visitor Spending			Total Business Sales			Employment			Total Labor Income			State and Local Taxes		
	Millions		%	Millions		%	Millions		%	Millions		%	Millions		%
	2018	2019	Change	2018	2019	Change	2018	2019	Change	2018	2019	Change	2018	2019	Change
Wisconsin	\$13,318.6	\$13,667.8	2.62%	\$21,571.6	\$22,223.4	3.02%	199,073	202,217	1.58%	\$5,675.3	\$5,902.1	4.00%	\$1,581.6	\$1,610.0	1.79%
New North	\$2,800.3	\$2,860.9	2.16%	\$4,044.7	\$4,153.1	2.8%	42,928	43,444	1.20%	\$1,238.7	\$1,280.8	3.39%	\$343.1	\$347.6	1.32%

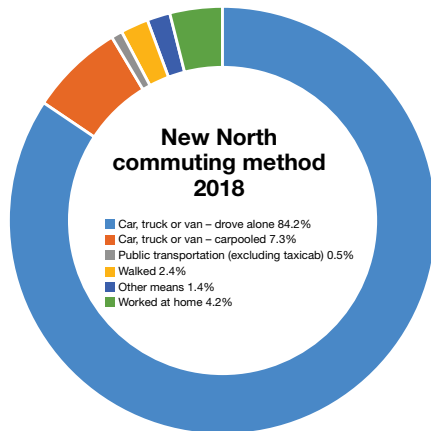
Median Household Income

- New North: \$56,102
- Wisconsin: \$59,209
- United States: \$60,293

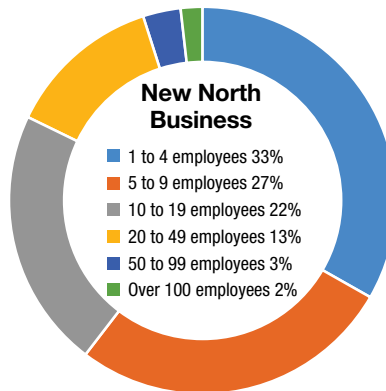
Commuting

Mean travel time to work (minutes):

- New North: 21
- Minneapolis: 25
- Chicago: 34



Business Size

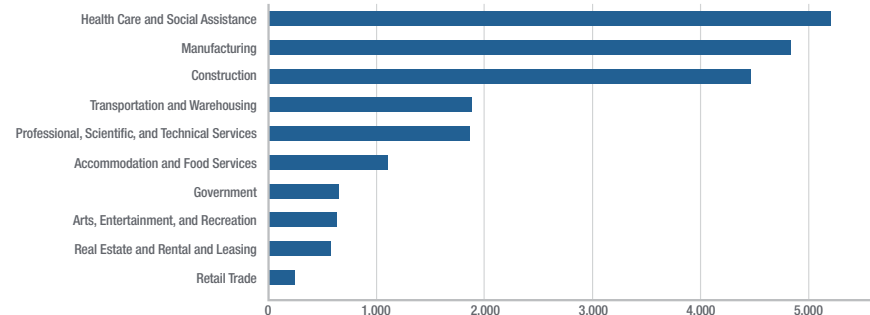


Unemployment

	United States	Wisconsin	New North
1/2020	4	4.2	4.9
2/2020	3.8	4	4.7
3/2020	4.5	3.5	4.0
4/2020	14.4	14.6	16.2
5/2020	13	11.7	12.9
6/2020	11.2	8.7	8.8
7/2020	10.5	7.1	6.9
8/2020	8.5	6.1	6
9/2020	7.7	4.7	4.5

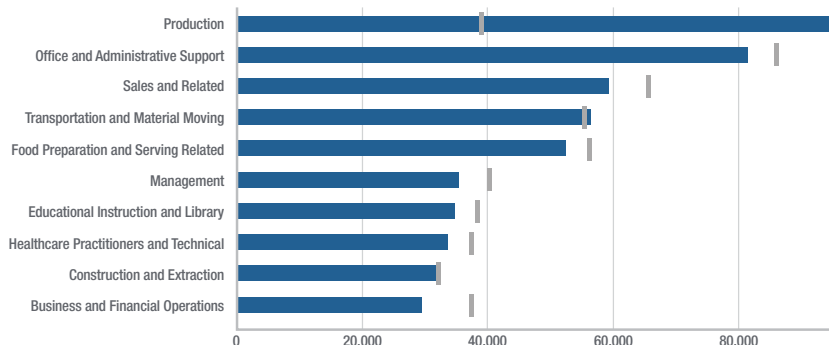
Source: Wisconsin Department of Workforce Development, Local Area Unemployment Statistics (LAUS)

Top Growing Industries 2015-2020 New North top growing industries



Occupations Largest Occupations

● New North Occupation Jobs ● National Average



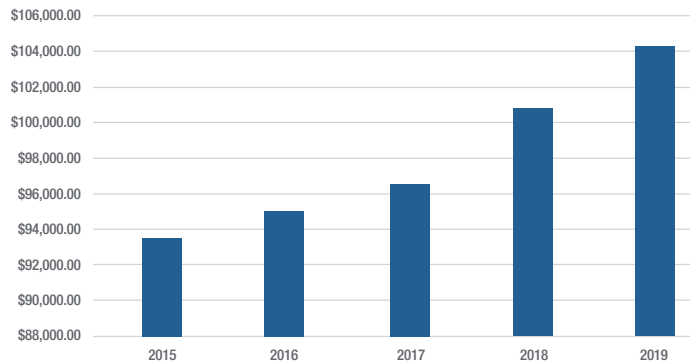
Sources: Wisconsin Department of Tourism, EMSI, US Census Bureau, 2014-18 American Community Survey 5-Year Estimates

Occupation	2019 Median Hourly Earnings
Production	\$18.55
Office and Administrative Support	\$17.50
Sales and Related	\$14.50
Transportation and Material Moving	\$16.44
Food Preparation and Serving Related	\$10.18
Management	\$39.93
Educational Instruction and Library	\$21.51
Healthcare Practitioners and Technical	\$31.21
Construction and Extraction	\$23.38
Business and Financial Operations	\$28.37

