

Greater Green Bay:
Envisioning the Future
Report to the Community



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BAY AREA
COMMUNITY COUNCIL



Purpose and History of the Bay Area Community Council

In 1989, the Greater Green Bay Chamber adopted a strategic plan in which it expressed a desire to promote the general prosperity and quality of life of the greater Green Bay area. As part of the implementation of that plan, a task force recommended the establishment of a community strategic planning council. This recommendation resulted in creation of the Bay Area Community Council (BACC). Established in 1990, BACC is a Brown County citizens' think tank made up of volunteers representing business, education, community, and government.

Mission Statement: With awareness of current issues, BACC provides Brown County with insight into future issues of our community through: examination of anticipated community concerns that affect the growth and health of Brown County; analysis of those issues through rigorous discussion and discovery; effective communication of those issues to the community; and engaging the community in the issues.

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EXECUTIVE SUMMARY

This report is rooted in the *2016 Brown County LIFE Study* and the proceedings of the *Greater Green Bay: 2017 Envisioning the Future* conference. The conference was held on September 29-30, 2017. Nearly 200 community leaders representing a diverse cross section of public and private sectors, elected officials, ages, ethnicities, races, religions, and other backgrounds attended. The event was supported through the generosity of many funders, the work of over 50 volunteers, and many types of in-kind support.

The recommendations in this report are directional, indicating **what** actions can be taken to arrive at better outcomes for greater Green Bay. Area experts are best positioned to determine **how** and **by whom** these recommendations could be accomplished.

Conference Proceedings

The conference was organized around six key discussion topics, drawn from the *2016 LIFE Study*, and six drivers of change that impact them. Futurist Garry Golden and six local change experts identified emerging trends and implications in six **STEEPD** Change Factors:

- Social
- Technology
- Economic
- Environment
- Political
- Demographic

Participants were provided with six change factor papers to help define the scope and nature of each one. They were challenged to consider the impact of changes on selected key discussion topics and recommend appropriate actions in light of historical trends, current states, and emerging changes.

Key Discussion Topics

- Local economy
- Poverty
- Civic participation
- Diversity and inclusion
- Wellness and health
- Education

Observations and Recommended Actions

Conference results and proceedings are discussed in detail in the report and were distilled into twenty recommended actions across four subject areas which incorporate the spirit and themes of summit discussions and highlight areas where attention is either lacking or ineffective:

- Community of Choice
- Pathways to Success
- Diversity
- Civic Participation and Leadership

Community of Choice

Because of the Green Bay Packers, people all over the world think that they know the Green Bay community, but they don't. The well-known, outsized Green Bay Packers brand provides an advantage over other communities our size. Our region must continue to leverage our unique sense of place with a unified message.

By promoting and further developing our amenities and positive characteristics, such as our neighborhoods and the natural environment, we can attract and retain young professional talent and entrepreneurs and provide current residents with a desirable community and high quality of life. Encouraging neighborhoods to be live-work friendly, walkable, and healthier will create attractive places for young talent, older adults, and others. Leveraging local access to and expertise about the natural environment will encourage individuals, businesses, and families to further recognize our area's assets.

Developing a community-wide, unified recruitment and retention plan for entrepreneurs and young talent would help identify opportunities, needs, and points of collaboration amongst business, not-for-profit, and government stakeholders. We must be especially attentive to supporting and fostering the development of entrepreneurs and small businesses as well as supporting the growing population of older adults.

Our area has much to offer and we must be strategic and thoughtful about how we continue to develop our assets, continue to address gaps and needs, and broadcast the message about the high quality of life of our community.

Young Professional Talent

RECOMMENDATION 1: Develop a unified, community-wide recruitment and retention strategy for diverse and talented young workforce and entrepreneurs.

RECOMMENDATION 2: Re-establish a well-funded and widely adopted community branding initiative that will capitalize on our existing international identity and improve our messaging to diverse young talent, entrepreneurs, and high-tech employers.

Support for Entrepreneurs

RECOMMENDATION 3: Establish and strengthen programs that support entrepreneurs including second-stage venture funding of small businesses and accelerator/incubator facilities.

Neighborhoods and Housing

RECOMMENDATION 4: Encourage local municipalities and developers to create healthier, more live-work friendly neighborhoods.

RECOMMENDATION 5: Assure that appropriate housing stock, especially rental property, is available for young professional families and older adults.

Natural Environment as an Asset

RECOMMENDATION 6: Develop, promote, and leverage our local natural environment as an economic and recreational asset.

Pathways for Success

In order to successfully participate in the community, every community member needs to have personal and community resources that foster lifelong learning, growth, and success. Some pathways are already identified, such as the education pathways for children and youth coordinated by Achieve Brown County. Other pathways appear more piecemeal and less coordinated.

2017 Summit participants identified missing pathways for entrepreneurs, for those wanting to move from poverty to self-sufficiency, and for older adults and individuals with disabilities. The community should actively work together to create a shared vision, robust collaboration, and accessible data.

Summit participants also identified support areas, such as mentoring, that could be better aligned, coordinated, and leveraged. In addition, a universal asset map would create understanding of how various pathways intersect; allow for clearer communication across sectors and to community members; highlight gaps; and identify opportunities for collaboration and leverage of expertise.

Ultimately, however, each pathway must focus on individual success. Even though services must be targeted and robust to meet needs, individuals must likewise have the personal psychological resources to access those services. Community members must continue to be educated about psychological resources, with a particular focus on the effects of adverse childhood experiences for children and adults alike. Our community and its members can be stronger with a focus on common paths, shared data, and greater awareness of personal challenges.

Common Frameworks and Visions

RECOMMENDATION 7: Develop a universal asset map for the community to identify gaps, improve collaboration among sectors, and provide clearer pathways for community members to access services.

RECOMMENDATION 8: Support community-wide frameworks to address additional pathways: poverty to self-sufficiency, personal health and wellness, entrepreneurial development; and successful living for older adults and the disabled.

RECOMMENDATION 9: Encourage community-funded sharing of real-time data, reports, and research results.

Mentoring Access and Training

RECOMMENDATION 10: Centralize information to improve access and opportunities for mentoring, coaching, role modeling, and peer-to-peer programming with the support of professional training and guidance.

Awareness and Measurement of Psychological Resources

RECOMMENDATION 11: Widely introduce concepts related to psychological resources, adverse childhood experiences (ACEs), and trauma-informed care to the general community to increase understanding of disparities and behavior and reduce prejudice. Prioritize the prevention of ACEs and interventions to increase psychological resources.

RECOMMENDATION 12: Collect and track data on the prevalence of ACEs in our community as well as on the development and support of psychological resources for those seeking employment training/re-training, working towards self-sufficiency, successful aging, and improving personal health.

Diversity

Diversity includes social/economic differences, geographic differences (rural vs. urban experiences), health status, and demographic differences (age, gender, education, race, ethnicity, religion, sexual orientation, abilities, and other identities). Focusing on our differences without the recognition that we all hold similar values in our families, our community, and ourselves, can create disadvantages for communities and individuals in Brown County. Community members and organizations can learn about our own perspectives and outlooks, others' perspectives, and how to treat each other with greater respect as we celebrate our shared goals and values. Brown County must celebrate the richness of its various communities while recognizing that people of many different cultures all rightly call this place home.

Common Ground

RECOMMENDATION 13: Identify, explore, and celebrate the values and attributes we share.

Diversity as a Strength

RECOMMENDATION 14: Continue to support and cross-promote diverse community assets and celebrations of diversity and make sure that all community-wide celebrations include the richness of our community's diversity.

Cultural Competence

RECOMMENDATION 15: Increase the cultural competency of community members and organizations.

Civic Participation and Leadership

Educating community members about how they can participate in civic life and make an impact on the decisions being made within our community is fundamental to growing healthy civic participation and ending self-perpetuating infighting and gridlock.

Aspiring leaders must have clear avenues to develop the skills, connections, experiences, and knowledge they need to become leaders. Additional supports and guidance will encourage promising, qualified, and diverse candidates to self-identify and seek elected office. Over and over again, community members say that civil discourse must be improved among our elected officials and also within the citizenry.

Community stakeholders can strengthen our volunteer sector to enable volunteer groups to more effectively collaborate with each other to address local needs. Existing structures and processes within governmental, not-for-profit, and funder realms should be assessed to understand how traditional systems and current relationships can be modified to encourage more effective and representative civic discourse and engagement as well as improved collaboration and communication. Addressing these challenges and

opportunities throughout all sectors will pave the way for flourishing citizen participation and a civically healthy community.

Civil Discourse

RECOMMENDATION 16: Create opportunities and set expectations for productive civil discourse.

Informed and Engaged Citizens

RECOMMENDATION 17: Develop more and better ways for citizens to learn about community issues and participate in the civic life of the community.

RECOMMENDATION 18: Make sure residents know the responsibilities of good citizenship, help people be engaged citizens, and expect all sectors to be responsible for encouraging active civic participation.

Leader Support and Preparedness

RECOMMENDATION 19: Identify and develop potential and emerging local leaders through training, mentoring, and other opportunities.

Connections Within and Among Civic Institutions

RECOMMENDATION 20: Create enhanced innovative and effective means for volunteers, volunteer groups, governments, and not-for-profits to connect to needs and to each other.

Moving Forward

Our community faces challenges and opportunities, many of which are not being adequately addressed. We are confident that our leaders and all who love the community will work to address these issues that were identified through data, community engagement, and discussion.

Organizations such as the Greater Green Bay Community Foundation, Brown County United Way, and others, may use these detailed findings to consider actions where warranted.

Bay Area Community Council will note activity spurred by these recommendations and report back to the community as progress is made.

We also intend to sponsor an initial workshop in 2018, perhaps the first of many, utilizing foresight planning methodologies to provide local organizations with a deeper understanding of the change drivers affecting our community. We intend to bring together local organizations who are leaders in strategic thinking, learning, and innovation, guided by an experienced facilitator, to examine alternative and preferred futures for our community while learning more about futuring/foresight methodologies.

If you'd like to speak to a BACC representative about this report or have one of our members speak to a community group, please visit the BACC website at www.bayareacommunitycouncil.org and complete the form under "Contact Us."

GREATER GREEN BAY 2017: ENVISIONING THE FUTURE **REPORT TO THE COMMUNITY**

***It is the spirit, the will to excel, the will to win – these are the things that endure.
These are the important things, and they will always remain in Green Bay.***

~Vince Lombardi

INTRODUCTION

BACKGROUND

In December 2016, at the invitation of the *LIFE Study* sponsors (Brown County United Way, Greater Green Bay Chamber, and Greater Green Bay Community Foundation), the Bay Area Community Council (BACC) set out to convene a community conference around the *2016 LIFE Study*. The BACC led a similar conference (*Brown County 20/20: Envisioning the Future*) in 2012, following publication of the *2011 LIFE Study*.

The conference was held on September 29-30, 2017 at Tundra Lodge in Green Bay. About 200 community leaders, representing a diverse cross section of public and private sectors, elected officials, ages, ethnicities, races, religions, and other backgrounds, participated. The event was supported through the generosity of many funders, the work of over 50 volunteers, and many types of in-kind support.

This report is rooted and informed by the proceedings of the conference, the *2016 Brown County LIFE Study* report and its 2011 predecessor, as well as additional incidental research.

The **Desired State** portions of this report are aspirational community visions derived from *Brown County 20/20: Envisioning the Future* held in 2012, but updated within the current framework and community discussions. The **Recommendations** are directional in nature, indicating **what** actions can be taken to arrive at better outcomes. Area experts are best positioned to determine **how** and **by whom** these recommendations could be accomplished.

CONFERENCE PROCEEDINGS

Purpose

The *Greater Green Bay 2017: Envisioning the Future* conference had several stated goals:

- Achieve broad understanding of key topics that have local implications;
- Help participants understand the implications of these topics for the community and their organizations;
- Achieve community alignment around these key topics;
- Identify and prioritize specific areas needing engagement and support (financial and other) from the community;
- Help identify the best topics for follow-up by BACC Futuring Group workshops.

Approach

The *Envisioning* conference was organized around six key discussion topics, drawn from the *2016 LIFE Study*, and six **STEED** drivers of change that impact them.

Key Discussion Topics

Local economy

Poverty

Civic participation

Diversity and inclusion

Wellness and health

Education

Change Factors

Social

Technology

Economic

Environment

Political

Demographic

The first half day featured presentations by futurist Garry Golden and six local change experts. Golden described the use of a “futuring” approach to consider the broad effects of change and anticipate its impact. The change experts then described specific aspects of each of the change factors.

The second day was rooted in discussion. Participants were separated into groups, with each focused on the effects of a single change factor across the range of key topics. The approach required everyone to view content in a way that was challenging and enlightening. Change-centric discussion and recommended actions were energetic and at times frustrating, as participants considered the impact of change on both familiar and unfamiliar aspects of the community.

The discussions examined the current state of our community in the six key discussion topic areas in the context of the *LIFE Study* research. What community infrastructure is already in place? What happens if we do nothing? What actions might we take to positively influence the trends we observe? What new infrastructure and support is needed? What are the most important priorities for action? The goal of the conference was to achieve a meeting of minds on these questions.

Key Discussion Topics

The *2016 LIFE Study* looked at ten aspects of LIFE in Brown County. Two topic selection teams, one from the *LIFE Study* sponsors and another from the BACC, independently and collaboratively distilled them into the six discussion topics described below. All ten *LIFE Study* aspects are incorporated into one or more of them.

Local economy

Our diverse local economy has largely recovered from the Great Recession and many new development projects are underway. Physical infrastructure is good and quality of life is highly-rated. We have an internationally-known “brand” in the Packers. However, lack of support for continued innovation and development of an entrepreneurial culture, low wage levels and the need for higher paying jobs, retention of young professionals, and shortages of qualified skill workers all remain challenges to achieving a sustainable 21st Century local economy. Newly announced economic development strategies and plans need attention and support.

Poverty

The cost of living and poverty rates remain below national averages. Some new coalitions for collective impact, like the Poverty Outcomes and Improvement Network Team (POINT), have begun to address root

causes of poverty. Despite years of attention and efforts to improve, rates of childhood poverty, cost of child care, homelessness, hunger, and poverty rate disparities among ethnic groups remain concerns.

Civic participation

Our community continues to have high levels of civic participation, especially through non-profits and religious institutions. But for the first time, a majority of people do not believe they can influence the decisions of community leaders. Young people, women, and ethnic and racial minorities are under-represented on elected bodies. Bad decorum, ethics charges, and parochialism mar debate of some local governing bodies and hinder cooperation and collaboration across political boundaries and organizations.

Diversity and inclusion

During the past 20 years our community has become much more ethnically diverse. While community leaders surveyed in the *2016 LIFE Study* largely view this as a positive, a third of residents view increasing diversity negatively. Most of both groups agree that this is a good community for the disabled and that we care for vulnerable populations. Still disparities are evident in educational achievement, income, and health outcomes across ethnic and disability lines, which do not lead to an inclusive environment.

Wellness and health

The quality of health care, air, and drinking water are rated as positive, and teen birth rates are declining. However, large portions of the population are overweight or obese, the death rate due to Alzheimer's is above the state average, rates of binge drinking are among the highest in the nation, and community leaders are concerned about domestic abuse and violence in the home. Beyond Health Collaborative and LIVE54218 are already at work in the community on these issues.

Education

Local education systems are viewed positively by both community members and leaders, and improvements have been seen in ACT scores, high school graduation rates, and levels of post-secondary education among adults. Much attention has been paid to cooperative initiatives among educational institutions, employers, and others, such as Achieve Brown County and Partners in Education (PIE). Areas needing attention include the cost of higher education, achievement gaps greater than state averages, arts and cultural opportunities, and matching job opportunities with required skills, education, and training.

Change Factors

Consideration of the community's future path is not done against a static backdrop, but instead occurs in the context of dynamic change. A broad spectrum of change continues at an accelerating pace. The challenge in plotting a successful course for the future is to understand and anticipate the directions and implications of changes happening all around us.

For purposes of the *Envisioning* conference deliberations, six categories of change were identified from the academic study of foresight and other future looking studies. They fit neatly into the acronym **STEEP**:

Social **T**echnological **E**conomic **E**nvironmental **P**olitical **D**emographic

Six local "change factor experts" provided their perspectives on these broad categories in presentations and each provided a change factor paper which was distributed to conference participants.

Social

The fabric of society is undergoing rapid and far reaching changes. Social developments include changing lifestyles, religious views, cultural norms and values, consumer behavior, pace and patterns of daily living, affiliations and interactions with others, and other attitudes toward self and others.

Technological

The speed and scope of technological development have huge impact on the way we live, work, and learn. Technological changes include developments in information, transportation, logistics, energy, communication, medicine, materials, food and water, recycling and renewables, and more.

Economic

The relationship between producers and consumers has become more global and commoditized, impacting the structure of our local economy, consumer buying power, and the roles of labor, management and capital markets. Economic changes include production and distribution methods, digital commerce, job trends, locations of corporate headquarters, rates of interest, inflation and taxes, international trade and globalization, entrepreneurship, availability of jobs and skilled workers, telecommuting, and automation.

Environmental

The environmental quality of greater Green Bay is defined by the intersection of our natural resources and the impact of human activity. Environmental developments involve ecosystem factors such as water supply, air quality, food sources and production, soil, energy production and consumption, climate change, pollution, and environmental regulations.

Political

Developments such as shifts in political power have broad effects. Factors to be considered include political stability, civic participation, feelings of political efficacy, trends of change in policy, polarization of political attitudes, changes in political ground rules, targeted fund raising, engagement and mobilization.

Demographic

Changing demographics contribute to social change, but also act independently. It is important to examine changes in our population based on age, race, ethnicity, gender, sexual orientation, disability, and socioeconomic status as drivers of change. Personal mobility, more frequent career path changes, and shifting economic opportunity can accelerate or exacerbate underlying demographic changes.

FOCUS OF REPORT

The summit discussions and recommended actions spanned a wide range of ideas and opinions which were considered in the observations and recommended actions that follow. Some of the raw recommendations were conflicting and a number referred to initiatives that are already underway or part of mainstream community thought. In the distillation process, two principles guided the translation of the raw summit notes into a coherent and meaningful framework for community action.

The first was to focus on areas where progress has been lacking or where community action could be better focused, instead of those where collaborative initiatives are underway and progress is evident. One example of the latter is cradle-to-career education, where Achieve Brown County and related initiatives like

the Community Partnership for Children and the more recent Turbocharge initiative, led by the University of Wisconsin-Green Bay, Northeast Wisconsin Technical College, and Green Bay Area Public Schools, have general acceptance, and progress through collaboration is underway.

The second is to focus on identification of **what** community actions or results would best address the issues and challenges raised in each subject area and avoid being prescriptive in either **who** or **how** to address the recommendations. This is in keeping with a BACC principle of acting as a thought leader to identify areas of high importance in pursuit of better community outcomes without inserting itself into advocating for a particular approach or program.

