Drivers of Change
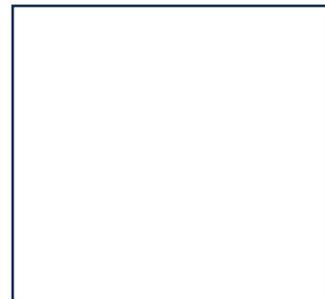
That will shape the future of
Greater Green Bay 2025-2040
As a Community of Choice

ENVISION
Greater Green Bay

**A report developed in 2023-4 by Envision's Signals Teams,
Released in February, 2025,
and available for free download at envisionggb.org**

Envision Greater Green Bay Signals Team Members

Leading Edge Economy Signals Team

> Bill Ziemendorf, leader
> Phil Hauck (RIP)
> Jeff House
> Randall Lawton
> Nan Nelson
> Dave Wegge

Health and Well Being Signals Team

> Randy Van Straten, leader
> Natalie Bomstad
> Devon Christianson
> Lisa Tutskey

Arts Culture and Entertainment Signals Team

> Beverly French, leader
> Lise Lotte Gammeltoft
> Susan Garot
> Beth Kowalski
> Jamie Lynch
> Kent Paulsen

Upward Mobility Signals Team

> Judy Nagel, leader
> Jim Golembeski
> Gratzia Villarroel

Livable Neighborhoods Signals Team

> Tom Schumacher, leader
> Chris Davis
> Paul Demuth
> Noel Halvorsen
> Joe Shefchik
> Lydia Van Thiel

Drivers of Change: the Key to Organizing Foresight Thinking

Those practicing strategic foresight use **signals** and **drivers** to organize the observations which enable us to envision the future. In this document Envision Greater Green Bay is offering to the community some results of the work our five Signals Teams conducted during 2023-4, namely, the drivers and some related signals that we believe will have significant impact on our community's future.

> ***Signals*** *are evidence of the future that we can find in today's world. They are concrete, compelling observations about how the world is changing that give us a hint at where we might be headed.*

> ***Drivers,*** *on the other hand, are broad long-term movements that are likely to have a significant impact on the future. A driver is a thematic cluster of related signals, trends, issues, plans, projections, events, laws or regulations, etc. that are driving or shaping change. Examples of some universal drivers affecting the world today: aging populations, cybersecurity threats growing, and climate change investments increasing.*

Although drivers of change move at different scales and speeds, they are always overlapping because no single driver operates in a vacuum. Drivers provide critical context for analyzing the signals we observe because they allow us to understand both the context through which a signal came to be and the implications that a signal might have for the future.

Sabrina Howard, *Institute for the Future*, described it this way in 2021: "Drivers are to signals as diseases are to symptoms. Just as a symptom is a specific, observable result of disease, signals result from drivers and when observed, call our attention to the presence of the drivers and how they might shape the future."

Our Signals Teams began by identifying some tentative key drivers for the domain we're concerned with, the future of Greater Green Bay as a Community of Choice. After looking closely at the implications of these drivers we extended our awareness to search for corresponding signals, thus deepening our understanding. Altogether, our Signals Teams observed and analyzed more than 500 signals. More and better signals then helped us refine our description of the drivers in what will be a never-ending, iterative process.

These refined drivers, specific to our community, are the keys to building stories or scenarios that explain the possible futures we may be headed toward. The stories that we presented at World Futures Day 2025 will, we hope, grab the attention of those planning paths toward the preferred futures for our organizations and community.

Organizations all over the world are practicing strategic foresight, and we have learned from many of them. For example, the format of the drivers presented here follows that developed by and presented in [FEMA's Strategic Foresight 2050 Toolkit.](#) It is a resource providing information on the research products, workshop materials and approaches used at FEMA. We found it a very enlightening example of the strategic foresight process in practice, especially the library of signals and drivers they identified.