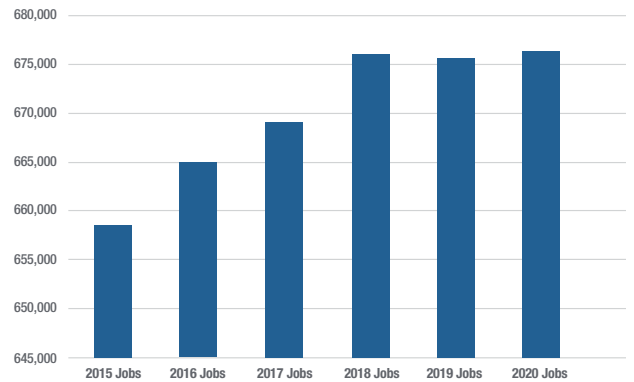
Job Growth & Income

Production Capita

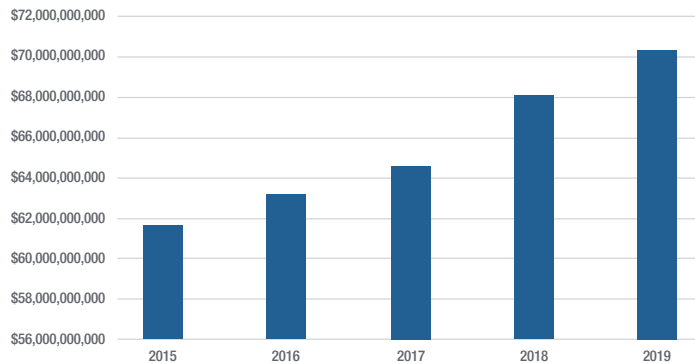
GDP / Job



New North Job Growth



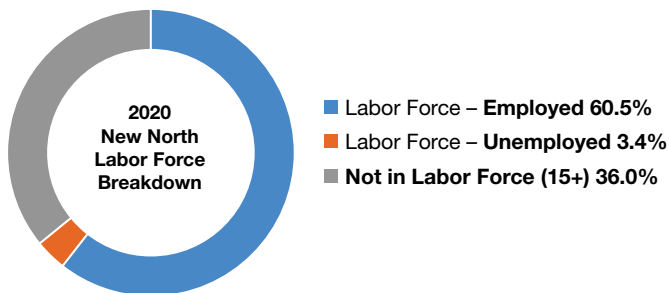
New North GRP



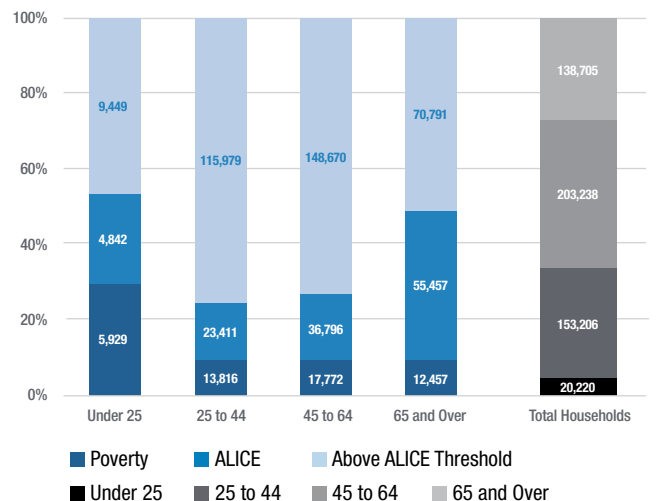
Top Posted Occupations

Occupation (SOC)	Total/Unique (Apr 2020 - Sep 2020)	Posting Intensity	Median Posting Duration
Transportation and Material Moving Occupations	88,146 / 21,801	4 : 1	31 days
Health Care Practitioners and Technical Occupations	70,076 / 13,684	4 : 1	33 days
Sales and Related Occupations	68,003 / 11,662	6 : 1	33 days
Office and Administrative Support Occupations	44,688 / 8,764	5 : 1	35 days
Production Occupations	38,674 / 7,356	5 : 1	35 days
Health Care Support Occupations	41,685 / 6,299	7 : 1	31 days
Management Occupations	29,266 / 6,047	5 : 1	35 days
Food Preparation and Serving Related Occupations	23,675 / 4,920	5 : 1	38 days
Installation, Maintenance, and Repair Occupations	18,383 / 4,383	4 : 1	36 days
Computer and Mathematical Occupations	21,293 / 4,068	5 : 1	34 days

Labor Force

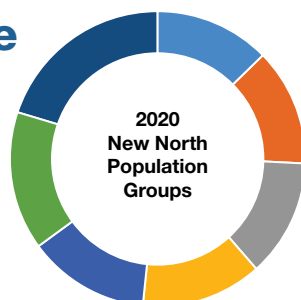


New North Households by Age / Poverty Rates, 2018



Population by Age

- 5 to 14: 13%
- 15 to 24: 13%
- 25 to 34: 13%
- 35 to 44: 13%
- 45 to 54: 13%
- 55 to 64: 16%
- 65+: 20%





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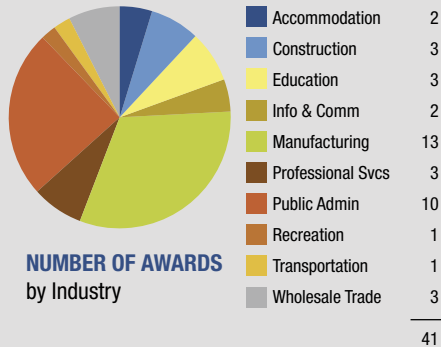
GOLD SHOVEL
DEVELOPMENT-READY SITES

an initiative of the new north region

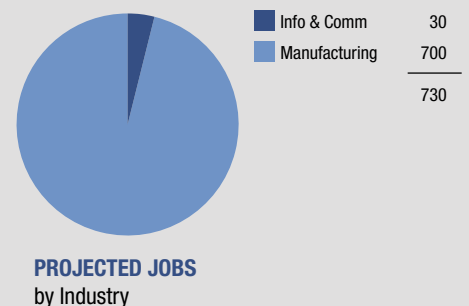
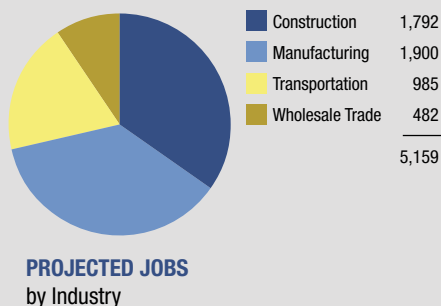
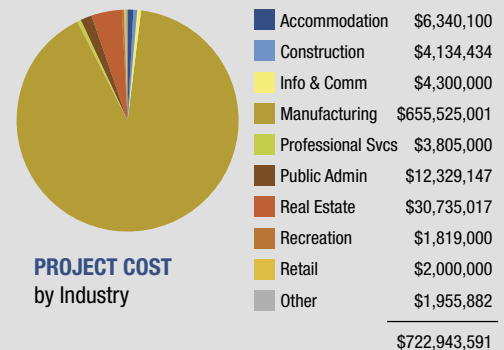
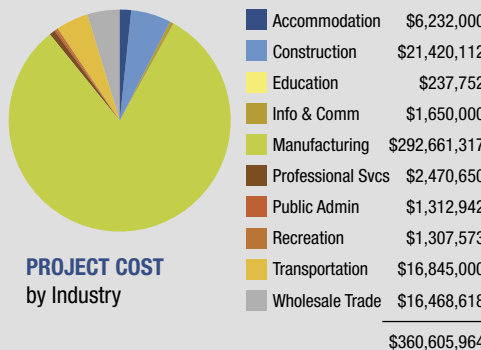
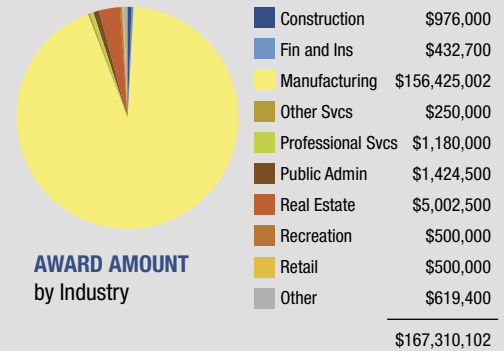
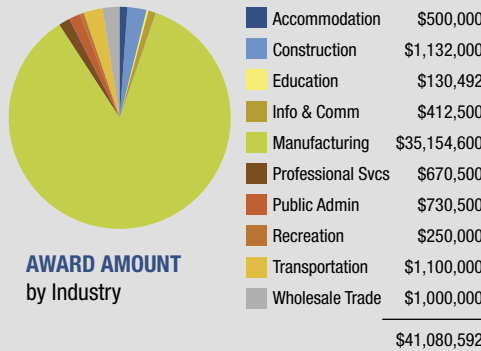
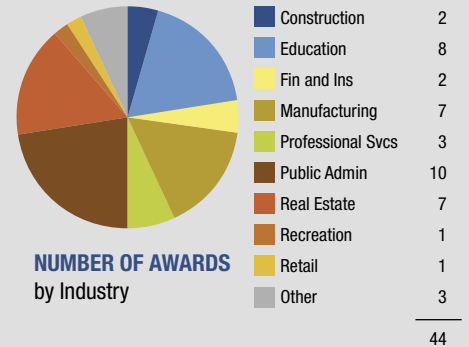


New North is a key strategic partner of the WEDC. The following charts reflect the level of investment engagement into the New North Region.

FY19



FY20



Finding a place

The More YOU in NEW campaign helps workers see New North as home | By Nikki Kallio

Report
20

A new marketing campaign from New North, Inc. is helping workers envision themselves living, working and playing within the 18-county region in the hopes of attracting more talent and retaining the talent that's already here.

The More YOU in NEW campaign, developed by New North's Branding & Marketing Committee, launched in November with its first testimonial video. The campaign's primary target is millennials, those born between 1981-1996.

"It's a great big group of people, and they are the future, meaning they are midstream in their career," says Donna Rippin, a semi-retired strategic growth consultant who co-chairs the committee with Bob DeKoch, a member of The Boldt Co.'s board of directors and the Appleton firm's former president. "We want to attract them here, so that when they get serious about settling into a long-term position, that maybe they can find a home here."

But the program also aims to catch the eye of Gen-Xers (1965-1980), who may be looking for a final career move or lifestyle change, as well as Gen-Z (1997-2012) and veterans. The More YOU in NEW campaign will include a series of videos as well as an ad campaign and social media. The videos are being produced with the help of Gillespie Productions and Coalesce Marketing & Design.

Rippin says the campaign aims to establish an emotional connection with its target market. That can include people like her who were originally brought to the region because of a career move but weren't sure what it would be like to live in the area.



Wisconsin Aluminum Foundry CEO Sachin Shivaram poses with his family in one of the More YOU in NEW video campaigns.

"We're trying to make people understand that it's not all cold and frigid up here, it's a great community, you can call the place home, you can belong, and you can have an impact here," Rippin says.

Lorissa R. Bañuelos, New North's director of marketing and investor relations, says the people featured in the videos will reflect a diverse group professionally, racially and location-wise within the 18-county region.

"We put a lot of thought into who should be represented," Bañuelos says. "That way we can show that we have opportunity here, we have diversity here and we have qualities here that really just make for an all-around great life."