Application of these two principles helped identify four subject areas which incorporate the spirit and themes of the summit discussions and highlight areas where attention is either lacking or ineffective:

Community of Choice

Pathways to Success

Diversity

Civic Participation and Leadership

The hope is that the observations and recommendations in each of these areas resonate and translate into action through the collaboration and passion of existing and potentially new players and approaches.

DISCUSSION AND RECOMMENDED ACTIONS

COMMUNITY OF CHOICE

This section refers to improving our community's institutions and amenities. The subsequent section, Pathways to Success, relates more to individuals and their personal pathways and challenges.

Definition

A Community of Choice is a preferred place that is sought out by individuals and families to live, work, and play and businesses to thrive. Its qualities include safe and affordable neighborhoods, access to quality education, available jobs and skilled workers, a healthy environment, and recreational and entertainment opportunities and amenities. The vibrancy with which a community goes about life, the ways individuals and groups relate to one another, and its cultural richness make up its unique sense of place. A Community of Choice understands and effectively communicates its unique identity so that others can discover and join the experience.

Desired State

We strive to be a Community of Choice with a thriving quality of life and positive, well-known brand identity. In this vision, our community has:

- Top-quality institutions offering lifelong learning, physical and mental healthcare, public safety and utilities, effective local government, engaged philanthropy, robust volunteerism, a variety of religious communities and institutions, and fulfilling jobs and careers;
- Clear, accessible, and achievable pathways for success for everyone;
- Cohesive, diverse, safe, and inclusive neighborhoods and communities that are walkable, include homes of all types and sizes, have well-utilized public green spaces, and have access to affordable and reliable transit options;
- A variety of entertainment, recreational, arts, and cultural opportunities and venues that reflect the diversity of our residents and appeal to a variety of ages and cultures;
- Sustainable and celebrated natural resources and amenities, including clean air and water, biking and walking trails, and green buildings and businesses;
- A culture of supporting personal physical and mental health and wellness;
- A positive, nationally recognized, regionally-unified, and self-controlled brand; and
- A reputation for welcoming and fostering a diversity of people, ideas, lifestyles, and innovations.

LIFE Study Data & Trends

Multiple main sections of the *2016 LIFE Study* touch on aspects of Community of Choice: LIFE of Arts & Culture, LIFE in the Community; LIFE of Our Natural Environment; LIFE of Recreation and Leisure, A Safe LIFE, and LIFE at Work. Additional subsections include: Lifestyle-Related Conditions (p44), Healthy Behaviors (p45), Economy (p119), Employment (p120), Pre K-12 Education (p63), and Higher Education (p70).

Various indicators suggest that Brown County is an attractive place to live:

- 73% of community leaders said that Brown County was excellent or good at providing the quality of life **features that attract businesses and employees** (approximately 24% selected fair; responses of community members were not reported) (p122).
- When asked about **Brown County as a place to live**, the majority of community members (64%) reported that things have stayed the same in the past five years (2011 to 2016). Twenty-three percent (23%) said Brown County had gotten better, and 13% said it had gotten worse as a place to live (p23).
- 70% of surveyed county residents indicated the region was excellent or good at **meeting their employment needs** (p120).
- The **economy is diversified** with no single industry employing more than 20% of the workforce (p119).
- The **cost of living** is lower in Brown County than other parts of the state and nation (p117).
- Median household **income** is slightly higher than Wisconsin as a whole (p118). Average hourly **wages** for a variety of industries, including manufacturing production, education and training, and transportation, are higher than in Wisconsin as a whole. However, wages in business and finance, health, and entertainment, art, and design were lower than state averages (p118). Healthcare recruitment has been particularly difficult for specialties such as mental health, where a nationwide shortage of trained professionals exists.

Other markers demonstrate that Brown County is an attractive place to live:

Neighborhoods

- 42 active **neighborhood associations** existed in the city of Green Bay in 2015, an increase from 35 in 2011 (p29).
- Compared to other large urban areas there is little or no **concentrated poverty** by census tract.

Schools

- 73% of community members reported the overall **quality of public K-12** education as excellent/good in 2016 (p63).
- 97% of leaders and 87% of community members reported the **quality of higher education** (technical schools and colleges) to be excellent or good (p70).
- 59% of community members and 56% of leaders felt that Brown County was doing an excellent/good job at investing needed **resources to ensure quality education in the future**. 37% of leaders and 27% of community members felt it was doing a fair/poor job (p71).

Safety

- **Violent crimes** decreased by 14% from 2011 to 2015 (p100).
- **Property crimes** decreased by 30% during the same period (p100).
- The rates for both types of crime were consistently lower than the state average.
- **Arrests for drug possession** decreased by 2% and **arrests for drug sales** decreased by 55% between 2011 and 2015 (p100).
- **Motor vehicle crashes** declined by approximately 10% and **motor vehicle injuries** declined by nearly 40% from 2008 to 2013 (p102).

- Nearly 90% of residents surveyed rated the **quality of law enforcement** agencies as excellent or good, while 91% had similar responses when asked about the **quality of emergency services** (p101).

Recreation

- Community members like the **quality of parks and playgrounds**, with 86% saying they were excellent or good and 83% saying that **biking and walking trails** are excellent or good (p87, 88).
- A higher percentage of older community members surveyed had a positive view of **recreation and leisure opportunities** than younger community members: 73% of those aged 18-34 and 75% of those aged 34-44 said Brown County did an excellent or good job providing recreation and leisure opportunities for residents. In contrast, 86% of those aged 65-74 and 89% in the 75+ age group said Brown County did an excellent or good job (p88).

Natural Environment

- 79% of community members and 82% of leaders rated the **quality of the natural environment** as excellent or good (p77).
- The perceptions of **air quality** (72% excellent or good) and **quality of rivers and lakes** (50% reporting excellent or good) are rising (p78, 80).
- 80% of community members perceived **drinking water quality** as excellent or good. (p79).
- 45% rated Brown County as excellent or good at addressing **emerging environmental issues** before they became significant problems. 35% rated Brown County as fair or poor (p77).
- The percentage of **good air quality days** (80%) in 2015 was the highest on record since 2008 (p78).

Arts & Culture

- The total **economic activity generated by arts and cultural organizations** (41 of 92 eligible not-for-profits) and audiences was over \$36 million in FY2015, according to the Arts & Economic Prosperity Study from Americans for the Arts. The area is slightly above the national median in terms of arts and culture industry expenditure (\$36.3 million compared to \$35.8 million nationally), but below comparable regions. (<http://mosaicartsinc.org/resources/arts-economic-prosperity/>).
- 67% of community members said **arts and cultural opportunities** were good or excellent. Leaders held similar views, with 63% rating the availability of arts and cultural opportunities as good or excellent (p15).
- 37% of leaders rated Brown County as excellent or good on “investing needed resources to ensure the **continued viability of arts** opportunities.” 51% rated it as fair or poor (p16).

Infrastructure

- In each year since 2007, the percentage of **Brown County roads** in good condition increased. Public **utilities** continue to receive favorable ratings (p102).
- 83% of leaders say Brown County is doing an excellent or good job in providing **infrastructure needed by business** (p32).

However, Brown County also faces specific challenges.

Alcohol

- Binge drinking is defined as five or more drinks for men and four or more for women in about two hours. The rate of **binge drinking** (25%) among Brown County adults is more than 1.5 times the national average (16%) (p45). Green Bay ranked as the drunkest city in the country in 2017 by 24/7 Wall St, based on binge drinking rates and other measures. Green Bay also has one of the highest rates of **bars per capita** in the country (<https://247wallst.com/special-report/2017/05/30/the-drunkest-and-driest-cities-in-america-2/5/>).
- Fewer alcohol-related crashes and accidents have occurred in recent years, mainly attributed to increased vigilance of law enforcement. From 2008 to 2013, **alcohol-related crashes** declined by more than 40% (p102), and **hospitalizations due to alcohol** also decreased (p44). Fifty-two percent (52%) rated Brown County as fair or poor on **promoting responsible alcohol use** (p45).

Pollution

- **Small particulates** were the major pollutant on 186 days, and ozone on 143 days (p78). The amount of **ozone** has increased over the past several years. The regional movement of particulates north from Chicago and Milwaukee causes some of this as well as emissions from power plants, factories, and cars. Closure of the coal-fired Pulliam Plant may have a positive effect.
- **Non-point sources** of runoff impact bodies of water: Total Phosphorus and Total Solid Sediment loads exceed standards, leading to algae growth, poor water clarity, and less dissolved oxygen (p80). Many **water quality** indicators for bodies of water are in poor or fair and deteriorating condition (p80).

Public Transportation

- The **number of rides** provided by Green Bay's public transportation system increased 6% between 2009 and 2014 to 1,429,205 rides (p32).
- Less than 1% of the **employed population relied on public transportation** in 2014, compared to Wisconsin's average rate of 2% and the U.S. rate of 5% (p32). The majority of employed individuals (85%) drove alone to work, higher than the state rate of 81% and the U.S. rate of 77% (p124).
- **Paratransit** and public and not-for-profit transit options for those with physical limitations continues to be insufficient, especially in rural communities (p56).

Background

When we talk about Community of Choice, WHO do we hope will choose to live in our community? What does it mean to attract a particular demographic, and how would attracting a particular group potentially change our current way of life and community? Should we focus on young single professionals? Young professional families? Groups with specific skills? Entrepreneurs? Our community must consciously decide whom we want to attract and consider how that decision impacts our current features and image. It seems unrealistic to remake our community with an entirely different mix of amenities. Enhancing and leveraging the quality of life assets that residents already value can attract needed talent. Stakeholders, including representatives of groups to be recruited, must help determine what gaps in amenities should be filled.

The BACC's 2016 *Journey to a Greater Green Bay* report on economic development highlights areas of both strength and concern and should be consulted in reference to much of what is discussed below.

Attracting and Retaining Young Talent

Brown County is no different than other communities aiming to attract talent and business development, but our area has advantages. The Current Young Professionals Network was developed to connect young adult workers, especially those under 40, and engage them in local networks and the community, while recommending needed changes to policy makers and business leaders.

2016 *LIFE Study* data shows that the majority of people who live in Brown County think this is a good or excellent place to live. A robust workforce is important to existing businesses and to those businesses looking to relocate. Some key data points:

- 43% of leaders said attracting and retaining young professionals should be a high priority and 47% said it should be a moderate priority (p6).
- 56% of leaders felt that Brown County did an excellent or good job at retaining experienced professionals and workers (39% ranked Brown County as fair or poor in this area) (p120).
- 64% of community members felt that Brown County was an excellent or good place for young professionals (24% said fair/poor) (p123).
- 46% of leaders ranked Brown County as an excellent or good place that attracts and retains young professionals (47% said it was fair/poor) (p123).
- Brown County has a robust economy with an unemployment rate of 2.6% (March 2018) .
- Wisconsin was ranked 11th in the nation for business in 2016 by *Chief Executive Magazine* (<http://www.greatergbc.org/news-and-resources/2017-fact-book>).

Economic experts continue to note the need to recruit a strong managerial-level workforce, entrepreneurs, and diverse and talented young adult workers. These efforts must be a combination of “growing our own” as well as attracting talent from outside the state. Several efforts, such as the Medical College of Wisconsin medical school program and the engineering program at UW-Green Bay focus on training young professionals locally and encouraging them to stay. We can also work to keep college graduates in Green Bay by connecting them with businesses early and by developing and highlighting assets important to them.

Even while 87% of community members and 97% of leaders reported that the quality of higher education was excellent or good, leaders recognize more needs to be done. Investing in the infrastructure of educational institutions and current community frameworks, especially to address achievement gaps and to develop the flexibility to quickly address businesses’ emerging needs, is crucial for ongoing success. Achieve Brown County, Partners in Education, and the NEW Manufacturing Alliance have on-going efforts connecting our future workforce to industry needs.

Infrastructure and Transportation

A highly developed infrastructure is attractive to businesses. Infrastructure amenities include fiber connectivity, cellular coverage, transit options, easily accessible roadways, and international airport access.

Despite positive comments about investment in infrastructure, some structures and facilities are aging or outdated. Areas requiring attention include urban streets and bridges, nearly 100-year-old water mains and lead distribution lines, rural broadband service, and high-speed fiber optics for business.

Transit options and amenities are key for attracting talent and business. The length of commute, expeditious travel times, varied mobility options, and the proximity of an international airport are important factors. The size and sprawl of our community mean a robust mass transit system is likely not feasible. New technologies, including ride hailing and self-driving vehicles, provide opportunities to address rural and urban transportation needs and requirements of seniors and those with disabilities. Walkable communities can also be part of the solution.

Environment

Our natural environment is an undervalued gem. We must continually balance the local use of natural resources with our desire to conserve and sustain them. For young professional families and others, ready access to the bay, lakes, rivers, and the backwoods is unbeatable. Local industry expertise related to the natural environment is part of general sustainability efforts and should be leveraged to develop environmentally-attuned industry clusters. Environmental and agricultural interests have successfully worked together to address some concerns, and they continue to coordinate their efforts. Emerging issues:

- Impact of large-scale agriculture on drinking water quality in rural areas;
- Nutrient loading in Green Bay resulting from non-point source runoff;
- Management of organic waste with new technologies and opportunities to move toward the goal of zero waste through recycling and resource recovery;
- Renewable energy generation; and
- Learning how to mitigate expected effects of climate change, such as new disease vectors, changing lake levels and ice cover, and the impact on agriculture and water quality.

A Sense of Place

Green Bay has an outsized identity given that the metro area is the 157th largest in the United States and had a population of 318,000 in 2016 (United States Census Bureau). Our world-famous brand, Green Bay and the Green Bay Packers, is an asset that few communities our size possess, and many desire. The *Journey* report highlights that many of the Green Bay Packers' characteristics are also part of the community's ethic and image, including "dedication to excellence, working together toward common goals, effectiveness in what we do, productivity, pride, community mindedness, common sense, work ethic, humility, openness, acceptance and support of friends and neighbors" (p7). However, parts of our brand are not appealing, such as the laser focus of national media on the frozen tundra and excessive alcohol consumption. Our region must continue to tweak our image to target groups we want to attract. We better control our own message when we understand who we are and where we want to go as a community (see Diversity recommendations).

The New North's branding effort is robust and successfully leverages its messages about the region for marketing and economic development. However, it is primarily regional and uses the tagline "North of What You Expect." These are appropriate messages but they do not leverage our international brand. We can learn from this effort, as well as the now defunct Better by the Bay regional branding effort, that we fail

to create synergy when a plurality of smaller, distinct community voices do not adhere to a common message. We still need a coordinated, unified message for all of Northeast Wisconsin that leverages and improves upon our current Green Bay identity. Our community must help create and spread the message of who we are instead of having others create that image for us.

Change Factors

A Community of Choice must address the growing needs of an expanding older adult population, such as accessible housing, mobility and transit options, medical advancements and care, and lifestyle enhancements. These are both appealing to all ages and necessary to help older adults age in place.

Technology provides possible challenges and solutions for creating a Community of Choice. Businesses rely on fiber networks and other advanced technologies. Maintaining and advancing these networks and systems will help our area stay on the cutting edge and keep local businesses competitive.

Two recent announcements could herald a local technology revolution with big impacts on our future: TitletownTech and the Science, Technology, Engineering, and Mathematics (STEM) Innovation Park at UW-Green Bay. The Green Bay Packers and Microsoft Corp. launched TitletownTech to focus on digital technology startups and young companies; funding to launch these new companies; and opportunities for established businesses that are already part of our regional economy to send employee teams to work with advisors and mentors to develop new digital technology products and services. The STEM Innovation Park, created by UW-Green Bay, Northeast Wisconsin Technical College, Einstein Project, and Brown County, will house numerous STEM-related university and community programs, promote early high-quality STEM education; and include the Greater Green Bay Gigabit Initiative with access to high-speed 10-gigabit connection services.

Recommendations

Young Professional Talent

RECOMMENDATION 1: Develop a unified, community-wide recruitment and retention strategy for diverse and talented young workforce and entrepreneurs.

RECOMMENDATION 2: Re-establish a well-funded and widely adopted community branding initiative that will capitalize on our existing international identity and improve our messaging to diverse young talent, entrepreneurs, and high-tech employers.

A young, diverse, and talented workforce brings needed skills and often a desire to put down roots. Research suggests community characteristics desirable to young adults and entrepreneurs include “being green,” good schools, accessible transportation, affordable housing, arts and cultural venues and experiences, and recreational opportunities such as trails. These assets are also appealing to other groups, so a focus on these areas will make the community better for everyone.

Developing a unified recruitment strategy should include:

- Identifying gaps and developing plans to enhance or expand current assets;
- Greater attention to the employment needs of trailing spouses (that is, a person who follows his or her partner to another city because of a work assignment);

- Consideration of incentives for young talent, such as a school loan forgiveness program for those buying homes locally;
- Promoting existing amenities through images that are exciting such as kayaking, sailing, bike trails, pop-up venues, growing local music scene, artist studios and galleries, art walks, ethnic food trucks, the night market, farmer’s markets, etc.;
- Highlighting the use of cutting edge technologies in our industry and agriculture as replacements to typical images of snow blowers, low-tech manufacturing, pasturelands, and cows;
- Continually tweaking our current brand profile and emphasizing characteristics to attract those we want to recruit and retain.

Large-scale branding efforts are expensive. If we are serious about attracting a young adult workforce and influencing them to stay, we must embrace our current amenities and image while consciously defining and promoting a fresh, self-controlled identity instead of having others define us. We need to reinvigorate a unified branding effort that leverages, but also moves beyond, our sports team. The *Journey* report provides details on this recommendation with a strong call to action and metrics for success.

Discussions at the 2017 *Envisioning* conference suggested bolstering this unified message by 1) using technology to develop an accessible calendar of local events, services, employment opportunities, etc.; 2) sharing success stories of those who moved away and then returned; and 3) emphasizing under-appreciated aspects of our big, small town, where one has the flexibility to be in a city or the backwoods in a matter of an hour and experience our friendly Wisconsin demeanor everywhere.

Support for Entrepreneurs

RECOMMENDATION 3: Establish and strengthen programs that support entrepreneurs including second-stage venture funding of small businesses and accelerator/incubator facilities.

The *Journey* report highlights current strengths and programming for entrepreneurs, such as the NEW North Fast Forward 3.0 program, as well as additional needs, such as stage two (growth) businesses and funding resources. These calls were echoed at the 2017 Summit, including a new, local innovation fund and increased outside venture funding for entrepreneurs. Many organizations already provide facilities and supports for start-up businesses: Advance Business Assistance Center, the local SCORE chapter, UW-Green Bay Small Business Development Center, and E-Hub. TiletownTech and the STEM Center will also be catalysts for attracting additional resources and new facilities. Summit participants suggested that additional supports and facilities, like the Docking Station, Rise & Grind, and T2 which provide co-working spaces, are still needed. Without these, small businesses, especially those in need of funding, mentoring, or facilities, may find greater resources elsewhere, leading to a local innovation drain.