If you would like to get involved in Envision Greater Green Bay's Signals Teams, learn about strategic foresight, or support our work in some other way, please check out opportunities at [envisionggb.org](#)

Change Drivers – Greater Green Bay as a Community of Choice

Universal drivers impacting Greater Green Bay as a Community of Choice:

1. Climate change impact increasing
2. Demographic change continuing
3. Education goals and methods changing
4. World economy restructuring
5. Social values, norms and attitudes diverging
6. Technological advancement accelerating

Drivers impacting the future of domains studied by our individual Signals Teams:

Leading Edge Economy Signals Team

7. Entrepreneurs and innovation encouraged
8. Community-wide adoption of strategic foresight increasing
9. Infrastructure for business development improving
10. Competition for talent increasing

Health and Well Being Signals Team

11. Barriers to health care persisting
12. Systemic inequities increase disparities in health outcomes
13. Health care financing and payment methods increasingly complex and inequitable

Arts Culture and Entertainment Signals Team

14. Diversity increasingly driving people, programs and venues in the arts
15. Arts and culture increasingly integrated into community life
16. Politics increasingly driving funding for the arts
17. New technological tools for artists and venues emerging

Upward Mobility Signals Team

18. Childcare accessibility decreasing
19. Demand for effective Latino education growing

Livable Neighborhoods Signals Team

20. AI assisted companions & accessories increasingly enabling aging in place
21. Lack of affordable housing increasingly driving homelessness
22. NIMBY driving housing cost increases
23. Public safety expectations changing

Universal Drivers of Change

STEEP CATEGORY: Environmental

Climate change impacts increasing

- Warmer and wetter local weather patterns overall are anticipated due to climate change, as well as more extreme variability in ice cover, lake levels, snowstorm and rainfall totals in single events.
- Wildlife is returning even to urban areas (deer, turkeys, eagles, walleye, muskrats, and many more). Warming weather will bring previously uncommon pests and disease vectors farther north.
- Federal mileage mandates drive the conversion to electric vehicles—passenger, mass transit and trucking. Hydrogen fuel cell technology will enable cost effective electric trucking in colder and less-densely populated areas like the Upper Midwest. This technology will spread to mass transit and personal vehicles.
- Ride-hailing of self-driving cars will enable more people to give up vehicle ownership. Thus far, limitations of winter weather have made it difficult to establish local bike and scooter sharing programs.
- Utilities are mandated to increase renewable energy sources, even if cost to customers increases. Renewable energy projects at manufacturers and utilities will include: nuclear fusion, nuclear fission in replicable mini-reactors, microgrids, hydrogen fuel cells, improved battery technology, ambient energy harvesting.
- Crop adaptation and regenerative farming responds to climate changes and past damage.
- Food wholesalers and retailers will require food manufacturers to reduce their carbon footprints by offering price-competitive, animal-free, cultured meat and dairy products.
- Climate migration to the upper Midwest will result from increasing water shortages, wildfires, hurricane damage, insurance rates, international refugees seeking asylum and other pressures in southern and western parts of the US.

WHY IS THIS IMPORTANT?

- **LEADING EDGE ECONOMY:** Local food manufacturers will respond to food wholesalers' carbon reduction mandates by developing animal-free cultured meat and dairy products, which need not be manufactured here. This could disrupt not only meat and dairy manufacturing here, but even transform the local farm economy. Hydrogen fuel cell electric vehicles will transform local trucking firms, their employee base and their logistical and maintenance support systems. Climate change could lead to economic losses in winter recreation due to less snow and ice.

- **LIVABLE NEIGHBORHOODS:** Ride-hailing of self-driving cars will reduce the need for public parking and proliferate public charging throughout the urban center. Microgrids coupled with hydrogen fuel cells and improved battery technology could make neighborhoods more energy independent. Climate migration could result in larger than expected population increases, requiring expansion of all types of local public infrastructure and facilities.