The campaign launched in November with a video featuring Sachin Shivaram, CEO of Wisconsin Aluminum Foundry Co. in Manitowoc, and his family. Several more videos will be released over the next year. The More YOU in NEW tagline was created to reflect inclusivity so that people could picture themselves within the Northeast

Wisconsin region, Bañuelos says.

"I can speak personally to that as being a Latina woman coming from Madison, this community has completely embraced me," says Bañuelos, who first came to the region for internships and later her role at New North. "The region makes opportunities accessible to everyone who's here."

The campaign complements the organization's North of What You Expect effort that showcases professionals talking about what the region has to offer. More YOU in NEW will be targeted toward nearby metropolitan areas including Chicago and Minneapolis, featuring the stories of people who moved here or moved back.

"We wanted to focus on individuals who either came from somewhere else and then chose the New North as their home or were from the region, left, and are making this decision that New North is where they want to build their home," Bañuelos says. "That's a huge focus on this campaign." 📌

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Open for business

Talent Hub focuses on attracting, retaining workers | By MaryBeth Matzek

Report
20

The Talent Hub at thenewnorthtalenthub.com provides a one-stop location to learn about available talent, talent alliances and workforce development issues in the New North.

Attracting, retaining and developing diverse talent in the region has been a key New North initiative since the organization started. The Talent Hub is the latest tool in helping businesses and organizations connect with the talent they need.

The hub has three main areas that fit together and provide relevant information on the following topics:

- Job seekers: Retain and train talent, in-demand careers and attract talent
- Employers: Industry alliances, attract



talent, and retain and train talent

- Connect & Intel: Data and business insights and cool and innovative ideas

The website also includes recruitment tools, job openings in the region, education resources, diversity and

inclusion topics, Inspire New North, information on the region's top employers and the Northeast Wisconsin Workplace Excellence Award.

The Talent Hub is part of New North's More YOU in NEW campaign. ▶

new north hires heroes






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new north

Leading Collaborative Efforts Across the Region Moving From Crisis and Into Recovery



Catalyst for Regional Prosperity for All Through Collaborative Action

New North sincerely thanks our investors for all they have done to support our local communities and residents throughout this pandemic.

Please visit www.thenewnorth.com/investors-appreciation-highlights to view a sampling of these amazing selfless acts. Thank you!



Address PPE demand with regional companies in concert with WEDC and the state Emergency Operations Center



Launch of an economic impact survey with UW Oshkosh for informed, data-driven action



Coordinate statewide CEO Leadership Series with WEDC and other regions



Identify and assist in the deployment of financial resources

- Over \$2.8 million of EDA funding into the Region for municipalities and nonprofits
- Over \$3.5 million to support cultural organizations
- Over \$2 million to support out-of-school grant programs



Extend outreach to downtown businesses to aid in their recovery

- Over \$13.3 million from WEDC to support over 5,000 small businesses in the region



Host weekly meetings with our local partners and industry leaders to identify best practices



Coordinate financial resource guide



Create local heroes videos to thank companies and investors for helping the region recover

- www.thenewnorth.com/covid-19-updates
- www.thenewnorth.com/investors-appreciation-highlights

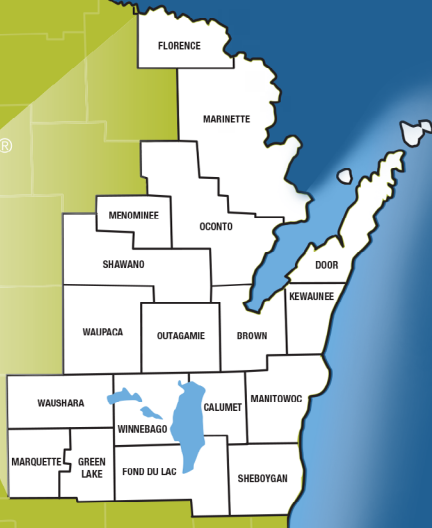


Coordinate regional feedback on expanded reopening of Wisconsin's economy



Leader in the Be Safe Wisconsin and We're All In campaigns





new north

creating, connecting & convening regional strategies for business & talent development

shared vision

To be nationally and globally competitive for personal, community and economic growth.

mission

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values

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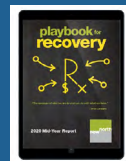
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The future in site

New North's Gold Shovel Ready program facilitates regional growth | By Nikki Kallio

Report
20

When companies are ready to expand or developers are on the lookout for a suitable new location, communities that make the process easier always have a better chance of turning heads.

That's why New North, Inc. developed a program to help site selectors and developers identify and fast-track properties for building and expansion: the Gold Shovel Ready site designation.

The Gold Shovel Ready program ensures all the necessary site information is in place, helping communities increase their competitive advantage and avoid missing site search deadlines. Information gathered includes current maps; utility, transportation and zoning; documentation of nearby restrictions such as easements; ownership and area stats; and demographics.

"Knowing this information upfront helps brokers, site selectors, developers and companies expedite their search, allowing these particular sites to stand out against the competition," says Barb LaMue, New North President and CEO. The program has five participating communities, with the goal of reaching a total of 15 within the next 12 months.

The program was launched several years ago to help local partners respond quickly and effectively to site selection requests, as consultants often want site information within a day or two. Facilitating that process aids in economic growth of the region by making it easier for site selectors to pinpoint those suitable expansion locations and for communities to market them, LaMue says.



COURTESY CITY OF OSHKOSH

The Oshkosh Aviation Business Park is one of several shovel-ready sites designated by New North, Inc.

"It helps them prepare, to collect all of this information upfront that then goes to us, and we package it up, review it for completion," says LaMue, adding that New North then works with one of the two regional planning commissions in the region — Bay-Lake Regional Planning Commission and East Central Wisconsin Regional Planning Commission — to approve the sites, which are then listed on New North's Gold Shovel Ready website.

The commissions are also helping New North to map all of the business industrial parks across the 18-county region.

Additionally, New North is working with NAI Pfefferle to help market

Gold Shovel Ready sites domestically and internationally, LaMue says.

"They have a lot of clients who are in need of developed properties, and their increased connections will certainly benefit our region," she says.

Sites include the Oshkosh Aviation Business Park and locations in the Town of Greenville and villages of Coleman, Lena and Pound. Lena in Oconto County attracted a Dollar General, which opened in August, to one of its sites.

The Gold Shovel designation, along with a strategic development plan for the Rosera Business Park, were key factors in locating that Dollar General store, says Steve Marquardt, village president.

“There’s some sense of security that these development criteria have been taken into consideration.”

– Barb LaMue, New North President & CEO

“The increase in traffic flow near the entrance of the business park should serve as a catalyst for future expansion of the park,” Marquardt says. “It is also another added incentive for businesses to select the Lena Rosera Business Park as their site of choice.”

In the Town of Greenville in Outagamie County, recent projects include Amazon and Associated Appraisals, says Michael J. D. Brown, community and economic development director of the Town of Greenville. In addition, Azco purchased about 32 acres for future development, and three new industrial sites were approved at the Greenville Crossing site.

The Gold Shovel program has given Greenville an edge on attracting growth and development, Brown says. The designation lets the development community know the town is ready “to get their projects through the approval and permitting process as efficiently as possible, saving time and money,” he says.

New North markets Gold Shovel Ready sites to global consultants, who often have clients in manufacturing, transportation, logistics, warehouse, and other industries.

Participation in Gold Shovel is \$500 per parcel or contiguous parcel and can include a whole industrial park.

LaMue says Gold Shovel sites present less risk from a developer’s perspective. “There’s some sense of security that these development criteria have been taken into consideration,” she says. ▲

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Rolling with the changes

Converting industry steps up to meet pandemic's challenges | By Jessica Thiel

Report
20

Pete Augustine, president of Körber's North American tissue business, knew the company's business of making tissue converting and packaging equipment didn't come across as cool or glamorous to most, but that began to shift around the time of the pandemic when products like bath tissue became a hot commodity.

The pandemic has opened people's eyes to the value of the converting industry, and Körber's team takes pride in operating without pause since the beginning of the pandemic to do its part to help make a product for which people have developed a new appreciation.