Neighborhoods and Housing

RECOMMENDATION 4: Encourage local municipalities and developers to create healthier, more live-work friendly neighborhoods.

RECOMMENDATION 5: Assure that appropriate housing stock, especially rental property, is available for young professional families and older adults.

Creating vibrant, diverse neighborhoods can support and attract a wide range of residents and activities. Downtown Green Bay is an excellent example of a healthy, vibrant area created with mixed-income housing, walkable neighborhoods, access to fresh food at farmer’s markets and community gardens, and live-work friendly development.

Revised zoning ordinances focused on the creation of live-work spaces, where buildings and spaces are jointly used for both commercial and residential purposes, should be considered throughout the county for both older neighborhoods and developing subdivisions. These neighborhoods are appealing to entrepreneurs, young professional families, and seniors who want to rely less on driving in the absence of comprehensive mass transit. Live-work friendly neighborhoods create walkable, environmentally-friendly, and vibrant communities. Other pedestrian amenities must also be considered for healthy neighborhoods, such as access to fresh foods, clearly marked crossings, monitored speed limits in pedestrian areas, the length of time a crosswalk gives for pedestrians to cross (especially important for older adults and disabled individuals), as well as the transitions from sidewalks to streets.

Strides have been made to assure low-cost rental units are available, especially in downtown. However, demand continues to exceed supply, especially at lower price points. In previous years, concerns have been raised about the affordability of single-family houses for lower-income residents, and currently, concerns have been raised about the cost and availability of appropriate rental housing, especially for those whom local industry is trying to attract. Summit participants urged stakeholders to consider scattering more income-based housing and mixed housing in downtown and other new and established neighborhoods.

Natural Environment as an Asset

RECOMMENDATION 6: Develop, promote, and leverage our local natural environment as an economic and recreational asset.

One of our region’s greatest resources is the natural environment. Marketing and developing both our environmental assets and our best practices can help recruit and retain key talent.

The development and maintenance of accessible recreational areas while encouraging a greener community are key priorities. Focus areas must include increased accessibility, security, and new amenities at existing parks, rivers, trails, and other recreational areas; the continued development of the Fox River waterfront; regularly organized activities at parks and trails; more pedestrian-friendly districts and neighborhoods; and the continual promotion of environmental practices. We should continue to explore and develop models that showcase the healthy coexistence of an active port and recreation.

We can highlight our knowledge of water clean-up, environmental innovation, and green industry expertise by developing an industry cluster around these areas within economic development plans. We can promote UW-Green Bay’s “Eco U” expertise as a reflection of our community’s values. By leveraging our experiences and knowledge, we can recruit and retain key industries interested in resource recovery, renewable energy, green food production, and mitigation of negative environmental impacts. We should better measure and promote the positive economic impact of our green economy. We can highlight businesses and other partners that have demonstrate environmentally-friendly jobs and business practices.

Summary

Because of the Packers, people all over the world think that they know the Green Bay community, but they don't. The well-known, outsized Green Bay Packers brand provides an advantage over other communities our size. Our region must continue to leverage our unique sense of place with a unified message.

By promoting and further developing our amenities and positive characteristics, such as our neighborhoods and the natural environment, we can attract and retain young professional talent and entrepreneurs and provide current residents with a desirable community and high quality of life. Encouraging neighborhoods to be live-work friendly, walkable, and healthier will create attractive places for young professional families, older adults, and others. Leveraging local access to and expertise about the natural environment will encourage individuals, businesses, and families to further recognize our area's assets.

Developing a community-wide, unified recruitment and retention plan for entrepreneurs and young professional families would help identify opportunities, needs, and points of collaboration amongst business, not-for-profit, and government stakeholders. We must be especially attentive to supporting and fostering the development of entrepreneurs and small businesses as well as supporting the growing population of older adults.

Our area has much to offer and we must be strategic and thoughtful about how we continue to develop our assets, continue to address gaps and needs, and broadcast the message about the high quality of life of our community.

PATHWAYS FOR SUCCESS

Definitions

Pathways for Success refers to the set of opportunities and personal and community resources to which an individual has access in order to support and foster lifelong learning, growth, and ultimate success.

Pathways to Success minimize risk factors and promote preventative factors for a range of issues, such as substance abuse, mental health disorders, injury, disease, and unemployment.

Adverse Childhood Experiences (ACEs) are severe or prolonged stressful or traumatic events experienced during childhood, including but not limited to abuse and neglect. ACEs (explained more fully on page 23) are correlated to the development and prevalence of a wide range of health and behavioral problems throughout a person's lifespan, including those associated with substance misuse.

ALICE stands for *Asset-Limited Income Constrained, Employed*, meaning households with income above the Federal Poverty Level but below the basic cost of living. The Brown County United Way *ALICE* Report, 2016, says: "In Wisconsin, where the cost of living is low, it is still important to have a current and realistic standard that reflects the true cost of economic survival and compares it to household incomes across each county. The ALICE Threshold is a realistic standard developed from the Household Survival Budget, a measure that estimates the minimal cost of the five basic household necessities – housing, child care, food, transportation, and health care." (p14) "This bare-minimum budget does not allow for any savings, leaving a household vulnerable to unexpected expenses. Affording only a very modest living in each community, this budget is still significantly more than the Federal Poverty Level of \$11,670 for a single adult and \$23,850 for a family of four." (p182) The ALICE Threshold for Brown County is \$22,008 for a single person (\$11.00 hourly wage) and \$56,040 for two adults, an infant and a preschooler (\$28.02 hourly wage).

Collective Impact is a framework to unify community stakeholders around a common goal to solve complex social problems.

Psychological Resources are fundamental mental assets that an individual can rely on to get through difficult periods in life and achieve personal and professional goals. Psychological assets include agency, self-esteem, resilience, persistence, self-confidence, and optimism, among others.

Desired State

We look to a time when all community members have the resources they need to grow and thrive. In this vision:

- Sufficient resources exist to support the needs of community members;
- Families and individuals work to achieve and maintain self-sufficiency. The community provides appropriate, effective, and adequate services for those working towards self-sufficiency;
- Aspiring entrepreneurs have resources and supports to develop their business aspirations from ideas to sustainable enterprises that contribute to their customers, employees, investors, and the community;
- Seniors and person of all abilities have the support and services they need to live independently, according to their abilities, so they can be valued, participating members of the community;

- Newcomers are welcomed and have the resources and opportunities they need to become contributing members of our community;
- Employers and other stakeholders provide guidance and support to their current and future workforce to assure that education and training align with current and emerging needs;
- All community members, no matter their background or circumstance, develop the necessary psychological resources to be able to access help available in the community.

LIFE Study Data & Trends

A few 2016 *LIFE Study* statistics relate to the success of individuals and families:

- **Median income** increased since 2011, and slightly higher than statewide (Median income is \$53,527, Chamber fact book 2017).
- The percentage of adults in Brown County who earned an **Associate's, Bachelor's, or graduate/professional degree** increased. In 2014, 41% of Brown County adults had at least an Associate's degree. More than 28% have a college degree (p70).
- Between 2008 and 2014, fewer households were **housing cost burdened** (31% to 24%) (p107).
- More households felt secure about **financial stability**: 54% in 2016 up from 46% in 2011 (p110).

A considerable number of households struggle to make ends meet (also see the Diversity section):

- 11% of live in poverty, and another 27% were ALICE households, equaling 38,583 **struggling households** (<http://www.browncountyunitedway.org/alice/>).
- The number of **homeless** increased since 2012, including a rise in number of homeless families and children (p108).
- Although the **average weekly costs for childcare** were lower when compared with Wisconsin as a whole, families spend approximately 15 to 21% of median income on childcare (p117).
- In order **to afford a two-bedroom unit** in Brown County, a person would need to earn \$14.50 hour in 2015 (<http://www.browncountyunitedway.org/alice/>).
- Community members reported decreased satisfaction with their **ability to care for the vulnerable** (64% excellent or good, down from 68%) (p56).

Many challenges that individuals face do not relate to a diagnosable mental health issue, but rather concern other areas of psychological well-being, such as the perceived ability to influence or control events (i.e., agency). The only data point in the *2016 LIFE Study* directly related to how much control a person feels he/she has is within civic participation data and refers to political efficacy, or people's belief that they can impact leadership decisions in the community (p23). More collection, reporting, and accessibility of data (potentially through Behavioral Risk Factor Surveillance System (BRFSS) surveys) about individual's sense of efficacy in other realms could help create more targeted community efforts.

Background

No matter what someone's life's journey is or where they are on it (for example, as an entrepreneur, a young professional, a member of a struggling family, an unemployed worker, a retiree, or a potential future leader), every community member can benefit from resources that help them move towards the next

phase of their development. These resources are both internal to the person and external in the community. This section outlines some necessary resources to bolster external resources for varying needs and focus on how our community can help support various Pathways for Success for residents, including both systems alignment and the personal development of an individual's psychological resources.

Adverse Childhood Experiences (ACEs)

Adverse Childhood Experiences (ACEs) are severe or prolonged stressful or traumatic events experienced during childhood, including but not limited to abuse and neglect. Some common ACEs now being measured and studied by psychologists are being sworn at, insulted or humiliated; being hit, pushed, grabbed, or having something thrown at you; feeling that your family doesn't support one another; living with an alcoholic or drug user; living with someone depressed or suicidal; or watching a loved one be physically abused. Based on the most recently available data, 15 to 20% of Brown County adults experienced four or more ACEs. This is an above-average proportion of four-plus ACEs.

Traumatic experiences, especially the effects of ACEs, can rob people of all ages of their sense of control over their lives and what happens to them, with consequences reaching years into the future. Experiencing, or even witnessing traumatic experiences, can damage or destroy a person's physical, psychological, and spiritual well-being. Adults experiencing post-traumatic stress disorder, life-threatening illness, harassment and discrimination, or unemployment (potential or actual) may then also feel a loss of control in everyday life and experience depletion in their psychological resources. Hopelessness, paralysis, and poor decision-making are some common results.

Psychological Resources

Psychological resources, such as agency, resiliency, persistence, self-esteem, and self-confidence, are important assets to be relied on during difficult times in life and help individuals reach goals. Everyone has these resources, but they are more or less developed depending on a person's history, personality, and current situation. ACEs are often cited as a main reason that psychological resources become depleted or never develop in the first place. Our entire community (as many service providers have already been doing) must focus on external barriers and challenges as well as promote the healthy development of psychological resources.

Trauma-Informed Care

The Brown County Child Abuse and Neglect Initiative under the auspices of the Brown County United Way educates social service providers, businesses, and parents about ACEs and their effects through trauma-informed care trainings. Their workshops raise awareness about ACEs and provide tools for professionals to use to respond to behaviors that result from trauma. By understanding the role that different psychological assets play and how trauma affects children and adults alike, caregivers, employers, family members, social service professionals, religious leaders, and others can make sense of behaviors, help affected individuals cope with trauma, and work towards providing a safe and stable home, work, or community environment.

Education and Other Resources

Bolstering psychological resources and preventing ACEs should start in childhood and continue throughout the course of one's life. One focus of Achieve Brown County is the social and emotional well-being of children, and important lessons will likely emerge from this work. For adults, including displaced workers,

entrepreneurs, young professionals, new business owners, and older individuals, coaching, mentoring, peer-to-peer support, and other educational resources can provide them with enhanced psychological resources to meet challenges.

Change Factors

Technological advances come at dizzying speeds and will need to be a focus as our community develops stronger pathways for success. On one hand, advancing technology may prevent workers from being able to fulfill the needs of their employment; emerging and expensive technologies can lead to inequity in access to resources, services, and information. On the other hand, technology can be a catalyst for more efficient and effective sharing of best practices, an opportunity for greater social mobility as displaced workers are trained for better paying jobs, and an avenue to increase equity between individuals at disparate socio-economic, health, and educational levels.

Assuring that local established businesses and entrepreneurs learn about and take advantage of emerging technologies can advance our area's economy. Creating a culture of collaboration, innovation, and risk-taking within and among sectors, especially in the application of new technologies, will help us stay ahead of other communities.

Political polarization creates gridlock and less agility to address current and emerging issues. Government policies often manifest in choices about where funding is directed. For example, Wisconsin has tended to invest in the incarceration system more than Minnesota, which has favored diversion programs (www.wisconsinbudgetproject.org, *Prison Price Tag* Report, November 19, 2015). Tightening budgets paired with rising costs in such areas as the state prison system, healthcare, disability, and social security crowd out funding for education and other supports.

Pathways for Success must adapt to changing demographics. The impacts of an aging workforce and a dearth of trained employees are already being felt. Stakeholders can assist the aging workforce to remain relevant and active. Other demographic and cultural changes will also affect how and where pathways develop. With shifts such as increasing numbers of single parent families, larger, diverse cultural groups, and generally younger workforce, traditional pathways may no longer suffice.

Recommendations

Common Frameworks and Visions

RECOMMENDATION 7: Develop a universal asset map for the community to identify gaps, improve collaboration among sectors, and provide clearer pathways for community members to access services.

RECOMMENDATION 8: Support community-wide frameworks to address additional pathways: poverty to self-sufficiency, personal health and wellness, entrepreneurial development; and successful living for older adults and the disabled.

RECOMMENDATION 9: Encourage community-funded sharing of real-time data, reports, and research results.

Several community-level initiatives have successfully mapped the assets in their sectors, created a common vision, and identified gaps. These groups include Achieve Brown County (education, birth to career); Community Partnership for Children (birth to 3); Oral Health Partnership (school-aged dental health); Beyond Health (community health improvement); LIVE54218 (community health and well-being); and Connections for Mental Wellness (mental health and wellness). These collaborative, sector specific initiatives along with community organizations such as Greater Green Bay Community Foundation, Greater Green Bay Chamber, De Pere Chamber of Commerce, Brown County United Way, Brown County Health and Human Services, the Brown County Homeless and Housing Coalition, and the Brown County Aging and Disability Resource Center, among others, could create a universal asset map of our community.

Community members and organizations could benefit from understanding the assets of our community, improve communication and access with each other and with those they hope to serve, and work together to fill gaps in addressing priorities. In addition, a universal community asset map could help illuminate specific areas of expertise to be leveraged and shared. For example, organizations participating in POINT (Poverty Outcomes and Improvement Network Team) now have working knowledge of Continuous Quality Improvement to share with priorities beyond poverty reduction. Similarly, Community Partnership for Children and Oral Health Partnership have learned many lessons that might help with the successful development of other collaborative efforts.

In addition to a universal asset map, 2017 *Envisioning* conference participants identified several specific sectors that could benefit from a common vision, including pathways from poverty to self-sufficiency (with priority attention to ALICE families), pathways for successful and independent living for older adults and individuals with disabilities, and pathways for entrepreneurs and young adults. Achieve Brown County (ABC) has demonstrated the effectiveness of collective impact, a model approach to be replicated in other areas. ABC has focused on pathways from “cradle to career” including barriers, gateways, and milestones. This effort has encouraged agencies, government entities, and others to move from cooperation and coordination to true collaboration; identified and developed evidence-based interventions; created a shared real-time data system; and utilized measurement and assessment for continuous improvement. Although the robust collective impact framework may be not be suitable or necessary for every community improvement need, faster progress can be achieved when stakeholders create a shared vision together, with the inclusion of a variety of voices and perspectives at the table, and utilize shared data and evidence-based practices.

The Community Information System (CIS) that undergirds ABC’s work is a model of a shared data system being used to catalyze change. However, the system does not accommodate a broad, community-wide sharing of research findings or results and is primarily for outcomes related to children and youth. We must create community-funded opportunities and agreements for sharing existing data that can inform the development of priorities, actions, and assessments. Numerous, seemingly insurmountable, barriers would need to be overcome, including but not limited to security, privacy, staffing and logistics, overuse of data, burdens of collection and data analysis, interpretation, reporting, and manipulation. However, larger cities than ours, with similar concerns, have overcome these challenges. Data-driven decisions can help stakeholders and community members better understand trends and gaps and guide interventions.

Mentoring Access and Training

RECOMMENDATION 10: Centralize information to improve access and opportunities for mentoring, coaching, role modeling, and peer-to-peer programming with the support of professional training and guidance.

Well-trained mentors, coaches, and role models, as well as well-informed peer-to-peer interactions can change lives and provide benefits to both mentor and mentee. Mentees receive practical advice, encouragement, and support; learn from others; increase confidence to make decisions; develop skills and strategies; and gain insights. Mentors can improve and develop their leadership and communication skills, utilize and reinforce their expertise, engage in a meaningful volunteer opportunity, and gain a sense of fulfillment and personal growth.

2017 Summit discussions frequently pointed to the effectiveness of mentoring across disciplines and situations while recognizing the challenges of connecting mentees with mentors. If someone wants to volunteer with a not-for-profit, they head to the Volunteer Center of Brown County and its website, or they join informal groups such as a church or service organization. Where can someone go to connect to a mentor? Several limited formal efforts exist here, such as SCORE, Veteran’s Court, Big Brothers/Big Sisters, and mentoring for parents through required programs at Brown County Health and Human Services. Dozens of informal programs offer services of varying effectiveness and quality. But our community does not have a hub for mentoring, like we do for other volunteer opportunities. There is great demand and a desire for more quality mentoring.

Centralized information that includes pools of willing mentors and interested mentees as well as professional training and guidance could lead to targeted matches and more meaningful relationships. Centralized access could connect volunteers, agencies, faith communities, service groups, and neighborhoods working with young families, young professionals and business owners, at-risk children and families, inexperienced or seasoned entrepreneurs, newcomers, displaced workers, current employees seeking to improve their economic status through higher-paying work, seniors, individuals with disabilities, caregivers, court diversion programs (such as Veteran’s Court), ex-offenders, and those who are interested in specific mentoring areas such as marriage/relationship, alcohol and drug addiction, former foster children, and others. The growing population of older adults could be better tapped to be mentors. Making it easier for willing mentees and trained mentors to be paired together would invigorate the creation of more of these relationships.

Awareness and Measurement of Psychological Resources

RECOMMENDATION 11: Widely introduce concepts related to psychological resources, Adverse Childhood Experiences (ACEs), and trauma-informed care to the general community to increase understanding of disparities and behavior and reduce prejudice. Prioritize the prevention of ACEs and interventions to increase psychological resources.

RECOMMENDATION 12: Collect and track data on the prevalence of ACEs in our community as well as on the development and support of psychological resources for those seeking employment training/re-training, working towards self-sufficiency, successful aging, and improving personal health.

The Brown County Child Abuse and Neglect Initiative has increased awareness of ACEs with human service and education professionals as well as at some businesses. Community members can benefit from understanding the roles of ACEs and psychological resources in order to reduce prejudice against struggling individuals and to help foster more effective, well-rounded programs that help people reach their goals. Programs that help with the prevention and early identification of childhood trauma (such as the Community Partnership for Children), that develop and strengthen individual's psychological resources, and that educate a wider community about these concerns are key areas for community investment.