- **UPWARD MOBILITY:** Climate change can exacerbate existing social inequities, especially for low-income residents who lack resources needed to prepare for and recover from climate impacts like extreme heat, air pollution, and climate-driven floods. Disruption of transportation systems can impact lower income people's ability to get to work. Climate migration to this area will further stress local social services, childcare, public safety and health systems.

- **HEALTH AND WELLBEING:** Elderly and disabled people will be more able to live independently by hailing self-driving vehicles. Adaptive and regenerative farming techniques will drive growth of farmers markets, community-supported agriculture (CSAs), public markets, seed banking and other projects aimed at eliminating food deserts and improving healthy eating. Increasing contact with wild animals and birds, including hunting and fishing for food, will expose more residents—and their pets and livestock—to pathogens, such as bird flu and chronic wasting disease. Warm weather pests and disease vectors like termites, and mosquitoes spreading dengue and Zika may become common.

- **ARTS AND CULTURE:** Artistic performances and exhibitions will help people address climate change by evoking emotions and creating a sense of connection to the Earth. The carbon footprint and other ecological effects of the arts and culture industry will come under increasing scrutiny, including the transport of artists and artworks, energy use and waste. US Water Alliance uses arts and culture skills to plan and develop projects with integrated solutions to meet community needs and priorities.

SIGNALS:

- High rates of private-car ownership are contributing to increased carbon emissions. Currently, in the US there are 8 available parking spaces for every vehicle owned. Within the next decade consumers could see a "mobility as a service" landscape that is intelligent, seamless and environmentally friendly, completely changing how we get from one point to the next.[1]

- World Health Organization notes that climate change impacts will extend beyond the obvious to larger systemic issues including our health workforce and infrastructure thereby reducing capacity to provide universal health coverage (UHC). Climate shocks and growing stresses will degrade the environmental and social determinants of physical and mental health.[2]

- Researchers now estimate tens of millions of Americans may ultimately move away from extreme heat and drought, storms and wildfires. ... All of this suggests a possible boom for inland and Northern cities ... The young, mobile and middle class will be more likely to leave to chase opportunity and physical and economic safety.[3]

- Southern Wisconsin could become a nuclear fusion mecca. Wisconsin's presence in the nuclear fusion industry has grown out of research at the University of Wisconsin-Madison. The university's Fusion Technology Institute, founded in 1971, claims to produce the most advanced-degree fusion engineers in the nation.[4]

[1] The Future of Mobility, McKinsey, April 2023
[2] WHO Climate Change Impacts on Health, October 2023
[3] The People Fleeing Climate Disasters Are Going to Transform the American South, October 2024
[4] Southern Wisconsin a Nuclear Fusion Mecca, October 2024

Universal Drivers of Change

STEEP CATEGORY: Social

Demographic change continuing

Long-established trends across the country and in the [Greater Green Bay area](#) will continue.

- Population of the Green Bay MSA is about 330,000 including Brown, Kewaunee and Oconto Counties, projected to rise to 378,000 by 2040. The metro growth rate of 7.7% between 2010-20 is slowing from a historical trend of 10% per decade, slower than US average but faster than WI or Midwest generally. This results from net positive in-migration, but fertility rates are falling and parenthood is occurring later.
- Our median age of 37.4 is younger than WI; population aging faster than US but slower than WI. The share of those over 65 will increase sharply: 1 in 5 Americans will be 65 or older by 2030 and by 2060, almost 1 in 4 will be 65 or older.
- Local household size of 2.41 persons is dropping slowly.
- In 2022 there were over 23,500 college or university students enrolled in Brown Co., 38% men and 62% women, continuing a diverging gender trend. Total college enrollment and educational attainment continues to lag national average, and has not yet recovered to pre-pandemic levels.
- The MSA labor force of 180,000 is projected to hold steady through end of the decade. Brown Co. labor force participation rate of 68% is more than 5% points above the national average, but continues to decline from historic 77% levels as Baby Boomers age out of the workforce.
- Non-white population of Brown Co. was over 20% in 2023, chiefly Hispanic, and Hispanic growth is expected account for close to half of the total population growth between 2020 and 2040.
- More are identifying as LGBTQ, greater than WI average.
- Drop in life expectancy during the pandemic is slowly normalizing. Levels of obesity (rising, 35%) and binge drinking (steady, 27%) continue worse than national averages.
- Fewer overall identify with organized religion, with some growth in Hispanic Catholic and non-denominational Protestant congregations.