"You go through something like this

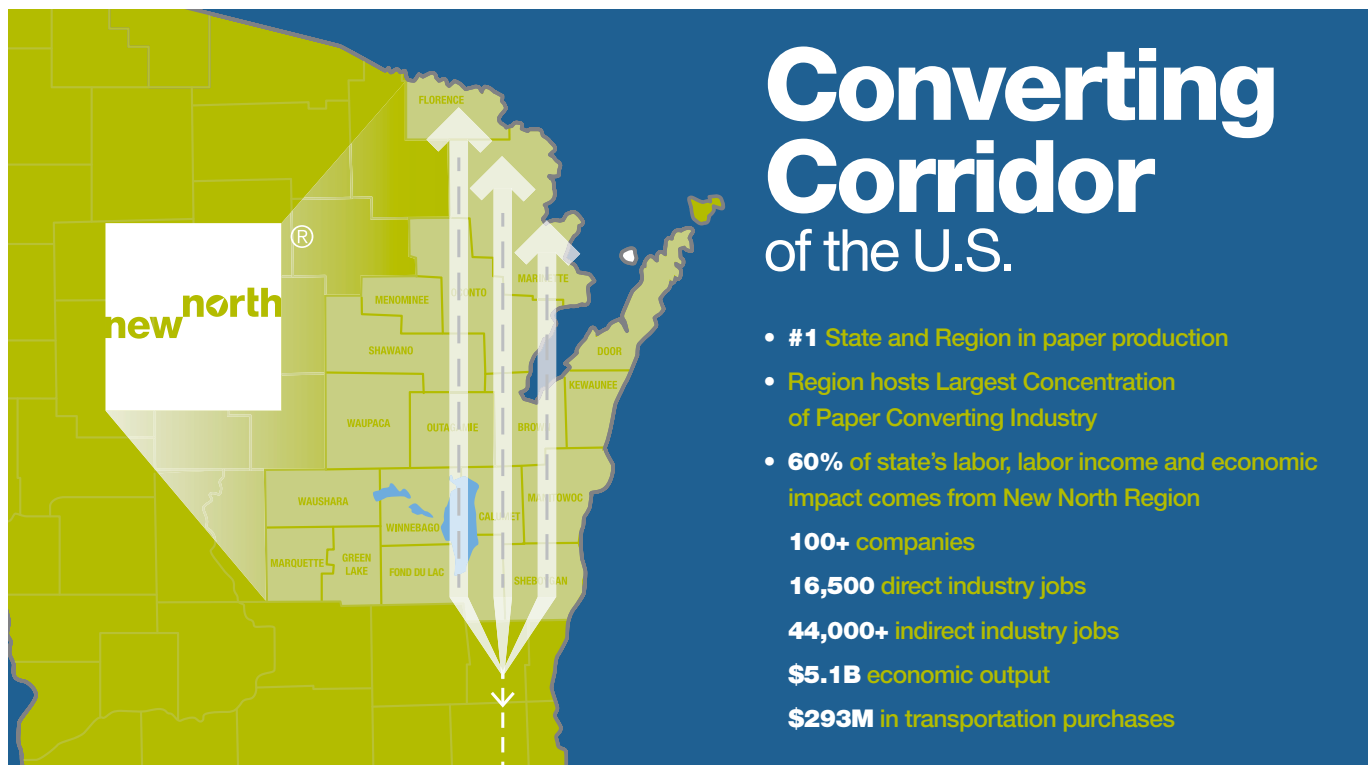


COURTESY KÖRBER

Körber in Green Bay has seen sustained increased demand for its products and services throughout the pandemic. The company makes tissue and packaging equipment.

and you go, 'Hey, you can't buy it. You can't get it on the store shelf.' It is up to us and companies like us to absolutely step up and make sure that people can get a basic necessity like toilet paper," he says.

Körber, which was known as Fabio Perini North America until a company-wide rebranding, has seen a sustained increase in demand for its products and services, and its customers, which



“You go through something like this and you go, ‘Hey, you can’t buy it. You can’t get it on the store shelf.’ It is up to us and companies like us to absolutely step up and make sure that people can get a basic necessity like toilet paper.”

– Pete Augustine,
president of Körber’s
North American tissue business

produce tissue products, continue to run at “full capacity and then some.” The manufacturer has seen a 50 percent increase in demand for new machinery. Everyone is looking for ways to optimize what they have, whether through services to increase productivity, training or something that can be shipped to get companies immediate capacity, Augustine says.

In addition to meeting those needs, the company took some preexisting equipment used for making equipment for the away-from-home products market and converted it to lines that can be used for making nonwovens like in-demand disinfecting wipes. It also developed an inexpensive, non-medical-grade, one-time-use face mask product that dispenses on a roll.

Augustine doesn’t take any of it for granted. “Every day, we understand we are fortunate in the fact that so many businesses have gotten hammered and just decimated,” he says.

Körber is just one example *continued >*



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of the ways the converting industry has stepped up to meet the challenges of the pandemic. Converters throughout the New North have answered the call to help through meeting the needs of consumers and adding or increasing production of personal protective equipment.

The New North, which makes up a large part of the “converting corridor” stretching between Green Bay and Milwaukee, has played a critical role in producing many needed products, says New North, Inc. President and CEO Barb LaMue.

As the crisis began to heat up and the need for PPE became apparent, New North worked with the Wisconsin Economic Development Corp.’s procurement team to mobilize the effort. About 100 companies began making PPE — many for the first time — including face shields, masks and medical gowns and caps.

“(Converters) had to re-engineer themselves relatively quickly. The majority of those companies came out of the New North Region.”

— Barb LaMue, New North President & CEO

“They had to re-engineer themselves relatively quickly. The majority of those companies came out of the New North region,” LaMue says.

One success story in the region is NPS Corp., which caught the attention of the federal government and received a \$2.75 million contract to increase production of melt-blown fiber, a critical component in producing N95 respirators and surgical masks. The contract led to plans to hire 30 new workers.

Wisconsin is also home to leading wet wipes manufacturers, including

Top Brass Inc. in Wittenberg and Rockline Industries in Sheboygan. The latter is installing a \$20 million disinfecting wipe production line that will nearly double the company’s production capacity. It’s expected to be up and running in mid-2021.

LaMue says the converting industry is projected to continue performing strongly, and she sees new opportunities for New North companies to bring more paper product production closer to home and increase exports. “I do think our future is bright,” she says. 📌



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Purposeful collisions

NEW Launch Alliance aims to connect entrepreneurs | By Sharon Verbeten

Report
20

Some startups begin as simply an idea on the back of a napkin at a pub, but bringing those businesses to life takes much more than just a great idea.

Helping entrepreneurs get connected to the right resources to develop their businesses, along with supporting business discoveries inside of existing companies, are the driving forces behind New North's NEW Launch Alliance. It serves as a central location for entrepreneurs and startups throughout the region looking for assistance, whether it's locating space, mentors, training or capital.

"Having a coordinated and connected entrepreneurial ecosystem will increase the number of successful business startups and provide enhanced visibility of what is going on inside our region," says New North President and CEO Barb LaMue. "We want to highlight, celebrate and promote our

"The New North region already has a number of excellent organizations, programs and resources focused on supporting entrepreneurs."

– Barb LaMue, New North President & CEO

region's innovation to gain a reputation as being the place to be when you want to create. Equally, we want to understand what has not gone so well so we can learn from mistakes and seek ways to address them.

"The New North region already has a number of excellent organizations, programs and resources focused on supporting entrepreneurs," she adds. "The role of the NEW Launch Alliance is to connect, create and scale initiatives and business discoveries."

Among the alliance's goals is to grow entrepreneurial density; to identify

and secure capital and other resources; to highlight innovative practices within existing companies; and to lead the implementation of a web-based platform called Start in Wisconsin. In short, it is creating what LaMue calls "purposeful collisions."

"To execute that, we have several task forces with entrepreneurs always being at the center of what we do," she says.

Funded, in part, by a grant from the Wisconsin Economic Development Corp., the alliance is developing a three-year road map on how it can enhance

**NEW
LAUNCH
ALLIANCE**

**Supporting Business Discoveries and
Idea Creators in Northeast Wisconsin**

entrepreneurial ecosystems, through evaluating the best practices around the globe and working with local partners on implementation.

Pitch competitions are an integral part of building an entrepreneurial ecosystem.

Andrew Schmitz — an entrepreneur who actually did sketch his business idea on a napkin at a pub — realizes the power of the pitch. His new company Proceed.app took honors at New North's regional pitch contest in 2019 as well as the top cash prize (\$12,500) at the Startup Wisconsin Pitch at Summerfest Tech last spring. The Appleton company crowdsources, manages and distributes learning materials for small- and medium-sized businesses using visual elements, as opposed to text-based knowledge materials. In addition to assisting with his pitch, the NEW

Start Online

The New North is one of four pilot regions in the state to launch Start in Wisconsin, an online platform where entrepreneurial service providers can register to display information on how they can help startups. Entrepreneurs can then search online, by category and location, for the expertise they need. The platform is live on the New North website. Additional entrepreneurial service providers can contact New North, Inc. to be listed.

"You can plug in a region, search by county and the area of need," says Tim Feldhausen, an attorney at Davis|Kuelthau in Green Bay and chair of the NEW Launch Alliance. "This is just one more tool that will help in making our region robust for entrepreneurs."

"Getting the right connections is essential for startups, [and] the alliance is a network of people who all want to help startups grow. Each person has a different background and their own network. This makes the alliance a great resource to find the connections you need."