Summary

In order to successfully participate in the community, every resident needs to have personal and community resources that foster lifelong learning, growth, and success. Some pathways have already been identified, such as the education pathways for children and youth coordinated by Achieve Brown County. Other pathways appear more piecemeal and less coordinated. 2017 Summit participants identified missing pathways for entrepreneurs, for those wanting to move from poverty to self-sufficiency, and for older adults and individuals with disabilities. The community should actively work together to create a shared vision, robust collaboration, and accessible data. Summit participants also identified support areas, such as mentoring, that could be better aligned, coordinated, and leveraged. In addition, a universal asset map would create understanding of how various pathways intersect; allow for clearer communication across sectors and to community members; highlight gaps; and identify opportunities for collaboration and leverage of expertise.

Ultimately, each pathway must focus on individual success. Even though services must be targeted and robust to meet needs, individuals must have the personal psychological resources to access those services. Community members must continue to be educated about psychological resources, with a particular focus on the effects of ACEs for both children and adults. Our community and its members can be stronger with a focus on a common paths, shared data, and greater awareness of personal challenges.

DIVERSITY

Definitions

Community is 1) a group of people living in the same location or having particular interests in common, 2) a feeling of fellowship with others as a result of sharing attitudes, interests, and goals.

Culture is the totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought characteristic of a certain group or population. Culture, in our definition and usage, readily encompasses more than racial or ethnic populations and includes communities sharing age, sexual orientation, income, abilities, religion, education, etc.

Cultural Competence is a set of positive attitudes, skills, behaviors, and policies that enable organizations and individuals to work appropriately with diverse groups. Cultural competency includes the ability to understand one's own worldview while communicating with people across cultures.

Diversity includes social/economic differences, geographic differences (rural vs. urban experiences), health status, and demographic differences (age, gender, education, race, ethnicity, religion, sexual orientation, abilities, and other identities). A discussion of diversity must include how various overlapping, and sometimes conflicting, cultures (as defined above) relate to each other as communities and how we, as one larger community, handle acceptance, integration, assimilation, and simply living together.

Equity is defined as meeting people where they are and removing barriers so they can be successful.

Identity is the set of behavioral and personal characteristics by which an individual is recognizable as a member of a group, culture, or community.

Inclusion is creating a sense of belonging.

Social capital is the network of relationships among people who live and work in a particular community with interpersonal transactions marked by reciprocity, trust, and cooperation.

Desired State

We envision a community that values people of all cultures, abilities, ages, and identities; where everyone feels a sense of belonging, has full access to services, and contributes to our community. In this vision, our community has:

- A widely-recognized set of shared values and attributes characterizing why we all want to call this place home;
- Cultural competence to effectively and respectfully build understanding, increase effective interactions and social ties among diverse groups, and work towards equity in participation and opportunity;
- Culturally competent practices embedded within organizations and institutions to mitigate structural and informal barriers to every individual's full community participation.

LIFE Study Data & Trends

Brown County is changing demographically, and nearly a third of community members have a negative view of the growing diversity. Data from the *2016 LIFE Study* showed that 33% of people said growing cultural diversity has a positive impact, 30% said it has a negative impact, and 10% said growing diversity has no impact at all. These viewpoints are in stark contrast to leaders, 60% of whom hold positive views of diversity. Thirteen percent (13%) of leaders said growing diversity has a negative impact (p24).

Cultural prejudice may be embedded or emerging within both individual beliefs and institutional structures. To understand what may be happening here, we need to define and explore the various local cultures, how they are changing, and how the broader community is reacting. The *2016 LIFE Study* provides data on the demographic trends and related, emerging challenges in these sections: “Diversity” (p24-25), “Disability and Support” (p54); “Older Adults and Support” (p55); and “Young Professionals” (p123). Individuals from differing cultures have varying experiences, expectations, and perspectives. Some of these differences are teased out in “Pre K-12 Education” (p62-63); “Education for At-risk students” (p65); “Access to affordable housing” (p107); and “Employment” (p120).

Age

Brown County is **aging faster** than the rest of Wisconsin, even while Wisconsin has one of the highest median ages of all states and is continuing to age. Among many factors, both aging baby-boomers and a dearth of young professionals settling in Brown County from out of state contribute to the trend. Projections suggest that nearly a third of Brown County’s population will be 55 or older by 2040, nearly a 9% increase from 2010 to 2040. In 2010, those 55 or older made up less than 25% of the population. In 2014, 29% of local adults over 65 had incomes at or below 200% of the Federal Poverty Level (p55).

Race and Ethnicity

While 82% of the Brown County is White, our county has continued to grow **more ethnically diverse**. The non-White population has nearly doubled since 2000. In 2000, one in ten Brown County residents (24,118 or 10.61%) were non-White. In 2015 nearly one in five residents were non-White (47,114 or 18.21%). The percentage of non-White residents is expected to at least double by 2040. On average, the non-White population is younger than the White population (p24).

The *2016 LIFE Study* reported many **disparities** across racial and ethnic groups:

- Latinos (25.8%) and Native Americans (32%) have higher rates of poverty than Whites (9.1%) (p111).
- A smaller percentage of Blacks/African Americans (7%), Latinos (30%), Native Americans (31%), and Asians (37%) owned homes than Whites (69%) (p107).
- Minorities owned only 6% of Brown County businesses in 2012 even as they represent 18% of county residents (Census, www.census.gov/quickfacts/fact/table/browncountywisconsin/PST045216).
- A larger percentage of non-White respondents (56%) than White respondents (41%) said they never, seldom or only some of the time felt secure financially (p110).

Data from the *2016 LIFE Study* about student achievement and suspension rates also demonstrate stark differences based on race and ethnicity. For example, countywide, 17% of African American students were suspended as compared to 3% of White students and 15% of African American students statewide (p66).

Geographic Differences

Suburban populations are more white, higher income, healthier, and older than rural or city populations.

Abilities and Health Status

Mental disorders were a leading cause of hospitalizations in 2014. Forty percent (40%) of low-income respondents to the 2014 Behavioral Risk Factor Surveillance System (BRFSS) survey in Brown County reported taking medication or receiving treatment for a mental health condition as compared to 15% of all residents (p43).

The number of residents with a **disability** grew from 23,719 to 26,999 individuals (a 14% increase) between 2010 and 2014, and over one-third of these were 65 or older (p54). Eighteen percent (18%) of Native Americans reported having a disability (p54). More people will be burdened with age-related disabilities, including Alzheimer's and other types of dementia, as the number of older adults increases.

Community members of different **economic status** have varying perceptions of how well Brown County meets the health needs of residents: 12% of highest earners versus 50% of those earning less than \$10,000 say Brown County does a fair or poor job of meeting the health needs of residents (p46).

Methods of financing and organizing the **care of vulnerable populations** (such as through the complete implementation of Family Care in 2018) are changing and are expected to come under increasing stress.

Background

We begin this section by acknowledging the traditions and cultures of the First Nations in the area and the land on which we gather and seek to create a more inclusive environment. For generations, our community has faced challenges related to peoples of different identities living in close proximity. For example, not long ago Catholics and Protestants did not mix. Many people recall the discomfort and difficulties families had with young people dating or marrying outside of their faith. It seemed then that their differences were irreconcilable. Times have changed, and knowing whether someone is Catholic or Protestant is less important now for most people. In fact, over the past 40 years, churches have initiated dialogue and understanding among different denominations. Former divisions have faded and churches often cooperate and complement one another in religious, social justice and outreach ministries. Identity markers for these denominations are less recognized and no longer create barriers to dialogue and collaboration.

During past decades, groups have arrived here that initially seemed unable to co-exist with the current culture but, over time, have become valuable to our community. Brown County has not historically readily welcomed outsiders (including the Irish, German, Hmong, and arguably other populations recently). Nonetheless, groups have often settled here for the same reasons: for example, many Somali refugees come here valuing many of our community's strengths including well-paying jobs, good schools, safe communities, and a low cost of living.

Local experiences with Hmong refugee resettlements in the 1980s and 1990s teach us that, despite tensions in early years, those new to our area undergo a process of acclimatization and become productive, participating community members. Acceptance and acclimatization take time for both new and existing community members. Many would like this process sped up, but it cannot be forced; however, smoother pathways can be developed to establish deeper conversations, greater understanding, and easier integration. If we label or stereotype those new to our community or continue to reinforce identity politics, recognizing what we share is more difficult. We have much in common, and much to learn from each other.

Several organizations provide resources, support, and social ties for ethnic groups, including the Hmong Center of Green Bay, Casa Alba Melanie, and more recently, COMSA (Community Service Agency) which assists Somali and other refugee and immigrant communities. In addition, churches support particular cultural groups, such as Divine Temple Church of God for African Americans, the Green Bay Masjid for Muslims, and other churches, especially St. Willebrord Parish for Latinos. Likewise, the Aging and Disability Resource Center is a resource and connecting point for older adults and individuals with disabilities.

Envisioning conference attendees identified a number of related priorities: People from diverse backgrounds and of various ages are not universally valued. There is not enough open recognition of the dependence of our agricultural and food manufacturing economies on the fast-growing Latino labor force. Some cultures are unfairly labeled as isolationist or insular because of the lack of interactions with a broader community. Some individuals and groups, such as those with physical disabilities and mental health disorders, have been ignored or ostracized. Often a lack of understanding leads to the lack of acceptance.

Ethnic and racial minorities are not represented proportionately in leadership positions. Some are perceived as not being “ready,” not having sufficiently broad or appropriate networks, or representing too narrow a worldview. Using traditional forms of social capital for identifying and recruiting individuals or only honoring specific expertise or experiences does not successfully engage individuals of different cultures. (See Civic Participation/Leadership section.) Ethnic and racial groups DO have strong, networked leaders, but they often lead in different ways and need to be identified in different ways.

The aging population often has been seen as a drain on community systems instead of contributing. However, older people today are more highly educated, in better health, and living longer than previous generations. They have wisdom, lived experience, and energy to engage and share, and can be and are contributing members of society in ways not previously possible. The community must develop appropriate supports and find ways to engage the growing numbers who have age-related disabilities and conditions.

Change Factors

A record 43.2 million or 13.4% of the U.S. population was foreign-born in 2015, close to the historic high of around 15% experienced from 1890 to 1910. The number of the U.S. foreign-born population is projected to double by 2065. Immigrants have traditionally—and continue to—embody characteristics that define a prominent American identity: industriousness, honesty, marriage, and religiosity.

In Brown County, migration is one source of growing racial and ethnic diversity; however, false perceptions persist, such as those concluding that these groups are mainly low-income, poorly educated, and

contributing to higher crime rates. Recent divisive national conversations and events, especially regarding race relations, police behavior, immigration, sexual orientation, and sexual assault and harassment, all have impact on local perceptions and discussions about diversity.

The passing of time and small seemingly-uneventful movements change attitudes. Descendants of immigrants have weakening identification with their families' places of origin partially attributable to increased intermarriage among ethnic groups and gradual adoption of language and customs. In general, younger generations have increasingly positive attitudes towards diversity and diverse lifestyles. Education and one-to-one contact also change attitudes for greater acceptance of immigrants, destigmatization of mental health disorders, and deeper understanding and appreciation among generations. These longer-term processes ultimately can reduce the use of labels and identity markers, but time alone, unfortunately, is not a guarantee for creating an unbiased, tolerant community.

Our community, like most other urban areas, seeks to attract and retain young talent to fill the positions left vacant by those leaving the workforce. Wisconsin and Brown County have a particular challenge, given higher rates of out-migration than in-migration. Although young adults who study in Wisconsin tend to stay in the state, Wisconsin does not successfully attract educated professionals from outside the state. Wisconsin does not compete well and tends to offer lower than average wages for jobs, especially in fields that are highly competitive (although many of these wages are commensurate with the lower cost of living).

A strong local economy will create jobs, but what kind of jobs, and will qualified people come? In such a competitive and global market, we must become a more attractive and welcoming community that supports individuals from all cultures to become part of the community that we define and celebrate. (See Community of Choice section.)

Recommendations

Common Ground

RECOMMENDATION 13: Identify, explore, and celebrate the values and attributes we share.

It is difficult to thrive as a whole when differences are constantly emphasized, and when we cannot discern our shared humanity in others. The solution is neither conformity nor exclusion. We can counter negative perceptions of growing diversity by building a sense of belonging to the larger, greater Green Bay community through the definition and promotion of a shared identity.

We have shared values, shared aspirations, and a shared sense of place. We share challenges with raising our kids, caring for aging parents, and coping with the weather. Despite a myriad of differences, people are drawn to a livable community with well-paying jobs, safe neighborhoods, good schools, affordable housing, and a growing economy.

Diversity as a Strength

RECOMMENDATION 14: Continue to support and cross-promote diverse community assets and celebrations of diversity and make sure that all community-wide celebrations include the richness of our community's diversity.

Communities that celebrate diversity and know how to reap the benefits of a diverse citizenry, attract a diverse and talented young adult workforce, and create economic opportunity (such as increased economic output and new jobs) and a rich, thriving community fabric.

Numerous events currently promote aspects of our diversity, including Pride Alive, the Hmong New Year Festival, Juneteenth Celebration, Artstreet, the Oneida Pow Wow, Martin Luther King Day festivities, and the Farmer's Markets. Many events need to be promoted more widely, not only by their own organizations, but by a broader set of stakeholders who recognize the value of diversity. These festivals and events should consider how to attract wider audiences who are unfamiliar with their culture or celebration. The Oneida Pow Wow is one local model to be studied to understand best practices for attracting diverse audiences.

Likewise, larger community-wide events, such as Green Bay Packers Family Night; Fire Over the Fox (July 4th) Festival; art walks; the Brown County Fair; UntitledTown Book & Author Festival; Green Bay Film Festival; Latino fiestas such as Our Lady of Guadalupe processions; children's events such as the Big Event for Little Kids and Children's Day; community runs such as the Bellin Run, Cellcom Green Bay Marathon and other events should continue to recruit and welcome more diverse attendees and participants from various cultures and to cross-advertise events. Celebrations are not only good for the culture being celebrated but for the acceptance, education, and awareness of the community-at-large.

Cultural Competence

RECOMMENDATION 15: Increase the cultural competency of community members and organizations.

Participants at the 2017 Summit focused on the high percentage of community members who believe that growing diversity has a negative impact. Creating and living in an increasingly multicultural, multigenerational society brings challenges not faced by a traditionally homogeneous area. Addressing related challenges in civil, productive ways would lessen perceived and real negative impacts of diversity and create greater awareness and recognition of the value of different opinions, perspectives, and experiences. Discussions must include the breadth of cultures that actively participate, are heard, and listen to others from different cultures and perspectives.

At the same time, we also must create awareness about how individuals of different races, ethnicities, religions, ages, etc. experience the world differently because of their backgrounds and beliefs and because of how others view and treat them. All levels of civil society must work towards developing cultural competency in order to 1) encourage respectful engagement, 2) adopt or change policy and practices to increase inclusion and respectful interactions and to decrease intolerant practices and misconceptions, and 3) embed culturally competent practices within all sectors in Brown County.

Increasing cultural competency may include the following:

- Guidance and skills training for elected officials, employers, boards of directors, and community members on how to engage directly and respectfully and build bridges and ties with diverse groups;
- Assurance that those who serve or employ individuals of diversity have the training, education, and appropriate skills to work respectfully and effectively with the traditions, needs, and perspectives of the groups they serve and employ;
- A means for elected officials, employers, boards of directors, organizations, governments, etc. to audit their current policies, practices, and attitudes to assure that they encourage inclusion and reduce bias and prejudice;
- Encouragement for all organizations to create educational and discussion opportunities among people from a variety of backgrounds, beliefs, perspectives, ages, and generations to increase common understanding.

For example, organizations cannot simply desire to recruit diverse individuals without considering how their current practices are exclusionary. Organizations that hold board meetings on Fridays exclude many Muslims. Meetings during the lunch hour exclude some community members, especially hourly wage earners who work 8 to 5 without long lunch breaks. Committees expecting to engage parents will have difficulty getting robust participation unless childcare is available. Organizations that only seek board or committee members who have traditionally-defined contributions or conventional business acumen ignore many leaders from different traditions and communities. Organizations and leaders must move outside of their comfort zones to build and create relationships with the communities that they want to engage. Having broader participation and leadership isn't just good for those minority groups; it creates a stronger, richer community as a whole. Current stakeholders must make it their responsibility to go where those leaders are and to make their own practices and policies more inclusive.

Several local organizations that successfully promote diversity through education and training could be tapped for their expertise and experience. The Green Bay Area Public School District creates positive cross-cultural leadership roles, helps students be open to diversity, and trains teachers and staff to address challenges and work with diverse students. Both Schreiber Foods Inc. and Procter & Gamble Co. have efforts promoting diversity. Procter & Gamble was ranked #13 by DiversityInc as a top company for diversity in 2017, and is recognized for its diversity program including recruitment, mentoring, and promotion (<http://www.diversityinc.com/the-diversityinc-top-50-companies-for-diversity-2017/>). The Packers have expertise recruiting and mentoring young black men from across the United States. The Packers help them integrate into the organization and community, and many remain residents after their playing years. The Aging and Disability Resource Center leads efforts to support the acceptance and integration of older adults and those with disabilities by showing businesses and individuals how to create a dementia- and disability-friendly community.

Beyond training, we must embed culturally competent practices in organizations and institutions so they are truly inclusive, welcoming, and empowering. Two promising endeavors are a proposed initiative on diversity to be led by the Greater Green Bay Chamber and the Brown County United Way and the development of the Center for Equity and Growth at NWTC.

Summary

Diversity includes social/economic differences, geographic differences (rural vs. urban experiences), health status, and demographic differences (age, gender, education, race, ethnicity, religion, sexual orientation, abilities, and other identities). Focusing on our differences without the recognition that we all hold similar values in our families, our community, and ourselves, can create disadvantages for the communities and individuals in Brown County. Community members and organizations can learn about our own perspectives and outlooks, others' perspectives, and how to treat each other with greater respect as we celebrate our shared goals and values. Brown County must celebrate the richness of its various communities while recognizing that people of many different cultures all rightly call this place home.

CIVIC PARTICIPATION AND LEADERSHIP

Definition

Civic Participation and Leadership is the way people, as citizens, participate in and improve the community through interactions with not-for-profits and government. Civic activities include voting, standing as a candidate, giving charitably, and engaging in volunteer and leadership opportunities for neighborhood organizations, not-for-profit boards and committees, and non-political government commissions.

Desired State

We strive to have community members who are well informed about current issues and how our community works including how to engage effectively in civic activities. They are able to make a difference with their voices, actions, and votes. In our vision, community members have:

- Trusted and easily accessible methods to learn facts about local issues, community needs, and the choices before them;
- Opportunities to discuss issues and participate in decision-making processes;
- Their perspectives heard, respected, and considered.