WHY IS THIS IMPORTANT?

- **LEADING EDGE ECONOMY:** With continued immigration and internal migration, the diversity of the workforce is increasing. Organizations are exploring new forms of equity analysis, inclusionary policies, and accessibility for leadership and in the workplace. Growing immigration rates are increasing language diversity and limiting English proficiency, creating challenges both for employees dealing with the public and for internal organization communication and training. With the working age population not growing as fast as overall population, staff shortages are growing, exacerbating employee stress and burnout. Some working conditions are physically difficult for more older workers.

- **LIVABLE NEIGHBORHOODS:** Multigenerational, mixed income and socially inclusive housing developments are becoming more common. Zoning changes are being explored to accommodate mixed-income neighborhoods, aging-in-place, accessible and transitional housing for seniors and the disabled, as well as secondary/accessory dwelling units on single-family properties.

- **UPWARD MOBILITY:** Increasing educational levels of mothers are enabling more upward mobility for their children. Although early childhood development is critical to upward mobility, childcare providers have seen a 20% decline of childcare workers since the pandemic resulting in a declining number of childcare slots per child of working parents, now 57 per 100 in Wisconsin, further reducing affordability for parents.

- **HEALTH AND WELLBEING:** Labor shortages and limited Medicaid reimbursements are causing closure of long-term care facilities in Wisconsin at a time of increased demand—about 100 assisted living and nursing homes since 2020. Medicare and social security are also under threat of insolvency even as the population ages.

- **ARTS AND CULTURE:** UNESCO reports that accessible and assistive performance and exhibit venues are being developed. The diversity of audiences, talent and supporting institutions are increasing.

SIGNALS:

- An influx of baby boomers hitting age 75 by the end of the decade is expected to stress Wisconsin's elder care system, requiring nearly 10,000 more workers to join the industry. That's according to a [new report from Forward Analytics](#), the research arm of the Wisconsin Counties Association, examining how the state's aging population will affect elder care facilities.[5]

- Declining birth rates are already affecting the economies of the world's most developed nations and the trend is expected to continue. In the 1960s, there were six people of working age for every retired person, in 2024 the ratio is closer to three-to-one and by 2035, it's expected to be two-to-one. As demographics shift, an increase in the bargaining power of employees could lift wages and create inflationary pressures. Since declining birth rates are a global phenomenon, the challenges to fill staffing positions may be exacerbated by an inability to import workers through immigration. Government resources for social programs could be overstretched due to the ratio of "working" members of society to "retired" members of society.[6]

- The Congressional Budget Office's *Demographic Outlook 2024 – 2054* projects that over the next decade, immigration will account for about 70% of the overall increase in the U.S. population, with the greater number of births than deaths accounting for the remaining 30%. After 2034, net immigration will increasingly drive population growth, accounting for all US population growth beginning in 2040.[7]

[5] [Elder care needed to serve aging baby boomers, WI Public Radio, October 2024](#)
[6] [The fertility crisis is here and it will permanently alter the economy, CNN, June 2024](#)
[7] [Demographic Outlook 2024 – 2054, CBO, January 2024](#)

Universal Drivers of Change

STEEP CATEGORIES: Social, Economic

Education goals and methods changing

As our community's population demographics change; as new technologies enter the worlds of work and homelife; and as the workforce skill needs of employers change, education is changing in response. *eLearning Industry* foresees some changes that will shape the future of education:

- **Diverse time and place** with opportunities for remote, self-paced learning. Classrooms will be flipped, which means the theoretical part is learned outside the classroom, and the practical part taught face to face, interactively.
- **Personalized learning** with study tools that adapt to the capabilities of a student, such as "gamification" of learning and advanced AI tutors. Above average students will be challenged and students who experience difficulties with a subject will get the opportunity to practice more. Teachers will be able to see clearly which students need help in which areas.
- **Project based learning** will call on students to learn how to apply their skills in shorter terms to a variety of situations. Organizational, collaborative, and time management skills.
- **Field experience** will teach skills that solely require human knowledge and face-to-face interaction. Schools will provide more opportunities to obtain real-world skills through apprenticeships, internships, mentoring and collaboration.
- **Data interpretation** will become a much more important part of the future curricula as computers (AI) will handle statistical analysis, describe and analyze data, and project future trends. Applying theoretical knowledge to numbers, and using human reasoning to infer logic and trends from data will become a fundamental new literacy, emphasized in STEM education.
- **Assessment of student capabilities** will take place at each step of learning. Factual knowledge will be measured during the learning process, while application of knowledge will be tested by projects in the field. Certificates in narrow fields in addition to comprehensive education.
- **Ownership** of educational curricula will involve not only professionals, but parents, students, prospective employers and the community to make sure it is up-to-date and useful.
- **Mentoring** will become fundamental to student success. Teachers and educational institutions will be at the hub, directing students to the tools and methods best suited to achievement.

WHY IS THIS IMPORTANT?

- **LEADING EDGE ECONOMY:** Our employers will increasingly demand nimble, lifelong education, focusing on skills over degrees. They are increasingly willing to "upskill" employees, either by hiring people with some skills and training them, or by training employees from within the company. They are recognizing new credentialing systems, such as certificates for emerging disciplines or for upgrading existing skills. They will partner more closely with education systems to recognize learning that happens on the job, such as through apprenticeships. Some other trends include: removing bachelor's degree requirements and turning to nontraditional education providers for short-form nondegree options.
- **LIVABLE NEIGHBORHOODS:** The quality of the neighborhood school has a profound impact on efforts to build attractive neighborhoods. In the growing concept of "community schools" they

function not only as centers for providing education but also as hubs for educators to partner with communities, families, nonprofits, businesses, faith-based institutions, to provide social services and supports, like healthcare, mental health services, adult education, and nutrition programs.

- **UPWARD MOBILITY**: Education will provide a crucial avenue to economic and social mobility. High-quality preschool programs, elementary schools, and high schools will boost academic achievement, college enrollment, and adult success. Key upward mobility markers cited by the Urban Institute also include digital access and school economic diversity.

- **HEALTH AND WELLBEING:** Adults with higher educational attainment live healthier and longer lives compared to their less educated peers. As one of the social determinants of health, education will make it more likely a person can access quality healthcare, find employment that pays a living wage, and live in a safe, non-polluted environment, all factors that affect wellbeing.

- **ARTS AND CULTURE:** Arts education can help students: develop skills which will be valued in the future job market like observation, collaboration, and reflection; develop creative habits, and learn to generate and conceptualize ideas; develop empathy for others and a deeper understanding of the world. Arts education can strengthen communities through collaborations between schools and the community and can integrate technology with traditional skills, while still placing the person at the center of learning.

SIGNALS:

- A report titled *China's Preschool Education Toward 2035* notes the focus China has on using preschool education as a building block for the country's future. Information and communication technology (ICT) will be used in construction of intelligent preschools. The 2035 development plan of China focuses on science and innovation centers, the application of AI and the development of intelligent teaching assistant systems.[8]

- Autos are becoming more technologically advanced, and there's a shortage of workers who have the diverse skills needed to keep them on the road. Weber State University, Utah, focuses on training the next generation of the automotive industry, including many people who may have once thought there wasn't a place for them there. That includes autonomous vehicles, adaptive cruise control, full-on hybrid and full-on electric vehicles. The university works with companies like Toyota, GM, and Chrysler to make sure students can translate their professional certifications into credits towards an associates degree or later a bachelor of science in automotive technology.[9]