— Andrew Schmitz, 2019 New North HATCH winner for his startup Proceed.app

Launch Alliance helped Schmitz build his business plan, share sales and marketing ideas, and connect with potential investors.

"Getting the right connections is essential for startups, [and] the alliance is a network of people who all want to help startups grow," Schmitz says. "Each person has a different background and their own network. This makes the alliance a great resource to find the connections you need."

Tim Feldhausen, an attorney with Davis|Kuelthau in Green Bay and chair of the NEW Launch Alliance, agrees.

"As an entrepreneur moves from idea to operations to success and growth, their needs for services and expertise change dramatically, and therefore there is a need to move about a well-connected and capable ecosystem," he says. "People are willing to help entrepreneurs ... they should not feel they are alone." 📌

HATCH winners crowned

Judges at the NEW Launch Alliance's annual HATCH competition in early December chose Debtle, presented by Stephanie Hoskins, and Pure and Complete Phonics LLC, presented by Dr. Shawn A. Robinson, to receive first- and second-place awards, respectively.

Debtle tackles the consumer debt crisis by helping companies and their customers negotiate and settle overdue invoices through a cloud-based platform, scalable to any size business, that automates, improves and simplifies the negotiation of bad debt accounts.

Pure and Complete Phonics is developing an engaging, game-based spelling and reading application for students with dyslexia that is authentic, realistic and culturally responsive.

Hoskins and Robinson will appear at the New North Summit to pitch their startups to a wider audience.

The HATCH competition participants came from three sub-regional competitions.

NEW Digital Alliance

The Northeast Wisconsin Digital Alliance was created as a result of local business leaders voicing concern about a widening gap between supply and demand for technology talent.



Following an economic study in June 2015, founding companies quickly realized the gap was too big for any one of them to solve alone and it could only be solved by working together regionally. They pooled resources and created the NEW IT Alliance, now known as the NEW Digital Alliance, in November 2016.



Projected shortage of IT talent by 2021 of 3,000 professionals in Northeast WI



58 percent enrollment increase in college IT programs over the last 5 years



2.8% IT unemployment in October 2020 — lower than before COVID-19



33 percent enrollment increase in high school **computer science** courses from 2018-19 to 2019-20



Only 20 percent of IT graduates from local colleges **are women**

The NEW Digital Alliance works to increase the IT talent pipeline and promote digital careers across Northeast Wisconsin. We promote collaborative efforts across K-12, higher education, and employers.

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Welcome to the New North INTELTRACKER

Economy At a Glance

1,258,702

Population (2019)

Population grew by 18,159 over the last five years and it's projected to grow by 16,735 over the next five years

675,558

Total Regional Employment

Jobs grew by 21,890 over the last five years and are projected to grow by 18,667 over the next five years.

\$58.5K

Avg. Earnings Per Job (2019)

Regional average earnings per job are \$10.6 below the national average earnings of \$69.1K per job.

Takeaways

- As of 2019, the region's population increased by 1.5% since 2014, growing by 18,159. Population is expected to increase by 1.3% between 2019 and 2024, adding 16,735.
- From 2014 to 2019, jobs increased by 3.3% in the New North Region from 653,668 to 675,558. This change fell short of the national growth rate of 7.9% by 4.6%. As the number of jobs increased, the labor force participation rate decreased from 65.5% to 64.2% between 2014 and 2019.
- Concerning educational attainment, 16.9% of the selected regions' residents possess a bachelor's degree (1.9% below the national average), and 10.7% hold an associate degree (2.6% above the national average).
- The top three industries (2019) are manufacturing, health care, and finance and insurance

Regional Data

- Vital Statistics
- Regional Economy
- Talent Demographics
- Hot Jobs
- Technology/Automation
- Education
- Infrastructure
- Manufacturing
- Retail & Services
- Livability
- Capital Investment



New North IntelTracker



New North launched a new online tool at the beginning of December linked to the new Talent Hub, called the New North IntelTracker, featuring economic indicators and data on a regional, state and national level showing trends and insights over time.

The purpose of publishing this data, which will be curated by our New North Business Intelligence Analyst Team, is to assist businesses and organizations in better understanding what is currently at play and to make informed strategic decisions for the future.

The New North IntelTracker will include data trends and insights on our Economy at a Glance, Vital Statistics, Labor Market/Talent, Livability, Economic Vitality, Industry Clusters, Education, Capital Investment, Retail Sales and more. The intent is for the IntelTracker to evolve over time, adding new components to become more robust and interactive for drilling down into the data, along with adding in predictive and prescriptive analytics and recommendations.

Check it out at: www.NewNorthIntelTracker.com

New North recognizes its partners and committee members

Thank you to all stakeholders, committee members, active task group leaders and more who helped fulfill New North's important regional economic development work in 2020.

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 Brittany Beyer, Grow North — Gov Task Force on Broadband
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 Jim Cleveland, Envision Greater Fond du Lac
 Steven Deller, UW Community Economic Development
 Bill Esbeck, Wisconsin State Telecommunications Association
 Jim Golembeski, Bay Area Workforce Development Board
 Kara Homan, Outagamie County

Kim Iversen, NEW Digital Alliance
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 Rob Kleman, Oshkosh Chamber of Commerce
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Wade Leipold (Co-lead
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Michael Bendel,
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Jon Kinney, Headway

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Technologies

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Network

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Great Northern Corp.

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Tom Butler, VF142

Kurt Hahlbeck, Hugo Enterprises

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Consulting

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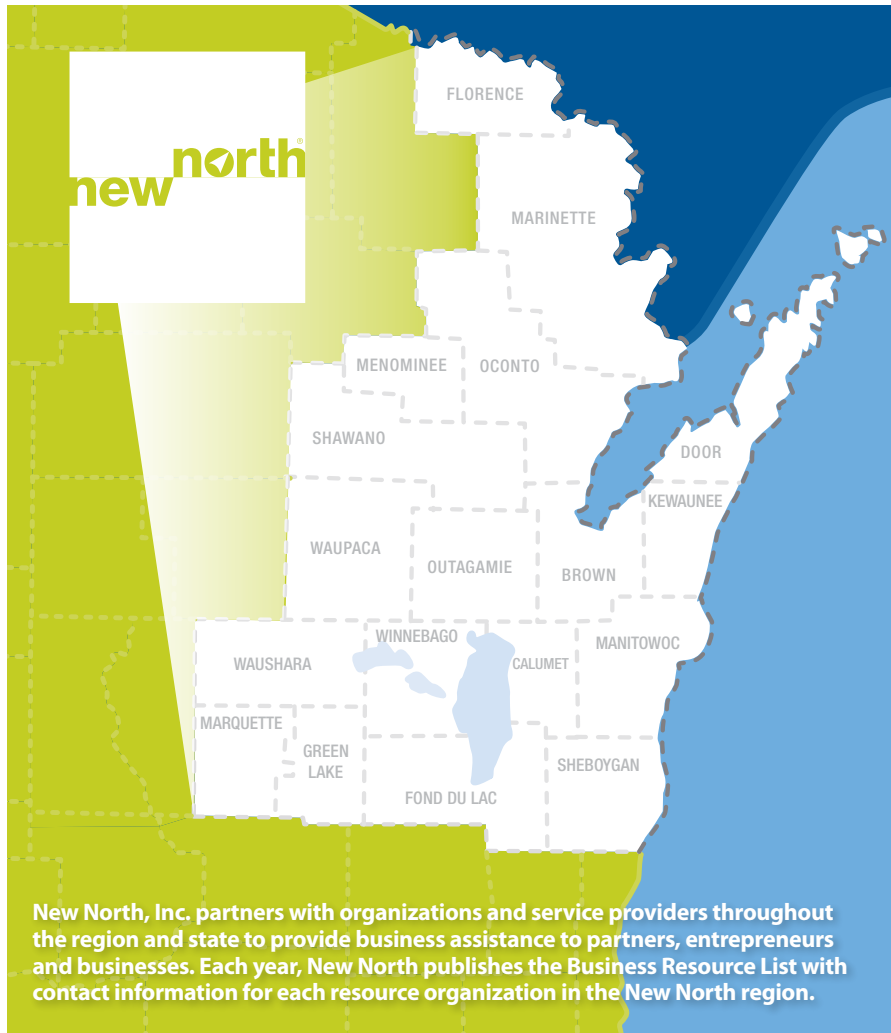
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WMEP.org

Business resources in the New North



East Central Wisconsin Regional Planning Commission

www.eastcentralrpc.org

Contact: mbadtke@ecwrpc.org

(920) 751-4770

Alliant Energy

www.alliantenergy.com

Contact: donnawalker@alliantenergy.com

800-255-4268

Wisconsin Public Service (WPS)

www.wisconsinpublicservice.com

Contact: Joel.burow@wecenergygroup.com

(920) 433-1135

LOCAL PARTNERS

Algoma Area Chamber of Commerce

Kewaunee County

www.visitalgomawi.com/chamber

Contact: info@algomachamber.org

(920) 487-2041

Algoma Community Development

Kewaunee County

www.algomacity.org

visitalgomawi.com

Contact: jamber.shallow@algomacity.org

(920) 487-5203

Appleton Downtown, Inc.