In this vision, our community has:

- Local elections with high voter turnout and strong slates of highly qualified candidates of diverse perspectives and backgrounds;
- Civic organizations (not-for-profits and governmental bodies) with members and leaders that represent, listen to, and honor the diversity of perspectives and experiences within our community;
- Organizational representatives who engage in healthy, respectful civil discourse, invite broad-based citizen participation and action, and benefit from high levels of volunteerism, giving, mentoring, and community service.

LIFE Study Data & Trends

The 2016 *LIFE Study* focused on three areas of Civic Participation/Leadership: “Electoral Involvement and Competition” (p27), “Civic Leadership” (p28), and “Civic Participation” (p29). Several statistics suggest that civic engagement and leadership in Brown County is high:

- **Voter turnout** in Wisconsin is second highest in the country for presidential elections (p27);
- Over 68% of community members **participate in civic activities**, like helping at a church, school, or not-for-profit; donating money; attending a cultural event; or using a recreational facility (p29);
- 83% of community leaders say most **people can be trusted** (p29);
- 69% of community members say that they **talk with their immediate neighbors** several times a month or more;
- Wisconsin is third in the nation for **rates of volunteerism** (2015, Corporation for National and Community Service (<https://www.nationalservice.gov/vcla/state/Wisconsin>)).

However, other 2016 *LIFE Study* statistics suggest that challenges exist:

- Local **April elections** typically see around a 20% turnout; gubernatorial election turnouts were 47% and 52% in 2010 and 2014 respectively; (p21);
- Nearly 40% of community members disagreed that they could **have an impact on the decisions made by community leaders** (p23);
- As in 2011, a majority of community leaders in 2016 (77%) said that **civil discourse** among Brown County leaders has either remained the same or gotten worse (p28);
- 73% of **supervisor elections** in 2014 were uncontested; those that were contested did not offer competitive choices, given that one candidate typically won by a large margin (p28);
- **County board members do not reflect community's diversity** in race, ethnicity, or gender (p28).

Background

One of the community's most urgent challenges called out in both the *2012* and *2017 Envisioning* conferences is the quality of representation in elected and non-elected leadership positions. Many members feel marginalized by elected officials and unable to affect the decisions they make. People who feel disconnected either withdraw or cloister, exacerbating the lack of participation and dialog.

Dysfunction within local governmental bodies adds to the sense of disconnect between the electorate and elected. Civil discourse is lacking; government is slow or ineffective in identifying and addressing needs; citizens' contributions and perspectives are not represented, respected, or highly regarded by elected bodies. The self-interest of officials is evident and personal infighting and unethical behavior occur regularly. Having few contested, competitive elections compounds these issues.

A dysfunctional elected body creates self-perpetuating issues:

- **Stagnation:** Constructive and substantive change gets buried in irrelevant problems or interpersonal issues. Active individuals, even those who believe in strong government, find it more effective to work through flexible and responsive systems, organizations, or affiliations.
- **Lack of interest:** Potential qualified candidates find it is "more trouble than it's worth" to both run for office and deal with the internal workings of the system, if elected.
- **Non-representation:** Demographically diverse candidates are discouraged, in part, by a lack of confidence that their perspective or experiences would be accepted and valued because they don't see other officials having or respecting diverse perspectives or experiences.

Another factor contributing to the lack of candidates may be the conservative nature of the electorate, preferring smaller government infrastructure and less government intervention. This penchant may incline many citizens to direct their time, talent, and other resources outside of government to create change.

Leadership in non-elected positions, such as in not-for-profits, businesses, and the public sector, echoes the lack of demographic diversity. Many upper management positions and boards appear monolithic. Often, the same people are tapped time and again for leadership. Emerging leaders and grassroots connectors are left unengaged. Organizations trying to find the "right fit" for their leadership have difficulty identifying and connecting with emerging and grassroots leaders through current recruiting methods.

Change Factors

People across the country and globe report feeling more disenfranchised and disconnected, spending less quality face-to-face time together. Racial and religious tensions have increased. Political polarization on the national stage affects local discourse, even down to the family dinner table. These various tensions lead people to defend their differences rather than build on shared values and similarities, a likely factor in the high percentage of community members who view increased diversity negatively in the *2016 LIFE Study*. Furthermore, distrust in traditional news sources, consolidation of local media outlets, the rise of a 24/7 news cycle, and the proliferation of partisan social media and other outlets have transformed how people are informed about what is happening. At a macro level, personalities and the popularity of top politicians and celebrities overshadow issues, and drown out reporting of local civic meetings and objective analysis of pressing local concerns. A reduction of dedicated local reporting resources has led individuals to either ignore local happenings or try to interpret local issues in light of analogous, nonlocal events.

Demographically, growing populations of older adults as well as youth (baby boomers and “echo boom” millennials) offer more volunteers. The community must both address these populations’ growing needs and create opportunities to draw upon their specific areas of expertise to enhance active participation.

Technology promises potential for greater civic engagement by promoting connections and relationships and increasing awareness of local issues and perspectives. Grassroots organizers are using social media to attract volunteers, raise funds, and gain attention. A few non-partisan websites, such as Wisconsin-based [Ballotpedia](#) and [Wisconsin.gov](#), provide access to information on state and local candidates and elections. Locally, one clerk’s office is using direct mail and advertising to inform citizens of upcoming elections and how to participate, while other governmental bodies have a presence on social media.

Recommendations

Civil Discourse

RECOMMENDATION 16: Create opportunities and set expectations for productive civil discourse.

Few strides have been made to create better civil discourse. In 2012, calls were made to:

- Focus on collaboration and avoid polarization;
- Make gratitude and respect operating principles for local government; and
- Elect public officials who treat each other with respect in an effort to better the community.

Similar to national trends, discourse at all levels in our community has become more argumentative, and fewer people truly listen to—or even interact with—those with whom they disagree. Both *Envisioning the Future* conferences in 2012 and 2017 identified improving civic dialogue in elected bodies as a priority. The recent conference also raised the urgency to encourage productive civil discourse throughout the entire community to define issues and develop action items.

Informed and Engaged Citizens

RECOMMENDATION 17: Develop more and better ways for citizens to learn about community issues and participate in the civic life of the community.

RECOMMENDATION 18: Make sure residents know the responsibilities of good citizenship, help people be engaged citizens, and expect all sectors to be responsible for encouraging active civic participation.

Despite high rates of voter turnout for presidential elections, concerns related to new voters, elderly voters, and citizens at-large, as well as local election turnout, voter registration, and the need for a better-informed electorate were all highlighted at the *Envisioning* conference. Helping the voting public become better informed about local issues, their current representatives, and candidate choices can improve participation. Employing innovative means to improve voter turnout for local elections should be a priority.

Celebration of the effectiveness of citizen voices to affect decisions can spur agency. Explaining the variety of ways citizens can and do influence leadership decisions can inspire others. Schools and youth-serving organizations should consider how they—and all of us—could foster good citizenship in youth. Employers must actively help create an educated and engaged citizenry because we are all part of creating a thriving, healthy community. Whether one agrees with the end results or not, successful, citizen-driven change is not difficult to find. Examples include the creation of Whitney Park Dog Park or BLocal’s opposition to Walmart on Broadway. Efforts like these need to be celebrated as models of citizens creating impact.

With less local news and analysis coming from traditional sources, innovative means such as social media must be adopted to inform and engage citizens. Governmental bodies and other institutions should assess how well they encourage and allow citizens to engage in their processes and decision-making. Creating clearer and more accessible communication about current initiatives and more transparent avenues for citizen input can lead to greater citizen involvement and impact. For example, a current communication problem is the lack of affordable, available technology that incorporates closed captioning per government regulations to allow live internet streaming of city and county board meetings. Progress seems to be at an impasse because of the cost of live captioning and the uncertainty of the necessity to provide this accessibility for those who are hearing impaired.

Leader Support and Preparedness

RECOMMENDATION 19: Identify and develop potential and emerging local leaders through training, mentoring, and other opportunities.

Leaders are made, not born. People become leaders through learning, observation, and practice. The lack of diverse local leadership does not provide compelling role models for youth to emulate. Pathways for leadership development are not obvious or accessible, and potential leaders are not often provided with opportunities to practice leadership skills. In addition, emerging leaders often lack self-confidence or fail to view themselves as potential leaders. Many may lack the vision because they don’t recognize relevant role models and don’t believe their viewpoint will be respected or valued.

Young leaders from all backgrounds must be cultivated so they can feel and be empowered. The support and development of diverse leaders could help turn the tide on divisive, disrespectful, and non-representational community leadership. Clear pathways, support systems, relatable role models, and mentoring opportunities must be offered to those who want to be leaders or run for office. Current leaders should be especially attentive to those who will enhance slates of candidates for civic elections. Multiple barriers to running for office and participating on boards and committees also must be overcome through

broader identification and recruitment of candidates, improved knowledge of political and electoral processes, and financial support, where needed. (See Diversity section for more details.)

Connections Within and Among Civic Institutions

RECOMMENDATION 20: Create enhanced innovative and effective means for volunteers, volunteer groups, governments, and not-for-profits to connect to needs and to each other.

The heart of a well-functioning, healthy community is an array of coordinated, effective and responsive not-for-profits and local governments that address the needs and interests of community members. Brown County can pride itself on the rates of local volunteerism, high levels of charitable giving, and expertise at many of its institutions. However, many *Envisioning* conference participants perceived that some not-for-profit organizations do not know (or care) what others do, are not aware of synergies or overlap with others, and continue to protect their market share as they compete for funding, rather than seek opportunities to collaborate. There is also a widely held belief that not-for-profit leaders are not highly qualified or do not know what they are doing. In reality, at many not-for profits, leaders are both highly passionate and highly qualified, but do not frequently participate in professional development because that investment can could diminish available organizational funds for programming such as client assistance.

The highest quality civic institutions engage in collective impact initiatives, inspire broader volunteer participation and better civil discourse, and improve access to information and services for those with needs or particular passions. Local not-for-profits have stepped past their geographic parochialism to some extent, but many still operate in silos with little interagency interaction. Much of the burden of improving collaboration lies within the not-for-profit sector, but funding expectations within some traditional granting and giving frameworks also promote competition, instead of greater collaboration.

While rates of volunteerism are high, areas for greater impact and improvement with not-for-profits and government bodies were identified at the *Envisioning* conference:

- **Business/Not-for-profit Connections:** Many businesses would be more engaged and better able to support not-for-profits if they were aware of agencies and their needs. We have a Volunteer Center that connects volunteers with some local needs, but they cannot do it alone. Not-for-profits cannot abdicate their responsibilities to help match their needs with volunteers.
- **Volunteer Group/Community Needs Coordination:** Significant volunteer efforts—especially through church groups, service organizations, and school and neighborhood associations—are often not directed through or for specific not-for-profits but to individual and family needs. Little coordination exists among these groups. Numerous gaps could be filled if a central clearinghouse assisted these groups to know what others are doing and what the most urgent needs are.
- **Not-for-profit Connections:** Community stakeholders should prioritize greater networking, communication, and the sharing of knowledge and resources among not-for-profits. Funders should consider how their structures lead to greater competition among not-for-profits and continue to encourage interagency coordination, collaboration, and communication.
- **Government/Citizen Connections:** Government bodies that rely on citizen volunteers should find innovative, engaging ways to communicate opportunities, deadlines and processes.

- **Youth:** Opportunities exist to better engage the younger generation, especially because of their valuable skills with technology, their fresh perspectives, and their energy. Young people should be offered opportunities to connect with not-for-profits and older adults to help them become more comfortable with computers, social media, and other technology.
- **Older Adults:** The growing population of older adults is also a resource to be tapped for volunteerism. This group is more active, better educated, and more engaged than previous generations of retirees.

Businesses and individual volunteers do not always have the time or resources to identify what is needed and where. *Envisioning* conference participants suggested that creating greater connections through improved communication and training infrastructure, provision of technology and social media, and improved processes and funding incentives among not-for-profits, businesses, students, schools, and others could create greater efficiency and effectiveness.

Summary

Educating community members about how they can participate in civic life and impact decisions being made within our community is fundamental to growing healthy civic participation and ending self-perpetuating infighting and gridlock. Aspiring leaders must have clear avenues to develop the skills, connections, experiences, and knowledge they need to become leaders. Additional supports and guidance will encourage promising, qualified, and diverse candidates to self-identify and seek elected office. Over and over again, community members say that civil discourse must be improved among our elected officials and within the citizenry. Community stakeholders can strengthen our volunteer sector by supporting the ability of volunteer groups to collaborate to address local needs. Existing structures and processes within governmental, not-for-profit, and funder realms should be assessed to understand how traditional systems and current relationships can be modified to encourage more effective and representative civic discourse and engagement as well as improved collaboration and communication. Addressing these challenges and opportunities throughout all sectors will pave the way for flourishing citizen participation and a civically healthy community.

MOVING FORWARD

BACC FUTURING

Presentations at the community summit by local change experts and the keynote speaker have encouraged Bay Area Community Council to look for better ways to fulfill our mission to give “...insight into future issues of our community through examination of anticipated concerns...and analysis of those issues through rigorous discussion and discovery.” We intend to sponsor an initial workshop in 2018, perhaps the first of many, utilizing foresight planning methodologies to provide local organizations with a deeper understanding of the technological, economic, demographic, legal, political, cultural and other drivers of change locally. We intend to bring together local organizations (employers, government, educators, not-for-profits) who are leaders in strategic thinking, learning and innovation processes to use best practices and methodologies in foresight analysis, guided by an experienced facilitator, to examine alternative and preferred futures for our community in one or more focus areas, such as the future of work.

The accelerating disruption driven by diversified and high-impact change has created more risk due to making the wrong decisions, moving in the wrong direction, not being agile enough to change directions when circumstances warrant or ignoring change signals until forced to react. Our past practices for dealing with that risk, its speed and its impact will not be effective enough. Participants in a BACC foresight workshop will gain a unique focus and understanding of a variety of change factors through an exploration of futuring/foresight methodologies.

COMMUNITY CONVERSATIONS

The *Greater Green Bay 2017: Envisioning the Future* conference brought tremendous focus and energy to the process of unpacking information held within the *2016 LIFE Study* in a compressed time period. The complexity of these topics though challenged the time available to fully process and understand the information before considering concrete action steps, which require thoughtful deliberation of time, resource, leadership and outcomes when adopting priorities.

Given the complex nature of the *LIFE Studies*, and lack of a long-term analysis to truly understand the community trends, it is important we take these data outputs along with the conference findings to dive even deeper. These additional conversations should continue to include diverse groups of stakeholders, community members and focus area experts to determine priorities, the potential nature of measurements and other resources required to effect positive change.

Organizations such as the Greater Green Bay Community Foundation, Brown County United Way and others may use these detailed findings to consider action where warranted.

OUR CALL TO ACTION

Our community faces challenges and opportunities, many of which are not being adequately addressed. We are confident that our leaders and all who love this community will work to address these issues that were identified through data, community engagement, and discussion. If you would like to speak with a BACC representative about this report or to have one of our members speak to a community group or organization, please visit the BACC website at www.bayareacommunitycouncil.org and complete the form under "Contact Us."

ACCOUNTABILITY

The 2011 and 2016 LIFE Studies provide valuable feedback on quality of LIFE measures for Brown County and how they have changed over time. As the community acts to address areas of concern and pursue the vision of a better future as outlined in this report, it is important to monitor actions and results along the way.

BACC will seek to serve in that capacity, to inform community leaders and to identify directions for Futuring activities as we seek to adopt a more forward looking approach to a greater Green Bay.



APPENDICES

Appendix A– 2016 LIFE Study Summary Observations

The summaries of Key Findings, Strengths and Opportunities for Improvement from the 2016 Brown County LIFE Study are included below. The full report and executive summary are available online at <http://lifestudy.info/>

| Snapshot of Key Findings | | |
|---------------------------------|---|---|
| Sector | Progress | Concerns |
| LIFE of Arts and Culture | <ul style="list-style-type: none"> ○ Positive ratings for arts and cultural opportunities ○ Increased revenue in local arts and cultural organizations in recent years | <ul style="list-style-type: none"> ○ Concerns about arts and cultural opportunities for youth ○ Constant pressure on arts and cultural organizations to fund raise |
| LIFE in our Community | <ul style="list-style-type: none"> ○ Population growth ○ High levels of civic involvement ○ Strong financial health reported among local nonprofits | <ul style="list-style-type: none"> ○ Perceptions about being able to impact decisions of community leaders ○ Perceptions about the impact of growing diversity ○ Representation of women in local government |
| A Healthy LIFE | <ul style="list-style-type: none"> ○ Decline in teen birth rate since 2010 ○ Decrease in the hospitalization rate due to alcohol or drugs ○ Health care quality rated very positively | <ul style="list-style-type: none"> ○ Child poverty rate has remained high in Brown County ○ Large portions of the population are overweight or obese ○ Concern about promoting responsible alcohol use by residents |
| LIFE at Home | <ul style="list-style-type: none"> ○ Positive rating for Brown County as a place for people with disabilities ○ Positive rating for Brown County as a place that cares for vulnerable populations | <ul style="list-style-type: none"> ○ Sizeable number of people reported being unable to obtain affordable child care ○ Death rate due to Alzheimer's disease exceeded the state average |
| LIFE of Learning | <ul style="list-style-type: none"> ○ Improved ACT scores and high school graduation ○ More adults in the community with experience with higher education ○ Positive view of quality of educational opportunities in Brown County | <ul style="list-style-type: none"> ○ More pronounced achievement gap in Brown County compared to the state ○ Concern about the disproportionate suspensions of minority students ○ Rising costs of higher education |
| LIFE in our Natural Environment | <ul style="list-style-type: none"> ○ Positive rating for the quality of the natural environment ○ Positive rating for the quality of drinking water ○ Number of days with good quality air increased from 2014 to 2015 | <ul style="list-style-type: none"> ○ Concern about the extent to which the area addresses emerging environmental issues ○ Concern about the quality of rivers and lakes ○ Number of people commuting to work alone remains high and has increased slightly |
| LIFE of Recreation and Leisure | <ul style="list-style-type: none"> ○ Overwhelmingly positive assessments of recreation and leisure opportunities ○ Increase in direct visitor spending over time ○ Variety of sporting events | <ul style="list-style-type: none"> ○ Concern the local workforce can't keep pace with growth in tourism in the coming years |
| A Safe LIFE | <ul style="list-style-type: none"> ○ Decline in crime rates through 2014 ○ Positive rating for local law enforcement ○ Local schools seen as safe | <ul style="list-style-type: none"> ○ Concern among community leaders about domestic abuse and violence at home ○ Juvenile arrest rate higher than state average |
| LIFE of Self-Sufficiency | <ul style="list-style-type: none"> ○ Increase in median home prices ○ Decline in the number of home foreclosures | <ul style="list-style-type: none"> ○ Housing cost burden ○ Increase in the number of children identified as homeless in local public schools ○ Disparities in hunger by income level ○ Little improvement to poverty rate over time |
| LIFE at Work | <ul style="list-style-type: none"> ○ Decline in unemployment rate ○ Cost of living remains low ○ Diverse local economy ○ Public support for revitalization efforts | <ul style="list-style-type: none"> ○ Wages lower than the state average within some sectors of the economy ○ Need to continue to innovate to ensure economic growth and development |