Outagamie County

www.appletondowntown.org

Contact: jennifer@appletondowntown.org

(920) 954-9112

City of Appleton Community and Economic Development

Outagamie County

www.appleton.org

Contact: karen.harkness@appleton.org

(920) 832-6468

Ashwaubenon Business Development

Brown County

www.ashwaubenon.com

Contact: aschuette@ashwaubenon.com

(920) 593-4405

Baileys Harbor Community Association

Door County

baileysharbor.doorcounty.com

Contact: info@baileysharbor.com

(920) 839-2366

Berlin Chamber of Commerce

Green Lake County

www.berlinchamber.net

Contact: BuildingABetterBerlin@gmail.com

(920) 361-3636

REGIONAL ECONOMIC DEVELOPMENT

New North, Inc.

www.thenewnorth.com

Contact: barb.lamue@thenewnorth.com

(920) 336-3860 / (920) 676-1960 (cell)

Northeast Wisconsin (NEW) Manufacturing Alliance

www.newmfgalliance.org

Contact: ann.franz@nwtc.edu

(920) 498-5587

Northeast Wisconsin Regional Economic Partnership (NEWREP)

Contact: Mary.Kohrell@calumentcounty.org

(920) 982-1582

Northeast Wisconsin Educational Resource Alliance (NEW ERA)

www.neweraonline.org

Contact: ext.murphjer@fvtc.edu

(920) 424-3980

NEW Construction Alliance

www.newconstructionalliance.org

Contact: joe@newconstructionalliance.org

(920) 431-4100

NEW Digital Alliance

www.newdigitalalliance.org

Contact: kim@newdigitalalliance.org

(920) 312-7040

NEW Healthcare Alliances

- Greater Green Bay
- Fox Valley
- Lakeshore

www.thenewnorth.com/talent/talent-alliances

Bay-Lake Regional Planning Commission

www.baylakerpc.org

Contact: cwojtczak@baylakerpc.org

(920) 448-2820, ext. 101

Berlin Community Development Corp
City Connect Community
www.cityofberlin.net
Contact: lkemnitz@cityofberlin.net
(920) 361-5156

Brillion Chamber of Commerce
Calumet County
www.brillionchamber.com
Contact: info@brillionchamber.com
(920) 875-0125

City of Brillion Community Development
Calumet County
ci.brillion.wi.us/community-development
Contact: admin@ci.brillion.wi.us
(920) 756-2250

Brown County
www.browncountywi.gov
Contact: cole.runge@browncountywi.gov
(920) 448-6480

Calumet County Community Economic Development
Calumet County
www.calumetcounty.org/193/Community-Economic-Development
Contact: mary.kohrell@calumetcounty.org
(920) 849-1680

Campbellsport Area Chamber of Commerce
Fond du Lac County
Contact:
campbellsportchamber@gmail.com
(920) 979-0080

Chilton Chamber of Commerce
Calumet County
chiltonchamber.com
Contact: info@chiltonchamber.com
(920) 418-1650

Clintonville Area Chamber of Commerce
Waupaca County
www.clintonvillevichamber.com
Contact: executivedirector@clintonvillevichamber.com
(715) 823-4606

Village of Coloma
Waushara County
villageofcoloma.com
Contact: appssm@hotmail.com
(920) 228-2622

Village of Combined Locks
Outagamie County
www.combinedlocks.org
Contact: gieser@combinedlocks.org
(920) 788-7740

De Pere Area Chamber of Commerce
Brown County
www.deperechamber.org
Contact: firstthing@deperechamber.org
(920) 338-0000

Definitely De Pere
Brown County
www.definitelydepere.org
Contact: tina@definitelydepere.org
(920) 403-0337

Door County Economic Development Corp.
Door County
www.doorcountybusiness.com
Contact: steve@doorcountybusiness.com
(920) 743-3113

Elkhart Lake Area Chamber of Commerce
Sheboygan County
www.elkhartlakechamber.com
Contact: chamber@elkhartlake.com
(920) 876-2922

Florence County Economic Development
Florence County
www.exploreflorencecounty.com
Contact: wgehlhoff@co.florence.wi.us
(715) 528-3294

Envision Greater Fond du Lac
Fond du Lac County
www.envisiongreaterfdl.com
Main contact: sparafiniuk@envisiongreaterfdl.com
Economic development: jcleveland@envisiongreaterfdl.com
(920) 929-7581

Downtown Fond du Lac
Fond du Lac County
www.downtownfonddulac.com
Contact: amy@downtownfdl.com
(920) 322-2006

Fox Cities Chamber of Commerce
Fox Cities Regional Partnership
Outagamie County
www.foxcitieschamber.com
Main contact: bbartoszek@foxcitieschamber.com
Economic development: JSellen@foxcitieschamber.com
(920) 734-7101

Village of Fox Crossing
Winnebago County
www.foxcrossingwi.gov
Contact: gdearborn@foxcrossingwi.gov
(920) 720-7100

Fox West Chamber of Commerce
Outagamie County
www.FoxWestChamber.com
Contact: marketing@foxwestchamber.com
(920) 931-2925

Fremont Area Chamber of Commerce
Waupaca County
www.travelfremont.com
Contact: travelfremontwi@gmail.com
(920) 446-3838

Gillett Community Development Authority
Oconto County
cityofgillett.com/government/committees
(920) 855-6084

Town of Grand Chute
Outagamie County
www.grandchute.net
Contact: Michael.patza@grandchute.net
(920) 832-1573

Downtown Green Bay, Inc.
Brown County
www.downtowngreenbay.com
Contact: info@downtowngreenbay.com
(920) 437-5972

Green Bay — On Broadway, Inc.
Brown County
www.onbroadway.org
Contact: brian@onbroadway.org
(920) 437-2531

Greater Green Bay Chamber
Brown County
www.greatergbc.org
Main contact: lradke@greatergbc.org
Economic development:
karmstrong@greatergbc.org
(920) 593-3400

City of Green Bay Community & Economic Development
Brown County
greenbaywi.gov
Contact: cherylre@greenbaywi.gov
(920) 448-3412

Green Lake Area Chamber of Commerce
Green Lake County
www.visitgreenlake.com
Contact: lisa@visitgreenlake.com
(920) 294-3231

Green Lake County Economic Development Corp.
Green Lake County
www.co.green-lake.wi.us/committees/economic-development-corporation
Contact: hreabe@co.green-lake.wi.us
(920) 294-4010

Town of Greenville
Outagamie County
www.townofgreenville.com
Contact: Michaelb@townofgreenville.com
(920) 757-5151

Town & Village of Harrison
Calumet County
www.harrison-wi.org
Contact: mmommaerts@harrison-wi.org
(920) 989-1062

Future Omro/City of Omro
Winnebago County
www.futureomro.com
Contact: shawkins@omro-wi.com
(920) 685-7005

Heart of the Valley Chamber
Outagamie County
www.heartofthevalleychamber.com
Contact:
Nicci@heartofthevalleychamber.com
(920) 766-1616

Village of Hortonville
Outagamie County
www.hortonvillewi.org
Contact: admin@vohortonville.com
(920) 779-6011

inVenture North
Marinette County
www.inventurenorth.com
Contact:
Robert.pontius@inventurenorth.com
(715) 732-1050

Iola-Scandinavia Area Chamber of Commerce
Waupaca County
www.ischamber.com
Contact: mary@iolaoldcarshow.com
(715) 445-4000

City of Kaukauna
Outagamie & Calumet counties
www.cityofkaukauna.com
Contact: jakelr@kaukauna-wi.org
(920) 766-6300

Kewaunee Area Chamber of Commerce
Kewaunee County
www.kewaunee.org
Contact: admin@kewaunee.org
(920) 388-4822

Kewaunee County Economic Development Corp.
Kewaunee County
kcedc.org
Contact: info@kcedc.org
(920) 255-1661

Kiel Area Association of Commerce
Calumet County
kielwi.org
Contact: info@kiewlwi.org

Village of Kimberly
Outagamie County
www.vokimberly.org
Contact: dblock@vokimberly.org
(920) 788-7500

Lakewood Area Chamber of Commerce
Oconto County
www.lakewoodwisconsin.org/chamber-of-commerce
(715) 276-6500

Village of Little Chute
Outagamie County
www.littlechutewi.org
Contact: James@littlechutewi.org
(920) 788-7380

Luxemburg Area Chamber of Commerce
Kewaunee County
www.luxemburgchamber.com
Contact: jdax@centurytel.net
(920) 606-0311

The Chamber of Manitowoc County
Manitowoc County
chambermanitowoccounty.org
Contact: knichols@chambermanitowoccounty.org
City of Manitowoc – pbraun@manitowoc.org
(920) 684-5575

Marinette County
www.marinettecounty.com
Contact:
Jennifer.short@marinettecounty.com
City of Marinette – autumn.rockhill@marinettecounty.com

Marinette Menominee Area Chamber
Marinette County
www.mandmchamber.com
Contact: Jacqueline.boudreau@mandmchamber.com
(715) 735-6681

Markesan Area Chamber of Commerce
Green Lake County
www.markesanwi.com
www.cfachamber.com/store/p56/markesanchamber.html
Contact: markesanchamber@gmail.com
(920) 398-8023

Marquette County Economic Development
Marquette County
makeitmarquette.com
Contact: ksolis@co.marquette.wi.us
(608) 297-1000

City of Menasha
Winnebago County
www.cityofmenasha-wi.gov
Contact: sschroeder@ci.menasha.wi.us
(920) 967-3600

Menominee County
www.co.menominee.wi.us
Contact: jweeso@co.menominee.wi.us
(715) 799-3635

Menominee Business Center
Menominee County
www.menominee-nsn.gov
Contact: cawaukau@mitw.org
(715) 799-5100

Mishicot Area Growth & Improvement Committee
Manitowoc County
mishicot.org
Contact: magic@mishicot.org
(920) 755-3411

City of Montello
Marquette County
www.cityofmontello.com
Contact: dawncalnin@cityofmontello.com
(608) 297-2727

Montello Area Chamber of Commerce
Marquette County
www.montellowi.com
Contact: info@montellowi.com
(608) 297-7420

Neenah Community Development
Winnebago County
www.ci.neenah.wi.us
Contact: communitydevelopment@ci.neenah.wi.us
City of Neenah – chaese@ci-neenah.wi.us
(920) 886-6125

City of New Holstein
Calumet County
www.ci.newholstein.wi.gov
Contact: JonWeir@hotmail.com
(920) 898-5766

New Holstein Area Chamber of Commerce
Calumet County
www.newholstein.org
Contact: info@newholsteinchamber.com
(920) 898-9095

New London Area Chamber of Commerce
Outagamie County
www.newlondonchamber.com
Contact: director@newlondonchamber.com
(920) 982-5822

City of New London
Outagamie County
www.newlondonwi.org
Contact: khager@newlondonwi.org
(920) 982-8500

Northeast Wisconsin Chamber Coalition
Chambers in Fond du Lac, the Fox Cities, Green Bay, Oshkosh and Waupaca.

Village of Princeton
Green Lake County
www.cityofprincetonwi.com
Contact: (608) 297-2727

Progress Lakeshore
Manitowoc County
progresslakeshore.org
Contact: info@progresslakeshore.org
(920) 482-0540

Oconto Area Chamber of Commerce
Oconto County
www.ocontoareachamber.com
Contact: rhode@ocontocounty.org
(920) 834-5711

Oconto County Economic Development Corp.
Oconto County
www.ocontocounty.org
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(920) 834-7129

Oconto Falls Community Development Authority
Oconto County
CityofOcontoFalls.com
Contact: admin@ci.ocontofalls.wi.us
(920) 846-4505

Oconto Industrial Development Commission
Oconto County
cityofOconto.com
Contact: admin@cityofOconto.com
(920) 834-7711

Omro Area Development Corporation and Business Improvement District
Winnebago County
www.omro-wi.com
Contact: dracine@omro-wi.com
(920) 685-7005, ext. 22

Oneida Nation
Brown County
oneida-nsn.gov
Contact: communications_department@oneidanation.org
800-236-2214

City of Oshkosh, Economic Development
Winnebago County
www.ci.oshkosh.wi.us
Contact: knieforth@ci.oshkosh.wi.us
Downtown: jessie@downtownoshkosh.com
(920) 236-5055

Oshkosh Chamber of Commerce
Winnebago County
www.oshkoshchamber.com
Contact: John@oshkoshchamber.com
Economic development: rob@oshkoshchamber.com
(920) 303-2266, ext. 14

Greater Oshkosh Economic Development Corp.
Winnebago County
www.greateroshkosh.com
Contact: Jason.White@greateroshkosh.com
(920) 230-3321

Greater Outagamie County Economic Development Corp.
Outagamie County
www.outagamie.org
Contact: kara.homan@outagamie.org
(920) 832-6034

Peshtigo Area Economic Development Association
Marinette County
ci.peshtigo.wi.us/parks-rec/economicdevelopment
(715) 582-3041

Peshtigo Chamber of Commerce
Marinette County
www.peshtigochamber.com
Contact: peshtigochamber@centurytel.net
(715) 582-0327

Plymouth Chamber of Commerce
Sheboygan County
www.plymouthwisconsin.com
Contact:
maryhauser@plymouthwisconsin.com
(920) 893-0079

City of Plymouth
Sheboygan County
plymouthgov.com
Contact: byerges@plymouthgov.com
(920) 893-1271

Princeton Area Chamber of Commerce
Green Lake County
www.princetonwi.com
Contact: info@princetonwi.com
(920) 295-3877

Redgranite Area Economic Development Committee
Waushara County
www.redgranitewisconsin.com
Contact: clerk@redgranitewisconsin.com
(920) 566-2381

Reedsville Association for Growth and Development
Manitowoc County
www.reedsville.org
Contact: clerk-treasurer@reedsville.org
(920) 754-4371

Ripon Area Chamber of Commerce
Fond du Lac County
www.ripon-wi.com
Contact: jason@ripon-wi.com
(920) 748-6764

Ripon — Main Street
Fond du Lac County
www.riponmainst.com/riponmainst
Contact: craig@riponmainst.com
(920) 748-7466

Seymour Chamber of Commerce
Outagamie County
seymour.govoffice.com
Contact: info@seymourchamber.com
(920) 833-6053

Shawano Country Chamber of Commerce
Shawano County
www.shawanocountry.com
Contact: chamber@shawano.com
(715) 524-2139

Shawano County Economic Progress, Inc.
Shawano County
www.shawanoecondev.org
Contact: peter.thillman@scepi.org
(715) 526-5839

City of Sheboygan
Sheboygan County
www.sheboyganwi.gov
Contact: chad.pelishkek@sheboyganwi.gov
(920) 459-3383

Sheboygan County Chamber of Commerce
Sheboygan County
www.sheboygan.org
Contact: deidre@sheboygan.org
(920) 457-9491

Sheboygan County Economic Development Corp.
Sheboygan County
sheboygancountyedc.com
Contact:
doudna@sheboygancountyedc.com
(920) 452-2479

Sheboygan Falls Chamber-Main Street, Inc.
Sheboygan County
www.sheboyganfalls.org
Contact: sbreunig@sheboyganfalls.org
(920) 467-6206

Stockbridge Area Business Association
Calumet County
www.stockbridgebusiness.com
Contact: saba@stockbridgebusiness.com
(920) 439-1899

City of Sturgeon Bay
Door County
www.sturgeonbaywi.com
Contact: molejniczak@sturgeonbaywi.gov
(920) 746-2900

Sturgeon Bay Visitor Center
Door County
www.sturgeonbay.net
Contact: vacation@sturgeonbay.net
(920) 743-6246

Tigerton Main Street, Inc.
Shawano County
www.tigertonmainstreet.org
Contact: tigertonmainstreet@frontier.com
(715) 535-2110

City of Two Rivers Economic Development
Manitowoc County
www.two-rivers.org
Contact: gbuckley@two-rivers.org
(920) 793-5532

Two Rivers Main Street Inc.
Manitowoc County
tworiversmainstreet.com
Contact: director@tworiversmainstreet.com
(920) 794-1482

Washington Island Chamber of Commerce
Door County
washingtonisland-wi.com
Contact: info@washingtonisland-wi.com
(920) 847-2179

City of Waupaca Economic Development
Waupaca County
www.cityofwaupaca.org/development
Contact: adane@cityofwaupaca.org
(715) 942-9904

Waupaca Area Chamber of Commerce
Waupaca County
www.waupacaareachamber.com
Contact: Terri@WaupacaAreaChamber.com
(715) 258-7343

Waupaca County Economic Development Corp.
Waupaca County
www.wcedc.org
Contact: wcedc@charter.net
(920) 982-1582

Waupun Area Chamber of Commerce
Fond du Lac County
waupunchamber.com
Contact: sarah@cityofwaupun.com
(920) 324-3491

Village of Wausaukee
Marinette County
www.villageofwausaukee.com
Contact: wbawausaukee@gmail.com
(715) 856-6988