| Brown County Strengths | |
|--|--|
| Strengths | <i>Broadly Recognized Assets of Brown County</i> |
| Quality of Education | <ul style="list-style-type: none"> ○ Education system viewed very positively by surveyed community members and leaders |
| Tourism | <ul style="list-style-type: none"> ○ Growth in direct visitor spending ○ Variety of amenities for tourists |
| Entertainment Opportunities | <ul style="list-style-type: none"> ○ Variety of new and affordable events for the public |
| Safety in the Community | <ul style="list-style-type: none"> ○ Brown County widely viewed as a safe community by community members and leaders ○ Decline in crime rates |
| Affordability | <ul style="list-style-type: none"> ○ Cost of living has remained low relative to the U.S. average |
| Civic Involvement | <ul style="list-style-type: none"> ○ High levels of civic participation by community members |
| Outdoor Recreation | <ul style="list-style-type: none"> ○ Diversity of amenities and activities for residents to enjoy ○ Positive assessments of recreation and leisure activities by community members |
| Place for Children and Families | <ul style="list-style-type: none"> ○ Brown County widely viewed as an excellent place for children and families by surveyed community members and leaders |
| Health Care | <ul style="list-style-type: none"> ○ Quality of local health care is rated very positively by community members |
| Economic Development | <ul style="list-style-type: none"> ○ Community and leader support for economic development and revitalization ○ Variety of new projects underway that will attract tourists and spur economic growth |

| Brown County Opportunities for Improvement | |
|--|--|
| Opportunity Area | <i>Issues to Consider</i> |
| Health Care | <ul style="list-style-type: none"> ○ Disparities in health insurance coverage by race/ethnicity ○ Disparities in low birthweight births and late prenatal care by race/ethnicity |
| Unhealthy Life | <ul style="list-style-type: none"> ○ The promotion of responsible alcohol use ○ Rates of binge drinking much higher than the national average |
| Economy | <ul style="list-style-type: none"> ○ How to attract and maintain high-paying jobs ○ Retention of young professionals in the area ○ Ensuring a match between area jobs and education/training opportunities |
| Self-Sufficiency | <ul style="list-style-type: none"> ○ Differences in homeownership rates by race/ethnicity ○ Increased number of homeless students identified in public schools ○ Disparities in concerns about hunger by income level ○ Concerns among surveyed community members and leaders about meeting the overall needs of the poor ○ Large differences in poverty rates by race/ethnicity ○ Differences in the sense of financial stability by race/ethnicity |
| Inclusiveness of the Community | <ul style="list-style-type: none"> ○ Belief by about one-third of surveyed community members that the growing diversity was having a negative impact ○ Divergence in the views of surveyed community members and leaders about the impact of diversity and the extent to which Brown County was a good place for people of diverse cultural backgrounds |
| Water and Air Quality | <ul style="list-style-type: none"> ○ Surveyed community members are concerned about the extent to which the area has been addressing emerging environmental issues ○ Mixed views by surveyed community members about the quality of rivers and lakes in Brown County |
| Political Efficacy and Participation | <ul style="list-style-type: none"> ○ Majority of surveyed community members did not believe they could impact the decisions of community leaders ○ Gap in political representation of women on the County Board ○ Lack of electoral competition in county supervisor elections |
| Support for Children | <ul style="list-style-type: none"> ○ Burdensome costs of child care for many families ○ More arts and cultural opportunities for children |
| Education | <ul style="list-style-type: none"> ○ Disparities in achievement when comparing race, income, and disability status ○ Procedures for the suspension of students, as minority groups were much more likely to be suspended |

Appendix B – Recommended Actions

Community of Choice

Young Professional Talent

RECOMMENDATION 1: Develop a unified, community-wide recruitment and retention strategy for diverse and talented young workforce and entrepreneurs.

RECOMMENDATION 2: Re-establish a well-funded and widely adopted community branding initiative that will capitalize on our existing international identity and improve our messaging to diverse young talent, entrepreneurs, and high-tech employers.

Support for Entrepreneurs

RECOMMENDATION 3: Establish and strengthen programs that support entrepreneurs including second-stage venture funding of small businesses and accelerator/incubator facilities.

Neighborhoods and Housing

RECOMMENDATION 4: Encourage local municipalities and developers to create healthier, more live-work friendly neighborhoods.

RECOMMENDATION 5: Assure that appropriate housing stock, especially rental property, is available for young professional families and older adults.

Natural Environment as an Asset

RECOMMENDATION 6: Develop, promote, and leverage our local natural environment as an economic and recreational asset.

Pathways for Success

Common Frameworks and Visions

RECOMMENDATION 7: Develop a universal asset map for the community to identify gaps, improve collaboration among sectors, and provide clearer pathways for community members to access services.

RECOMMENDATION 8: Support community-wide frameworks to address additional pathways: poverty to self-sufficiency, personal health and wellness, entrepreneurial development; and successful living for older adults and the disabled.

RECOMMENDATION 9: Encourage community-funded sharing of real-time data, reports, and research results.

Mentoring Access and Training

RECOMMENDATION 10: Centralize information to improve access and opportunities for mentoring, coaching, role modeling, and peer-to-peer programming with the support of professional training and guidance.

Awareness and Measurement of Psychological Resources

RECOMMENDATION 11: Widely introduce concepts related to psychological resources, Adverse Childhood Experiences (ACEs), and trauma-informed care to the general community to increase understanding of disparities and behavior and reduce prejudice. Prioritize the prevention of ACEs and interventions to increase psychological resources.

RECOMMENDATION 12: Collect and track data on the prevalence of ACEs in our community as well as on the development and support of psychological resources for those seeking employment training/re-training, working towards self-sufficiency, successful aging, and improving personal health.

Diversity

Common Ground

RECOMMENDATION 13: Identify, explore, and celebrate the values and attributes we share.

Diversity as a Strength

RECOMMENDATION 14: Continue to support and cross-promote diverse community assets and celebrations of diversity and make sure that all community-wide celebrations include the richness of our community's diversity.

Cultural Competence

RECOMMENDATION 15: Increase the cultural competency of community members and organizations.

Civic Participation and Leadership

Civil Discourse

RECOMMENDATION 16: Create opportunities and set expectations for productive civil discourse.

Informed and Engaged Citizens

RECOMMENDATION 17: Develop more and better ways for citizens to learn about community issues and participate in the civic life of the community.

RECOMMENDATION 18: Make sure residents know the responsibilities of good citizenship, help people be engaged citizens, and expect all sectors to be responsible for encouraging active civic participation.

Leader Support and Preparedness

RECOMMENDATION 19: Identify and develop potential and emerging local leaders through training, mentoring, and other opportunities.

Connections Within and Among Civic Institutions

RECOMMENDATION 20: Create enhanced innovative and effective means for volunteers, volunteer groups, governments, and not-for-profits to connect to needs and to each other.

Appendix C – Participants

Greater Green Bay 2017: Envisioning the Future **September 29-30, 2017 at Tundra Lodge** **Hosted by Bay Area Community Council**

Our thanks

We wish to extend our sincere appreciation to those who took the time and contributed their skills, expertise, knowledge, insights, opinions and perspectives to enlighten, inform, listen and enrich the conference discussions:

Conference participants

| Name | Affiliation |
|-----------------------|---|
| Pooja Agarwal | University of Wisconsin – Green Bay |
| Martha Ahrendt | Community Member |
| Janet Angus | Lambeau Neighborhood Association |
| Eric Arneson | University of Wisconsin - Green Bay |
| Firhouse Azad | Nsight |
| Sharla Baenen | Bellin Health |
| Paul Ballard | St. Norbert College |
| Kay Baranczyk | YWCA |
| Nancy Beaudry | JOSHUA |
| Sarah Beckman | Greater Green Bay Habitat for Humanity |
| Jocelyne Berumen | Fox 11 |
| Mohammed Bey | Northeast Wisconsin Technical College |
| Cindy Bishoff | Trinity Lutheran Church |
| Chris Bivins | Advocates for Healthy Transitional Living |
| Natalie Bomstad | Live54218 |
| Jeremy Borchardt | St. Elizabeth Ann Seton Parish |
| Shromona Bose-Bigelow | Brown County United Way |
| Lee Bouche | Bay Area Community Council |
| Cliff Bowers | Community Member |
| Sharna Braucks | YMCA |
| Dennis Buehler | Greater Green Bay Community Foundation |
| John Bushmaker | Brown County Health & Human Services |
| Vanessa Chavez | City of Green Bay |
| Devon Christianson | Aging & Disability Resource Center |
| Krista Cisneroz | City of Green Bay |
| Rashad Cobb | Greater Green Bay Community Foundation |
| Peggy Collinsmith | Community Member |
| Larry Connors | Jackie Nitschke Center |
| Lynn Coriano | POINT Initiative |
| Kathy Cornell | Literacy Green Bay |

Conference participants

| Name | Affiliation |
|-----------------------|---|
| Judy Crain | Community Member |
| E. Marlene Crowley | Crowley & Lautenbach |
| Jodi Dahlke | Girl Scouts of the Northwestern Great Lakes |
| Brian Danzinger | Bay Area Community Council |
| Robyn Davis | Brown County United Way |
| Bree Decker | Connections for Mental Wellness |
| Fr. Ken DeGroot | Casa ALBA Melanie |
| Fr. Paul Demuth | Bay Area Community Council |
| Anna Destree | Brown County Health & Human Services |
| Craig Dickman | Breakthrough Fuel |
| Megan Dickman | Crystal Clear Resources |
| Micky Doyle | Greater Green Bay Chamber |
| Karen Early | Brown County UW Extension |
| Tony Ehrbar | Gather On Broadway |
| Sandra Ewald | Aurora BayCare Medical Center |
| Rebecca Fairman | Connections for Mental Wellness |
| Patricia Finder-Stone | Bay Area Community Council |
| Libby Fisette | Skyline Technologies |
| Susan Garot | Green Bay Botanical Garden |
| Jenny Gieken | Hand-N-Hand of Northeastern WI |
| Christel Giesen | Aging & Disability Resource Center |
| Corday Goddard | St. Norbert College |
| Annie Goffard | Einstein Project |
| Garry Golden | futurethink |
| Claudia Gonzalez | Casa ALBA Melanie |
| Ryan Good | Foundations Health and Wholeness |
| Dennis Grusnick | Humana - retired |
| Anne Hale | Bellin Health |
| Robyn Hallet | Green Bay & Brown County Housing Authority |
| Noel Halvorsen | NeighborWorks Green Bay |
| Andria Hannula | Brown County United Way |
| Adam Hardy | Achieve Brown County |
| Steve Harty | YMCA |
| Said Ahmed Hassan | COMSA |
| Rob Hathaway | Schreiber Foods |
| Kitty Hauck | Community Member |
| Phil Hauck | TEC |
| Claudia Henrickson | Green Bay Area Public Schools |
| Steven Herro | Bay Area Community Council |
| Katie Hess | Big Brothers Big Sisters of Northeastern WI |
| Kimberly Hess | Center for Childhood Safety |
| Jennifer Hill-Kelley | Bay Area Community Council |

Conference participants

| Name | Affiliation |
|---------------------|---------------------------------------|
| Tom Hinz | Bay Area Community Council |
| Gail Hohenstein | Community Member |
| Beth Hudak | House of Hope Green Bay |
| Sarah Inman | Brown County United Way |
| Adam Jackson | Humana |
| Isaias Jauregui | University of Wisconsin - Green Bay |
| Celestine Jeffreys | City of Green Bay |
| Bob Johnson | Samaritan Institute |
| John Katers | University of Wisconsin - Green Bay |
| Amanda Kim | St. Norbert College |
| Lisa Kingston | Northeast Wisconsin Technical College |
| Mary Klos | Achieve Brown County |
| Judy Knudsen | Brown County UW Extension |
| Kevin Konkol | WI Department of Public Instruction |
| Daniel Koster | EoMed |
| Liz Kostner | Community Member |
| Kristine Kuhn | Northeast Wisconsin Technical College |
| Bonnie Kuhr | N.E.W. Community Clinic |
| Ying La Court | Community Member |
| Damian La Croix | Howard Suamico School District |
| Sue Lagerman | Brown County Library |
| Trina Lambert | Aldo Leopold School |
| Doug Landwehr | Community Member |
| Michelle Langenfeld | Green Bay Area Public Schools |
| Randall Lawton | C.A. Lawton Co. |
| Beth Lemke | Neville Public Museum |
| Tracy Lemsky | Associated Bank |
| David Littig | Bay Area Community Council |
| Eileen Littig | Casa ALBA Melanie |
| Mai Lo Lee | University of Wisconsin - Green Bay |
| Wayne Lubner | Wayne Lubner Consulting LLC |
| Michael Lukens | Bay Area Community Council |
| Jamie Lynch | St. Norbert College |
| Sr. Melanie Maczka | Casa ALBA Melanie |
| John Magas | Green Bay Area Public Schools |
| Paula Manley | Prevea |
| Mary Marks | RE Management |
| Jean Marsch | Green Bay Area Public Schools |
| Nancy Mathias | St. Norbert College |
| Steve McCarthy | Curative Connections |
| Chester McDonald | McDonald Companies |
| Steven Meyer | The Karma Group |

Conference participants

| Name | Affiliation |
|--------------------------|--|
| Barb Michaels | Aging & Disability Resource Center |
| Kasia Mills | St. Norbert College |
| Lois Mischler | Family Services of Northeast WI |
| Melinda Morella-Olson | Imaginasium |
| Ronald Morris | University of Wisconsin - Green Bay |
| Bob Mueller | The Salvation Army of Brown County |
| Jerry Murphy | New North |
| Judy Nagel | Wells Fargo Advisors |
| Nanette Nelson | Bay Area Community Council |
| Kris Neveau | YWCA |
| Hiep Nguyen | Foundations Health and Wholeness |
| Amber Paluch | Greater Green Bay Community Foundation |
| David Pamperin | Greater Green Bay Community Foundation - retired |
| H. Mike Parins | Community Member |
| Lori Peacock | Green Bay Area Public Schools |
| Lindsey Petasek | Green Bay Area Public Schools |
| David Pietenpol | Ecumenical Partnership for Housing |
| Maria Plascencia | Casa ALBA Melanie |
| Sue Premo | NeighborWorks Green Bay |
| Cathy Putman | Union Congregational Church |
| Dennis Rader | Community Member |
| Liliana Ramirez Gonzalez | Brown County UW Extension |
| Tracy Reeb | Wisconsin Public Service Foundation |
| Matt Rentmeester | Bellin College |
| Larry Rose | Bay Area Community Council |
| Joy Ruzek | University of Wisconsin - Green Bay |
| Randy Scannell | City of Green Bay Common Council |
| Jennifer Schmohe | Green Bay Community Church |
| Katie Schneekloth | Prevea |
| Laura Schuller | Bellin Health |
| Tom Schumacher | Bay Area Community Council |
| Michael Schwartz-Oscar | Brown County Oral Health Partnership |
| Samantha Schwartz-Oscar | Community Member |
| Beverly Scow | Wise Women Gathering Place |
| Heidi Selberg | Bay Area Community Council |
| Jayme Sellen | Greater Green Bay Chamber |
| Brian Simons | Brown County Library |
| Rhonda Sitnikau | Production Stylist and Podcast Host |
| Kwn Smith | Wise Women Gathering Place |
| Betsy Soletski | Schreiber Foods |
| Eric Sponholtz | Volunteer Center of Brown County |
| Dean Stewart | Northeast Wisconsin Technical College |

Conference participants

| Name | Affiliation |
|--------------------------|---------------------------------------|
| Cristin Sullivan-Metzler | Achieve Brown County |
| Dee Thetford | Circles Green Bay |
| Nancy Thompson | Signature Search |
| Michael Troyer | Strategic Management Associates |
| Katie Trulley | Northeast Wisconsin Technical College |
| Steve Utech | Illumyx |
| Jen Van Den Elzen | Live54218 |
| Randy Van Straten | Bellin Health |
| Christine Vandenhouten | University of Wisconsin - Green Bay |
| Laura Varela | Encompass Early Education and Care |
| Kurt Voss | AmeriLux International |
| Brenda Warren | Green Bay Board of Education |
| Asha Wasmund | Wise Women Gathering Place |
| David Wegge | St. Norbert College |
| Maryanne Weyenberg | Community Member |
| Tim Weyenberg | Foth - retired |
| Jody Wilmet | Bellin Health |
| Bob Woessner | Bay Area Community Council |
| Chris Woleske | Bellin Health |
| Tim Yandila | Northeast Wisconsin Technical College |
| Guy Zima | Alderman-Supervisor |
| Sue Zittlow | Greater Green Bay Chamber |

Appendix D – Funders

Greater Green Bay 2017: Envisioning the Future
September 29-30, 2017 at Tundra Lodge
Hosted by Bay Area Community Council

Our thanks

We wish to extend our sincere appreciation to those whose financial contributions made this event possible:

Conference Sponsors:

Brown County United Way
Greater Green Bay Chamber
Greater Green Bay Community Foundation

Leadership Funders:

Amerhart*
Greg and Diane Conway*
Prevea Health
U.S. Venture Foundation
Weyers Family Foundation
Anonymous (2)*

Major Funders:

Cornerstone Foundation of Northeast Wisconsin
Green Bay Packers Give Back
St. Norbert College Schneider School of Business and Economics
Wisconsin Public Service Foundation, Inc.