Waushara Area Chamber of Commerce
Waushara County
www.wausharachamber.com
Contact: wausharachamber@gmail.com
(920) 787-3488

Waushara County
www.co.waushara.wi.us
Contact: robert.sivick@co.waushara.wi.us
(920) 787-0431

Westfield Area Chamber of Commerce
Marquette County
westfield-wi.com
Contact: contact@westfield-wi.com
(608) 296-4146

Wittenberg Area Development Corporation
Shawano County
villageofwittenberg.com/economic-development
Contact: wittbrg@gmail.com
(715) 253-6063

Wittenberg Area Chamber of Commerce
Shawano County
www.wittenbergchamber.org
Contact: info@wittenbergchamber.org
(715) 881-2111

STATEWIDE ECONOMIC DEVELOPMENT RESOURCES
Wisconsin Economic Development Corporation (WEDC)
wedc.org
Contact: dobusiness@inwisconsin.com
(855) 469-4249

Wisconsin Economic Development Association (WEDA)
www.weda.org
Contact: weda@weda.org
(608) 255-5666

Wisconsin Manufacturers & Commerce (WMC)
www.wmc.org
Contact: mem@wmc.org
(608) 258-3400

WMEP Manufacturing Solutions
www.wmep.org
Contact: info@wmep.org
(608) 240-1740

Wisconsin Technology Council
wisconsintechcouncil.com
Contact: Angela@wisconsintechcouncil.com
(608) 442-7557

Wisconsin Business Development (WBD)
www.wbd.org
Contact: jmonnett@wbd.org
(608) 819-0390

WHEDA
www.wheda.com
Contact: deby.dehn@wheda.com
(608) 266-7884

WORKFORCE DEVELOPMENT BOARDS
Bay Area Workforce Development Board
www.bayareawdb.org
Contact: mvaliquette@bayareawdb.org
(920) 431-4100

Fox Valley Workforce Development Board
www.foxvalleywork.org
Contact: asnyder@fwfdb.org
(920) 720-5600, ext. 302

BUSINESS INCUBATORS/ ENTREPRENEUR RESOURCES
Door County Business Development Center
Door County
www.doorcountybusiness.com
Contact: steve@doorcountybusiness.com
(920) 743-3113

Startup Hub Powered by the Greater Green Bay Chamber
Brown County
thestartuphub.org
Contact: Rfranklin@greatergbc.org
(920) 360-6255

Family Business Forum at St. Norbert College
Brown County
<https://schneiderschool.snc.edu/executiveeducation/familybusinessforum/index.html>
Contact: sncfamilybusinessforum@snc.edu
(920) 403-3407

Green Bay SCORE
Brown County
greenbay.score.org
Contact: greenbayscore@gmail.com
(920) 222-2167

Northeast Wisconsin Technical College Small Business Initiative
Brown County
www.nwtc.edu/business-industry
Contact: meridith.jaeger@nwtc.edu
(920) 498-7124

SCORE Fox Cities
Outagamie County
foxcities.score.org
Contact: score@foxcitieschamber.com
(920) 303-2266

UW-Green Bay Small Business Development Center
Brown County
www.uwgb.edu/sbdc
Contact: sbdc@uwgb.edu
(920) 366-9065

UW Oshkosh Small Business Development Center
Winnebago County
www.wisconsinbdc.org/oshkosh
Contact: sbdc@uwosh.edu
(920) 424-1456

Venture Center at Fox Valley Technical College
Outagamie County
www.fvtc.edu/Training-Services
Contact: venture@fvtc.edu
(920) 996-2949

**Wisconsin Family Business Forum
at UW Oshkosh**

Winnebago County

wfbf.uwosh.edu

Contact: schieress@uwosh.edu
(920) 424-2257

**ADVOCAP, Inc. — Fond du Lac
(main office)**

Fond du Lac County

www.advocap.org

Contact: kathyd@advocap.org
(920) 922-7760

ADVOCAP, Inc. — Neenah Office

Winnebago County

www.advocap.org

(920) 361-9880

ADVOCAP, Inc. — Oshkosh Office

Winnebago County

www.advocap.org

(920) 426-0150

EQUITY INVESTMENT RESOURCES

Angels on the Water

www.angelsonthewater.com

Contact: info@angelsonthewater.com
(920) 232-8904

Lakeshore Angels

www.brightstarwi.org/lakeshore-angels

Contact: (920) 918-9477

NEW Capital Fund

www.newcapitalfund.com

Contact: charlie@newcapitalfund.com
(920) 731-5777

TitletownTech

titletowntech.com

Contact: dickmanc@titletowntech.com
(920) 455-5514

Tundra Angels

www.thestartuphub.org

Contact: Mkee@greatergbc.org
(920) 496-2119

Winnebago Seed Fund

www.winnebagoseedfund.com

Contact: dtrotter@winnebago Partners.com

Wisconsin Angel Network

www.wisconsinangelnetwork.com

Contact: bram@wisconsintechcouncil.com

ZyQuest Ventures

www.zyquest.us

Contact: kyle.thomas@zyquest.us
(920) 499-0533

EDUCATIONAL INSTITUTIONS

NEW ERA MEMBERS

**Northeast Wisconsin Educational Resource
Alliance (NEW ERA)**

www.neweraonline.org

Contact: ext.murphjer@fvtc.edu
(920) 424-3980

College of Menominee Nation

www.menominee.edu

Contact: admissions@menominee.edu
(715) 799-5600

Fox Valley Technical College

www.fvtc.edu

Contact: walkerd@fvtc.edu
(920) 735-5600

Lakeshore Technical College

www.gotoltc.edu

Contact: info@gotoltc.edu
(920) 693-1000

Moraine Park Technical College

www.morainepark.edu

Contact: bgellings2@morainepark.edu
(920) 922-8611

Northeast Wisconsin Technical College

www.nwtc.edu

Contact: more.info@nwtc.edu
(920) 498-5400

University of Wisconsin – Green Bay

**Campus locations – Green Bay, Manitowoc,
Marinette, Sheboygan**

www.uwgb.edu

Contact: uwgb@uwgb.edu
(920) 465-2000

SBDC UW-Green Bay: carrrt@uwgb.edu

University of Wisconsin – Oshkosh

**Campus locations – Oshkosh, Fond du Lac,
Fox Cities**

www.uwosh.edu

Contact: uwosh@uwosh.edu
(920) 424-1234

SBDC UW Oshkosh: brosmand@uwosh.edu

OTHER EDUCATIONAL INSTITUTIONS

Bellin College

www.bellincollege.edu

Contact: connie.boerst@bellincollege.edu
(920) 433-6699

Concordia University – Appleton Center

www.cuw.edu/visit/appleton-center.html

Contact: danya.sasada@cuw.edu
(920) 968-0933

Lakeland University

www.lakeland.edu

Contact: info@lakeland.edu
800-569-2166

Lawrence University

www.lawrence.edu

(920) 832-7000

Marian University

www.marianuniversity.edu

Contact: muos@marianuniversity.edu
(920) 923-7600

**Medical College of Wisconsin –
Green Bay campus**

www.mcw.edu

Contact: (414) 955-8296

Rasmussen College

www.rasmussen.edu

Contact: (920) 593-8400

Ripon College

www.ripon.edu

Contact: adminfo@ripon.edu
800-947-4766

St. Norbert College

www.snc.edu

Contact: dean@snc.edu
(920) 337-3181

University of Wisconsin-Extension

www.uwex.edu

Contacts: Diane.hammer@wisc.edu

Mia.ljung@wisc.edu

Patrick.nehring@wisc.edu
(608) 262-3786

University of Wisconsin System

www.uwsa.edu

Contact: uwhelp@uwex.edu
800-442-6459

**COOPERATIVE EDUCATIONAL SERVICE
AGENCIES (CESAS)**

**Cooperative Educational Services
(CESA 5)**

Portage County

www.cesa5.org

Contact: email@cesa5.org
(608) 745-5400

**Cooperative Educational Services
(CESA 6)**

Winnebago County

www.cesa6.org

Contact: akirk@cesa6.org
(920) 233-2372

**Cooperative Educational Services
(CESA 7)**

Brown County

www.cesa7.org

Contact: contactus@cesa7.org
(920) 492-5960

**Cooperative Educational Services
(CESA 8)**

Oconto County

www.cesa8.k12.wi.us

Contact: dhonish@cesa8.org
(920) 855-2114, ext. 223



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scrowe@insightonbusiness.com

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A photograph of two construction workers at a construction site. The worker in the foreground is wearing a white hard hat with "SAFE THINKING" written on it, a yellow safety vest with "BOLDT" and "Zero today" printed on the back, and a blue face mask. The worker in the background is also wearing a white hard hat with "BOLDT" on it and a blue face mask. They are standing near a steel structure. A red crane is visible in the background.

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