Supporting Funder:

Schenck

*Fund of the Greater Green Bay Community Foundation

Appendix E – Volunteers and In-kind Support

Greater Green Bay 2017: Envisioning the Future

September 29-30, 2017 at Tundra Lodge

Hosted by Bay Area Community Council

Our thanks

We wish to extend our sincere appreciation to those whose in-kind and volunteer contributions made this event possible:

Host and sponsor leadership

| | |
|--|--------------------------------|
| Bay Area Community Council | Tom Schumacher, President |
| Greater Green Bay Community Foundation | Dennis Buehler, President, CEO |
| Brown County United Way | Robyn Davis, President & CEO |
| Greater Green Bay Chamber | Laurie Radke, President & CEO |

Conference Facilitator

Lee Bouche

Conference speakers

| | |
|---------------------|--------------|
| Change and Futuring | David Wegge |
| Keynote | Garry Golden |

Change Factor Panelists

| | |
|---------------|-------------------------|
| Social | Samantha Schwartz-Oscar |
| Technology | Craig Dickman |
| Economic | Tim Weyenberg |
| Environmental | John Katers |
| Political | Celestine Jeffreys |
| Demographic | Jamie Lynch |

Conference Coordinating Committee

| | |
|----------------|----------------|
| Lee Bouche | Nanette Nelson |
| Tom Schumacher | |

LIFE Study Topic Team

| | |
|--------------|-------------|
| Amber Paluch | Sarah Inman |
| Jayne Sellen | |

LIFE Study Research Team

| | |
|--------------------|-------------------|
| Lora Warner | Aaron Weinschenk |
| David Helpap | Jenell Holstead |
| Jamie Lynch | Craig Stencil |
| Keri Pietsch | Gretchen Kiefstad |
| Hanna Mierow | MacKenzie Wink |
| Michelle McChesney | |

BACC Futuring Team

| | |
|-----------------|----------------|
| Michael Lukens | David Wegge |
| Nanette Nelson | Judy Nagel |
| Natalie Bomstad | Randall Lawton |

Communication & Technology

| | |
|----------------------|----------------|
| Jennifer Hill-Kelley | Niina Baum |
| Brian Danzinger | Annie Dart |
| Libby Fisette | Andria Hannula |
| Phil Hauck | Jayne Sellen |
| Bob Woessner | |

Invitations & Registration

| | |
|-------------|-----------------------|
| Sarah Inman | Shromona Bose-Bigelow |
|-------------|-----------------------|

Fund Raising

| | |
|----------------|----------------|
| Judy Nagel | David Pamperin |
| Randall Lawton | Tom Schumacher |
| Steve Herro | |

Facilities

| | |
|-------------|---------------|
| Micky Doyle | Jamie Calaway |
|-------------|---------------|

Discussion Facilitators

| | |
|--------------------|------------------------|
| Heidi Selberg | Natalie Bomstad |
| Devon Christianson | Larry Connors |
| Jodi Dahlke | Rev. Paul Demuth |
| Phil Hauck | Tom Hinz |
| Robert Johnson | Kevin Konkol |
| Paula Manley | Dean Stewart |
| Nancy Thompson | Christine Vandenhouten |
| Jody Wilmet | |

Discussion Scribes

| | |
|-------------------|-----------------|
| Mohammed Bey | Cliff Bowers |
| Peggy Collinsmith | Christel Giesen |
| Gail Hohenstein | Lisa Kingston |
| Liz Kostner | Kristine Kuhn |
| Doug Landwehr | Kasia Mills |
| Laura Schuller | Betsy Soletski |
| Crystal Trejo | Katie Trulley |
| Tim Yandila | |

Discussion Ushers

| | |
|-------------|------------------|
| Paul Demuth | Pat Finder-Stone |
| Tom Hinz | Judy Nagel |

Conference Supplies

| | |
|----------------|-------------|
| Nanette Nelson | Steve Herro |
|----------------|-------------|

Accounting & Investments

| | |
|--------------|-----------------|
| Larry Rose | Gary Baranowski |
| Carla Heintz | Jon Kubick |

Conference Report Editorial Committee

| | |
|----------------|----------------|
| Martha Ahrendt | Jamie Lynch |
| Nanette Nelson | Tom Schumacher |

In-kind Support Provided by:

Brown County United Way
Greater Green Bay Chamber
Greater Green Bay Community Foundation
Northeast Wisconsin Technical College
Skyline Technologies
Tundra Lodge Resort and Conference Center

Appendix F – Change Factor Expert Biographical Profiles

The first day of the *Greater Green Bay 2017: Envisioning the Future* conference challenged participants to consider the future path of the community in the context of the many changes occurring around us. Keynote speaker Garry Golden examined not only those changes and how they might impact our community, and also some of the basics of his field of expertise, futuring, which provides tools and techniques to anticipate and deal with those changes.

In addition to Golden, a number of local “change factor experts” provided their perspectives on broad categories of change, using the acronym **STEEP**:

Social **T**echnological **E**conomic **E**nvironmental **P**olitical **D**emographic

Profiles of the speakers are included below. Change factor papers they wrote can be found in Appendix G.

Garry Golden

Senior Futurist of **futurethink**

Garry Golden is an expert on emerging trends and identifying change. He is a professionally trained futurist who writes, speaks and consults about the driving forces that will shape society and business in the 21st century. His uncanny sense of what will hit—and what won’t—can be seen in **futurethink**’s research and heard in his international keynotes and corporate change leadership seminars. His insights on how to identify and act on change have inspired transformations at the highest levels of many successful organizations. He attended the University of Wisconsin-Madison and received his Futures Studies degree from the University of Houston. Garry serves as Adjunct Lecturer on the Future of Energy and the Environment for the University of Houston. He has consulted on projects as diverse as the future of utilities; transportation and supply chains; food safety and health; financial services; and sustainable retail packaging. Garry has brought his avant-garde thinking and provocative approach to audiences at TEDx, Wharton, the Cheung Kong School of Business in Beijing, and beyond. He is co-author of *Designing Your Future* and author of the upcoming book *The Age of Adaptive Experiences*. Garry is an aspiring collector of street art (which will likely be huge in the year 2040). If left to his own devices at a museum gift shop, odds are a micro-machine or geological piece will be finding itself a future home.

David Wegge

Interim Dean, Schneider School of Business & Economics, St. Norbert

Dr. Wegge was a faculty member at St. Norbert College from 1979 to 2014. He taught courses on research methodology, statistics and executive leadership. He founded the St. Norbert College Strategic Research Institute and served as Director for several years. Dave has been active in the community serving on boards including the Brown County United Way, St. Mary’s Hospital and the Bay Area Community Council. His research has been used by many local organizations, both public and private, to provide direction.

Samantha Schwartz-Oscar

Dr. Schwartz-Oscar is a licensed psychologist with experience in settings including university counseling centers, community mental health clinics, medical centers, and prisons. She completed a doctoral program and taught graduate level courses in Counseling Psychology which emphasized cultural, developmental, and environmental factors that contribute to human behavior and functioning. Her clinical work has provided her with insights into personal, societal, and social dynamics. Samantha is passionate about racial and social justice, continual learning, and promoting stronger relationships and communities.

Craig S. Dickman

CEO/Chief Innovation Officer, Breakthrough Fuel

Craig Dickman founded the logistics firm Breakthrough Fuel and currently serves as its CEO and chief innovation officer. As an experienced entrepreneur and business executive, he has been involved in multiple start-ups and is an inventor with patents in energy and emissions technologies. He has more than 30 years of senior leadership experience focused on logistics and technology and is an active member of the community.

Tim Weyenberg

Former President, CEO and Chairman of the Board of Foth

Foth is an international consulting firm serving the engineering, science and planning needs of a wide variety of public and private clients. He and his family have been residents of the Green Bay area for 30 years. Tim is the Executive in Residence in the Cofrin School of Business, University of Wisconsin-Green Bay. He is a founding member of Achieve Brown County and is Chair of the Community Leadership Council. He is on the Advisory Board of the Center for Exceptional Leadership, Schneider School of Business, St. Norbert College. He is a Founding Member, previous Executive Committee Member, and Board Member of New North. He has served on the Boards of the Greater Green Bay Community Foundation, the Greater Green Bay Chamber of Commerce, and six for-profit companies.

John F. Katers

Dean College Science and Technology, University of Wisconsin – Green Bay

Dr. Katers has been at the university since 1995 and became the founding dean of the college in 2016. He served as Chair of Natural and Applied Sciences (Engineering) and taught courses on pollution control, pollution prevention, waste management, renewable energy and resource management. His research has been in these same areas, where he consistently obtained funding, supporting more than thirty master thesis projects and numerous undergraduate research projects. Most notably, John has worked with anaerobic digestion and solids separation systems for dairy farms, and on solid waste management and recycling issues, serving as the current Chair of the Brown County Solid Waste Board. John is also Chair of the on-line Masters in Sustainable Management, a collaborative program with four other UW campuses. He holds a B.S. in Environmental Science and Business Administration and an M.S. in Environmental Science

and Policy from UWGB and a Ph.D. in Civil and Environmental Engineering from Marquette University. He has received numerous awards, including the UWGB Founders Award for Community Outreach, the UWGB Student Nominated Teaching Award, and the Distinguished Alumni Award from Green Bay Southwest High School. He was awarded a Fulbright Specialist position in 2013 that allowed him to travel to Santiago, Chile, to work on sustainability issues with faculty at the Universidad del Desarrollo, where he led a student travel course in August.

Celestine Jeffreys

Chief of Staff, City of Green Bay Mayor Schmitt

Celestine Jeffreys moved to Green Bay with her family 17 years ago and quickly started volunteering, especially around neighborhood issues. She used her community knowledge in four successful wins for local political office including Board Member of the Green Bay Area Public School District and Alder on the Green Bay Common Council.

Jamie Lynch

St. Norbert College

Dr. Lynch, a medical sociologist, joined the faculty at St. Norbert College in 2011 after earning a Ph.D. at The Ohio State University while working as a graduate research associate at the Center for Human Resource Research. He teaches statistics and courses on health, education, and socialization. His research, explaining the role of health and education in social stratification, has appeared in *Social Science & Medicine*, *Journal of Marriage and Family*, and *the International Journal of Epidemiology*.

Appendix G – Change Factor Papers

The first day of the *Greater Green Bay 2017: Envisioning the Future* conference challenged participants to consider the future path of the community in the context of the many changes occurring around us. Six local “change factor experts” provided their perspectives on broad categories of change, using the acronym **STEEPD**:

Social **T**echnological **E**conomic **E**nvironmental **P**olitical **D**emographic

Conference participants were provided the following change factor papers to give them a common framework and additional background information to incorporate, along with the *LIFE Study* results, into the Saturday discussion sessions.

Social Change

Prepared by Samantha Schwartz-Oscar

Overview

The social factor refers to how we think, feel, and behave in relation to others. It involves our patterns of social interactions and relationships with each other and with our communities, institutions and systems. Social relationships and connections inform almost everything we do as we are social creatures by nature and therefore, seek and require closeness to others for survival and especially in order to thrive. It is my belief that the strength of our social relationships is the key to a thriving community. When we feel supported, close to others, and a part of the larger whole, we thrive both individually and collectively.

Social elements within Brown County have changed significantly over the past several years. For example, people are less likely to be *involved* with religious organizations, particularly young people. Community and non-profit organizations have increased and an overwhelming majority of people are involved civically in some way. Participation in arts and cultural activities has improved and recreation and leisure activities are viewed favorably by residents. Obesity and binge drinking are common. People generally feel safe and supported by local law enforcement, in health care, and education. Concerns have arisen more recently related to the ability of residents to be represented in local government and other community organizations as well as an ability to have an impact on the decisions of community leaders. Perhaps most concerning and pervasive, particularly given the continually increasing diversity in our area, are the disparities in educational achievement, health and healthcare availability, housing and homelessness, and overall sense of financial safety/wellbeing of minority (race/ethnicity and socioeconomic status) children and families.

Key Stakeholders

Everyone has a stake in the social functioning of and trends in our community. We are all impacted by and dependent upon each other to be strong and healthy individually and collectively. Systems, including but not limited to education, health care, public health and safety, government, leisure, and businesses and organizations cannot advance without attitudes of trust and belonging which come from positive relational connections and a sense of responsibility for each other between individuals, groups, and organizations. Being the third largest city in Wisconsin, the state also has a stake in the Green Bay area thriving.

Trends

Results from the *LIFE Study* indicate social satisfaction and improvement in several areas:

- Continued high levels of civic engagement and a strong sense of community (82% donated to charitable service or organization, down from 86% and 71% helped at a charitable organization, church, or school, up from 68%)
- Overall satisfaction with the quality of health care (89% excellent or good, up from 86%)
- Continued satisfaction in the quality of education (73% excellent or good, remained stable)
- Continued sense of public safety (89% excellent or good, up from 86%)
- Increased sense of financial security (54% all or most of the time, up from 46%)
- Continued satisfaction with healthcare quality (82% excellent or good, down from 86%)
- Continued satisfaction with variety of recreational and leisure opportunities (80% excellent or good, up from 73%)

Despite the positive trends, there are also many social trends that are concerning:

- Continued low rates of financial security despite increase (see statistics above) and large disparities in sense of financial security when stratified by race/ethnicity (55% of people who identified as white feel financially secure all or most of the time compared to people who identified as non-white)
- Continued achievement gaps as a result of economic status (also likely overlapping with race/ethnicity given large differences in poverty rates by race/ethnicity) (27.95% of economically disadvantaged students were proficient in Wisconsin Forward Exam compared to 49.92% of those who were not economically disadvantaged)
- Continued increase in child poverty rate (18% of children, up from 15%)
- Decreased satisfaction with ability to care for the vulnerable (64% excellent or good, down from 68%)
- Continued and high rate of binge drinking and increase in binge drinking among adults (26%, up from 23%; 52% of people also rated Brown County as fair to poor in promoting responsible alcohol use)
- Continued high rate of those seeing increased diversity of population as negative (30% negative, down from 32%)

Emerging Issues

In recent years, Wisconsin has been at or very near the bottom of state rankings for racial and ethnic segregation, inequality (compilation of discrepancies in incarceration rates, household income, unemployment, home ownership, and population), and wellbeing of children of color. How has this and will this continue to impact Green Bay and Brown County, particularly considering the attitudes about increased diversity of Brown County residents?

How will possible changes in healthcare policies nationwide impact our attitudes and use of health care in Brown County?

How will a possible decrease in funding for organizations such as AmeriCorps impact our attitudes about community engagement and monetary giving?

Overall, people nationwide feel more disconnected than in previous years and spend less quality time with one another. What does this mean for our community and how can we foster social connection order to

recruit and maintain diverse and representative individuals in local government, businesses, and organizations?

General attitudes of fear and mistrust in response to various factors including political division and racial and religious tension are present. Will this impact our community and organizational outreach and our ability to maintain trust and safety within our community? What can we do to combat this?

Technological Change

Prepared by Craig Dickman

Overview

The greater Green Bay area is not thought of as a technologically advanced region. When it comes to the development of new technologies, areas like Silicon Valley, Boston, New York – and, more regionally, Chicago and Minneapolis – are thought of first. When you recognize that most of these areas have more technology professionals than the City of Green Bay has people, this reality isn't likely to change anytime soon.

That does not mean, however, that our community cannot be a technology-enhanced region. We have a great history of technology-enabled visionaries, who have been focused on how best to apply new technologies. A striking example of this was in 1988 when the founder of a start-up company, Qualcomm, walked into Don Schneider's office with a new technology that would enable Schneider National to connect trucks with satellite-based data communication devices. By the time he left Green Bay he left with a deal – and checks for \$10 million – that transformed the transportation industry and moved Schneider into an industry-leadership role.

This ability to envision how to apply new technologies – to create new value for our enterprises – lies at the heart of the opportunity for our community. Done well, we will enhance the quality of our community – economically, environmentally, and socially – and improve the overall health of the region. Otherwise, we risk losing our competitiveness to other areas. Simply, there will be communities that win and there will be those that lose through emerging technology transformations.

Our challenge is simple: what will it take to win?

Timeline

It is important to recognize that we will not control the timeline. Technology will advance – and accelerate exponentially – whether we do anything or not. Instead, the question is what is the window of opportunity that we have to take advantage of these emerging technologies, for the benefit of our organizations, businesses, and citizens in order to advance the competitiveness of our area? Additionally, while it is important to recognize that the future is unknown and unknowable, I would suggest that the 2020-2025 window will be critical for our area to envision and apply these emerging technologies.

Key Stakeholders

While it would be easy to state that every public official, locally-led business, aspiring entrepreneur, education leader, non-profit, and arts community member all have a stake in this future, the question is

more complex. I would argue that the connections between these stakeholders – and the connectors themselves – are the real stakeholders that can facilitate this change in a widely-beneficial manner.

Trends

The key technological trends that will create both opportunities and challenges for our community include:

- **Artificial Intelligence & Machine Learning:** includes technologies such as deep-learning, neural networks, and natural language processing. These technologies will enable intelligent systems that learn, adapt, and have the potential to act autonomously.
- **Connected & Intelligent Devices:** includes the Internet of Things (IoT) and AI enabled devices that advance from stand-alone devices to collaboratively-capable devices.
- **Blockchain:** includes distributed ledgers that enable the transfer of value between parties. This technology enables trust to be developed in an inherently untrustworthy environment and provides complete transparency between participating parties.
- **Adaptive Security:** includes cyber-security and IoT security that can learn and adapt to emerging security threats on personal and commercial information, infrastructure, connected devices, and machines themselves.

While other significant trends exist in technology, these four, focused on how technology behaves, connects and communicates, establishes trust, and protects itself from threats, are at the core of this emerging technology environment.

Emerging Issues / Questions

As we consider how the technological change factor will impact the greater Green Bay area, we may consider:

- How can our stakeholders learn about emerging technologies? Does the University System – and UW-Green Bay in particular – have a role in this learning?
- What will it take for our organizations – both for- and not-for-profit – to create connections to new technologies?
- What role will start-ups and innovation have in advancing the technology capabilities of our community?
- How can we create connections between sectors – business, environment, social, educational, sciences, arts – that enable collaboration concerning the deployment of new technologies?
- How can we create a culture of innovation and risk-taking that would be capable of pursuing applications of these new technologies?
- Finally, what will it take for our community to advance while technology continues to advance exponentially?

Economic Change

Prepared by Tim J. Weyenberg

Overview

The recent *LIFE Study* summarized the key economic issues to center on a widely recognized need for higher paying jobs. The three “Opportunities for Improvement” in that document in the economic area are:

- How to attract and maintain high-paying jobs.
- Retention of young professionals in the area.

- Ensuring a match between area jobs and education/training opportunities.

One can assume that the underlying premise of these opportunities is that if we have more high-paying jobs our overall local economy will improve. If we focus on high-paying jobs as a core *economic* issue for the Summit, a key question to consider would be “What do we have to change/improve to increase the number of high paying jobs in 5 to 10 years in our community.”

To achieve that objective some key milestones and timelines would be:

- Our community accepts that high paying jobs is the goal in the local economy – Today
- Specific existing convening groups (e.g. Turbo Charge, Partners in Education, Achieve Brown County, STEM Network) and others accept that not all jobs are high-paying and focus their limited resources on those that are - 2018
- Convening groups accept that the employers with high-paying jobs are their primary customers and focus on their specific needs as defined by them – 2018.
- The increase in high-paying jobs is apparent – 2022.

Key Stakeholders

Although all residents in the greater Green Bay area have something at stake, the parties that can create positive change on this front are few – i.e. employers that actually have high paying jobs and are creating more, and those entities that are actively doing the training and the education for these desired competencies. In my opinion it would be wise to start with existing local employers with STEM careers and that are growing. Attracting new employers with high-paying jobs should be secondary.

Stated Plans

The application of two related fundamentals of macroeconomics might help us here. Those would be supply and demand and customer/supplier relationships.

If our objective is to have more higher paying jobs there must be both a demand for the talent in our local market place (i.e. these jobs need to exist) and a supply of competent individuals available to meet the demand. This is not an either-or problem. Both supply and demand must be addressed together in a collaborative manner. If we also assume we can generate significant demand locally, primarily from those existing and growing employers in our own community that are already here, and rely less on attracting employers who will increase the demand, then we can begin immediately to collaboratively address both supply and demand in our community. We have most of the key parties attending this Summit!

The second economic principle to apply is the critical relationship between the key customers which are those employers with high-paying jobs. These customers carry more weight in this effort.

Possible next steps:

- Involve the existing community efforts such as Turbo Charge, Partners in Education, Achieve Brown County, STEM Network and others in a formal customer/supplier partnership to dedicate themselves to creating more high-paying jobs and highlighting the customer/supplier relationships so important to success.
- Create a STEM Jobs Council of these partners that will create a development plan specific to high-paying jobs –addressing demand and supply.

NOTE: This proposal is not intended to imply that careers other than “high-paying” ones are of less value to the health and well-being of our greater community. It is proposing that unless we narrow our focus on those high-paying jobs and preferentially invest in increasing demand and supply of those jobs, nothing will change. And the opportunities identified in the *LIFE Study* for improving the local economy will not be addressed.

Emerging Issues – Key Questions

- Will the community accept the preferential focus on high-paying jobs giving their creation primary consideration? Is this too much for community leaders in Greater Green Bay to accept?
- Will we acknowledge that non-high-paying jobs that are critical to a strong community (e.g. arts and culture) also need to thrive but in a different context, possibly through a council of actual patrons of the arts with separate work from the STEM Council but both connected with full knowledge of the others work.

Environmental Change

Prepared by John F. Katers

Overview

The change factor that I have been asked to discuss is the environment. For the purposes of this paper and the associated conference presentation, I focused on the physical environment, which includes the water, air, and land that makes up our immediate surroundings, as well as the community infrastructure necessary to provide basic environmental services and protection. From my perspective, a quality environment is necessary for our immediate survival, but also our long-term personal well-being. In addition to the environmental indicators found in the *Life Study*, there are numerous scientific methods and data sets available to measure and analyze the overall quality and trends of the local environment. One such example would be NEW Water, which has decades of data on water quality in Green Bay.

The environment in Brown County and the surrounding area has changed significantly over time, with the most significant changes (negative and positive) occurring in the last 100 years. These changes were largely associated with economic development activities in the region that were tied to the industrial, agricultural and chemical eras. Prior to implementation of major environmental regulations in the 1970s, which led to a command-and-control approach, environmental protection was largely voluntary and resulted in significant environmental degradation. The command-and-control approach was effective in addressing multiple environment problems through the passage of the Clean Air Act, Clean Water Act, RCRA, CERCLA, TOSCA, etc. During the command-and-control era, there were confrontations between industry, regulators, academia, NGOs and the public. However, the local environment started improving in the 1970s and 1980s - gone are the days of “perfume boats” on the Fox River to mask the odor from a highly polluted system, yet there are still fish consumption advisories that will be in place for the near future. Starting in the 1990s, the command-and-control approach gave way to a more collaborative approach that included an emphasis on pollution prevention, waste minimization, recycling, carbon footprint, life cycle assessment, and corporate social responsibility. Although some environmental legacies like PCBs in the Fox River are still present, the final year of the PCB cleanup project in 2018 will be a significant milestone, which then begs the question of what is next? Despite the substantial advances made in the last several decades,

environmental issues associated with ground water and surface water pollution continue to be of concern to local residents, with the current spotlight shifting toward nonpoint pollution from large-scale agriculture.

Key Stakeholders

Everyone has a stake in the local environment, as we are all dependent upon water, air, energy, food and waste management. Historically, the state of Wisconsin has been a leader in the environmental movement, having strong connections to icons like John Muir, Gifford Pinchot, Aldo Leopold, and Gaylord Nelson. By their very nature, environmental issues are interdisciplinary, requiring consideration of the environment itself, but also the technical, economic, social, and political ramifications of any “solution” this is proposed. Based on my experience, the technical and economic solutions are often more easily attainable than the political and social solutions. There are many locally engaged stakeholders with a long history of collaboration and success. County Executive Troy Streckenbach has also been very active in addressing environmental issues by bringing key stakeholders together, as evidenced by his formation of the Phosphorus Committee and the Zero Waste Committee.

Trends

As demonstrated by the results of the *LIFE Study*, there was continued satisfaction with the quality of the natural environment (80% rated as excellent or good), as well as positive change in several categories:

- Perception of Drinking Water Quality (80% excellent or good, up from 77%)
- Perception of Air Quality (72% excellent or good, up from 62%)
- Perception of the Quality of Rivers and Lakes (50% excellent or good, up from 45%)

However, there are also several ongoing areas of concern, most notably with perceptions related to addressing emerging environmental issues (45% rated as excellent or good), and although there was a positive change in perceptions related to the quality of rivers and lakes, this still remains problematic and has led to increased scrutiny of nonpoint pollution. This increased scrutiny of nonpoint pollution has subsequently led to concerns related to the urban/rural interface, land use management, the proliferation of large farms (CAFOs) and the associated issues of manure management, etc. In rural areas that depend on wells for drinking water, there are immediate concerns with water quality, while in urban areas the immediate concerns are more closely associated with surface water quality (algal bloom, anoxic zone in Green Bay, etc.).

Stated Plans

The Green Bay region is in a good position in terms of meeting the basic environmental needs of current and future populations, as the Green Bay Water Utility, NEW Water, and Brown County Port and Resource Recovery all have solid infrastructure in place, ongoing improvement projects, or plans to upgrade existing infrastructure. Therefore, the basic environmental needs of the community should be well met for the near future.

Emerging Issues

There are several emerging short-term and long-term issues that need to be considered:

- Drinking water quality in rural areas
 - Impacts of agriculture (current scrutiny on large-scale agriculture – CAFOs)

- Surface water quality
 - What is next after the Fox River PCB remediation project is complete in 2018?
 - The Fox River and Green Bay are still compromised by excessive nutrient loading
- Land use management
 - Urban/rural interface (ex.: recent controversy on the location of a manure pit)
 - Future of agriculture?
- Recycling and resource recovery
 - Management of organic wastes
 - Goal of zero waste?
- Renewable energy generation
 - Anaerobic digestion (potential step in addressing manure management)
 - Wind turbines (conflicts related to health concerns of residents and the lack of scientific consensus)
 - Hindered by low electrical rates for power purchase agreements
- Impacts of climate change
 - Warmer winters and nights (impact on agriculture)
 - Changing lake levels
 - Water quality issues (water temperature, prolonged periods of stratification, etc.)
 - Reduced ice cover

Political Change

Prepared by Celestine Jeffreys

Overview

We are in the midst of deep political challenge. Partisan political polarization frames virtually every substantial policy or legislative discussion. This polarization reaches beyond national and state headlines into our local communities; nearly everyone has stories about politics affecting even long-term personal relationships. It is common to hear nostalgic recollections about a former time when there was tolerance for sharp differences in viewpoints, before this perceived era of decline in civil discourse.

Equally obvious are the multiple issues related to the impact of technology in American politics including elections (for example, voting machines and computer mapping for redistricting), advocacy and information-sharing (for example, social media). Technological innovations have promoted more advanced local knowledge of issues, feeding desire for greater local control, just at a time when many of the most critical problems are in fact national and global in scope. Technology in politics is also a key factor in its capacity to engage the public, to facilitate and ease the delivery of services, to be an avenue for connections and relationships.

In this framework of a polarizing political climate and rapid technological change, one of the key elements becomes vigorous civic engagement, a dimension that emerges so clearly in the *LIFE Study* data and report. The challenge of engaging people in civic roles and responsibilities becomes the central focus of this paper on the changing place of politics in our community.

Civic Engagement

Civic Engagement can be measured in several ways. Famously, Robert Putnam's book, *Bowling Alone*, measured civic engagement by studying interconnectedness, and how those connections create social capital (in which people use their relationships to create opportunity). Civic engagement can also be measured by voter participation. Since 2000, US voter participation has remained under 65% for presidential elections (national average). Compared to other countries, our voter turnout (for presidential elections) is low.

I will focus on two key factors in civic engagement; voting and volunteerism. I will explore reasons voter turnout is robust in Green Bay for presidential elections, but is weak for local elections. I will outline the current state of voter access in Green Bay, and will describe recent changes to polling and identification. I will explore the second change factor, volunteerism, and community activism. I will describe the opportunities and challenges to maintaining a vibrant culture of volunteering and community activism in Green Bay.

History

- 1792** Until this time, voting was limited to white, Protestant men with property. The state of New Hampshire was the first to eliminate the property requirement.
- 1807** Until this time, women had the right to vote in some states, but lost the right to vote in every state.
- 1848** Upon acquiring New Mexico, California, Texas and Nevada as US territories, all Mexican persons were declared US citizens, but denied the right to vote based on English proficiency, literacy and property ownership.
- 1869** The right to vote was extended to all male citizens regardless of "race, color or previous condition of servitude," with the Fifteenth Amendment to the US Constitution.
- 1919** The Nineteenth Amendment to the US Constitution granted the right to vote to all citizens regardless of gender. (Wisconsin was the first state to ratify the Nineteenth Amendment.)
- 1924** The Indian Citizenship Act of 1924 declares all non-citizen Native Americans born in the US to be citizens with the right to vote.
- 1971** The Twenty-Sixth Amendment to the US Constitution sets the national voting age to 18 years old.
- 1990** The Americans with Disabilities Act ensures that election workers and polling places provide a variety of services designed to ensure access to persons with disabilities.
- 1993 and 2002** Through the National Voter Registration Act and the Help America Vote Act mail-in and expanded registration services were adopted along with minimum election administration standards.

Key Stakeholders

In voting, the key stakeholders are: voters, municipal clerks, Wisconsin Elections Commission, county clerk, poll workers, and those who manage community facilities (e.g., churches, schools, and buildings with public access). In volunteering, the key stakeholders are: current volunteers, leaders in business, government, or non-profit, and social media outlets. As one may imagine, the values and political interests of those involved in voting as well as those who volunteer and are engaged in community activism, are as diverse as we are, with one caveat. Those directly involved in voting (clerks, poll workers) are non-partisan, and carry out election laws as determined by the state legislature, ensuring the judicious management of all elections. Similarly, volunteers work together and, increasingly through social media, will work collaboratively with other groups to accomplish commonly-held goals and beliefs.

Trends

Voting

- More mail-in only elections (growing nationwide)
- Early voting or early in-person absentee voting (growing in Green Bay)
- Picture identification (growing nationwide)
- No uniform voting machines across states (trend is to keep the systems most familiar to voters)
- Charges of voter disenfranchisement (growing nationwide)
- Charges of voter fraud (growing nationwide)
- Green Bay voter turnout (these numbers have been steady since 2000)
 - is around 70% for Presidential Elections
 - non-President election years is between 45% and 57%
 - in April elections is under 20%

Volunteering

- Volunteers in general (more likely upper income, with some college, but are evenly distributed among urban, rural, and suburban)
- Over 60% of Americans participate in some form of political or civic activity (such as signing a petition, contributing financially, or attending a speech or protest)
- 25% of adults are volunteers (food collection, raising money, transportation and tutoring are the activities where people volunteer the most)
- Face-to-face volunteering/community activism (most used)
- Use of the internet to engage with others (online participation outpaces offline participation)
- Charitable giving (increasing steadily, most giving is to education and human services)
- Political giving (increasing steadily)
- Corporations engaging non-profits to provide volunteer opportunities for employees (newer trend)

Stated Plans

While voter turnout is robust for presidential elections, spring turnout should be increased. There are several opportunities which may maintain and improve the turnout. First, the State legislature has increased the number of days and the number of locations in which voters may cast an early in-person absentee ballot. This increased timeframe may be more conducive for younger voters. Furthermore, for example, the Green Bay clerk's office is seeking ways to directly inform citizens of various voting methods, as well as the upcoming 2018 elections, through direct mail and advertising.

Emerging Issues

Social media has taken a front seat in the issue of civic engagement. Movements such as the Arab Spring, Black Lives Matter, the Women's March, the protest at Standing Rock and Unite the Right have all used social media to engage and mobilize those interested in their causes. Green Bay has seen more volunteering and community activism use social media. While most volunteers still engage with each other by meeting face-to-face, increasingly they use social media to cast a wider net for more volunteers, raise funds and gain attention from traditional media outlets. Furthermore, non-profits, government, and other seeking volunteers will use the internet to engage already-existing social networks.

Learning More

Bowling Alone by Robert Putnam

"Volunteer Trends" by Jennifer Chandler from the National Council of Non-profits

“The Current State of Civic Engagement” by Aaron Smith, Lehman Scholzman, Sidney Verba and Henry Brady, Pew Research Center

“Charitable Giving Statistics” National Philanthropic Trust

“The role of social and human capital among nascent entrepreneurs” Davisson, 2003

“All Mail Elections (aka Vote-by-Mail)” National Conference of State Legislatures

Demographic Change

Prepared by Jamie Lynch

Overview

Demography is the study of human populations with a focus on age, birth, death, and migration. When used well, demographic projections assist government agencies, political and social organizations, and businesses prepare for the future. Policy is at its best when population projections hold a central place in decision-making and planning. This memo will focus on the demographic future of Greater Green Bay in three key areas:

- Population forecasts.
- The role of demographic change on the future workforce of Greater Green Bay.
- The impact of aging and changing demographics on the future of Greater Green Bay.

Today, Greater Green Bay is more than 80% white, has an unemployment rate of approximately 4%, and a 12% poverty rate. More than 28% of Greater Green Bay adults have a college degree and more than 90% have health insurance. The median household income is \$53,392 and the median home sale price is just north of \$150,000.

Greater Green Bay is growing fast; the area is expected to gain nearly 65,000 people from 2010 to 2040, a rate of growth that is approximately twice as large as the state of Wisconsin. The largest growth is expected to occur from 2015-2020 with an estimate population increase of 16,000 people; nearly triple the approximately 6,500 person increase from 2010-2015.

Key Stakeholders

Demographic changes have a direct effect on social, political, and business communities. The demographic changes in Greater Green Bay will have a large impact on religious and educational institutions. Of course, changing demographics will have an impact on regional planning, public health and healthcare institutions, housing stock, and transportation.

Trends

The demography of Greater Green Bay is changing. By 2040, Brown County’s population is projected to be 312,000, a gain of more than 64,000 people, or a 25% increase, since 2010. The largest population change will come from two groups, children/youth age 0-19 and adults age 55 and over. Diversity is increasing, but Greater Green Bay remains less ethnically diverse than other large urban areas in Wisconsin.

Decade-specific trends and patterns:

2010-2020:

- Greater Green Bay will experience population growth of approximately 22,000 people, half of which will come from the 60-69 age group.
- Age group 40-49 will experience the largest decrease in number of people, with a decline of more than 4,000 people between 2010 and 2020.

2020-2030:

- The Greater Green Bay population will increase by approximately 29,000 people.
- Age group 70-79 is expected to increase by nearly 10,000 people, doubling in size from 2010-2020.

2030-2040:

- The Greater Green Bay population will increase by 13,000 people.
- The oldest cohort, age group 80 & over, will experience the largest growth between 2030 and 2040, doubling in size, an increase of more than 8,000 people.
- Stratifying the population into four broad age groups, we estimate the following population changes from 2010 to 2040:
 - Ages 0-19: 27.8% in 2010 down to 25.7% of the population in 2040.
 - Ages 20-34: 20.7% in 2010 down to 18.0% of the population in 2040.
 - Ages 35-54: 28.5% in 2010 down to 24.5% of the population in 2040.
 - Ages 55 & over: 23.0% in 2010 up to 31.8% of the population in 2040.
- Age-sex distributions for 2010-2040 reflect not only an increase in Baby Boomers, but an increase in life expectancy. Older folks are living longer than ever before.
- Net migration in Brown County will consistently be the same amount or higher than the net migration of the state of Wisconsin.
- Greater Green Bay will grow consistently bifurcated; there will be a consistent increase in youth and older workers (55+), but the proportion of working adults age 20-55 will continue to decline.

Emerging Issues

Brain Drain

Why are young workers leaving Greater Green Bay? One of the main factors is brain drain. Brain drain is the out-migration of well-educated and skilled professionals. There is an increasing trend of people age 21-29 leaving the state of Wisconsin after they have finished their college degree; Greater Green Bay is experiencing greater brain drain than other large urban areas in Wisconsin.

Aging Workers

Greater Green Bay, and Wisconsin, is aging. According to recent research, Wisconsin is one of a handful of states where Baby Boomers outnumber millennials. The aging population will have large economic and social outcomes, especially as Baby Boomers exit the workforce.

Growing Diversity

Predicting diversity is challenging, but current trends suggest that the proportion of non-white residents in Greater Green Bay will double or possibly triple by 2040. The working population of Greater Green Bay will remain mostly white, but, if trends continue, there will be a large increase in non-white youth. As of 2015, 8.3% of Greater Green Bay identified as Latino, but more than 15% of Green Bay school children identify as

Latino. The proportion of Latino residents will increase, possibly doubling, by 2040. It will be important for area businesses and public planners to embrace the growing Latino community.

Attracting young professionals

Reducing brain drain will be helpful for retaining young professionals, but how will we attract new young professionals? With a decline in young professionals entering the area, what will Greater Green Bay do to attract young professionals from outside of Wisconsin?

Appendix H – References and Additional Information

Studies & Supplemental Information

2011 and 2016 Brown County LIFE Study reports <http://lifestudy.info/>

2012 Brown County 20/20 conference report <http://bayareacommunitycouncil.org/bc-2020-conference>

2016 BACC Journey to a Greater Green Bay economic development report

<http://bayareacommunitycouncil.org/2016-economic-development-report>

2015 BACC Poverty report update

<http://bayareacommunitycouncil.org/media/75555/poverty%20in%20brown%20county%202015.pdf>

Most recent ACE data in Wisconsin:

<https://preventionboard.wi.gov/Documents/WisconsinACEsBrief%202011-2012.pdf>

<https://preventionboard.wi.gov/Documents/REVISEDWisconsinACEs.August2012.pdf>

<https://docs.legis.wisconsin.gov/raw/cid/1084471>

Initiatives & Organizations

2017 Chamber Economic Plan <http://www.greatergbc.org/programs/economic-development>

Achieve Brown County <https://www.achievebrowncounty.org/>

Clean Bay Backers <https://fyi.uwex.edu/aocs/fox-river-green-bay/clean-bay-backers/>

LIVE54218 <http://www.live54218.org/>

New Manufacturing Alliance <http://newmfgalliance.org/>

New North <http://www.thenewnorth.com>

POINT Initiative <http://www.ggbcf.org/Our-Work/Poverty-Reduction-Initiative>

Turbocharge Collaboration https://www.gbaps.org/our_district/turbo_charge

Host and Sponsors

Bay Area Community Council <http://bayareacommunitycouncil.org/>

Greater Green Bay Community Foundation <https://www.ggbcf.org/>

Greater Green Bay Chamber <http://www.greatergbc.org/>

Brown County United Way <http://www.browncountyunitedway.org/>

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