- The University of Wisconsin – Green Bay is the fastest growing university in the state, leading all UW schools in enrollment growth in fall 2024. Total enrollment of 11,188 represents an 8.2% year-over-year increase and adds to the 20% increase in the last 5 years. A 4.8% growth in first-year student enrollment is bucking national trends that indicate a drop in freshman enrollment.[10]

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[8] *China's Preschool Education Toward 2035*
[9] Rethinking College: The Electric Vehicle Transition, PBS, October 2024
[10] More than 11,000 Students Set Record Enrollment for UW-Green Bay, news release, October 2024

Universal Drivers of Change

STEEP CATEGORY: Economic

World economy restructuring

The late 20th century saw gradual removal of trade barriers between the West and China and other large emerging market economies and unprecedented international economic cooperation, including the integration of the former Soviet bloc. The World Trade Organization, established in 1995, became a new multilateral overseer of trade. Cross-border capital flows surged, increasing the complexity and interconnectedness of the global financial system.

But the 21st century, especially following the global financial crisis, has been characterized by a prolonged slowdown in the pace of trade reform, and weakening political support for open trade amid rising geopolitical tensions. The International Monetary Fund (IMF) sees **this global fragmentation into rival economic blocs** as a new Cold War. The focus will be on economic security and making supply chains more resilient through onshoring or "friendshoring" of supply chains and sourcing of critical materials and components. The Cato Institute sees this trend as mainly diversifying sourcing, upgrading logistics technology, altering inventory strategies, etc. rather than total de-globalization. Cross-border trade, investment, and migration will, they believe, change but continue.

In addition to trade restrictions and barriers to the spread of technology, fragmentation could be felt through restrictions on cross-border migration, reduced international capital flows, and a sharp decline in international cooperation on issues like climate change and disease prevention. The IMF estimates global losses from trade fragmentation could range from 0.2 to 7 percent of GDP.

Since 2020, the Inflation Reduction Act and the CHIPS and Science Act offered more than $400 billion in subsidies, tax credits and loans to boost industry amid world economic restructuring. They have spurred a tidal wave of private investment spending. For example, chip companies and their suppliers have announced investments totaling $327 billion over the next 10 years. The clean energy sector is booming, too. The U.S. is now spending more than twice as much on factory construction as it did during the Obama and Trump years.

Aging populations in key world economies will produce labor shortages that may be exacerbated by investment and migration restrictions, and will likely be addressed by automation technologies like AI and robotics. Unconditional cash payments to residents, called universal basic income, could be used reduce the cost of administering means-tested support to address labor dislocations.

WHY IS THIS IMPORTANT?

- **LEADING EDGE ECONOMY:** Onshoring may produce opportunities for local manufacturers to enter or expand in industries formerly characterized by offshoring. Our local expertise in logistics may offer growth opportunities for those advising US companies on optimal supply chain strategies in this changing environment. Conversely, our local export economy based on machinery parts and equipment and instruments could be inhibited by increased international trade barriers.

- **UPWARD MOBILITY:** Many upward mobility strategies are based on international models which may become less appealing if public opinion turns inward and nationalistic.

- **HEALTH AND WELLBEING:** International supply chains for drugs and medical devices may be threatened, promoting development of US drug and device manufacturers. Intellectual property rights to new discoveries may be closely held rather than shared internationally. Disease control through institutions like the World Health Organization could be increasingly underfunded. Nations and international blocs of nations may move to ban or control social media apps on security as well as mental health grounds.

- **ARTS AND CULTURE:** Artworks deemed politically provocative may be increasingly censored by rival international blocs of nations.

SIGNALS:

- President Biden's national security adviser, Jake Sullivan, argued that while pursuing economic efficiency, America had let entire supply chains of strategic goods, like microchips, move overseas. He argued that it was a mistake to believe that the type of growth a country achieved didn't matter. It was a mistake to believe that if the financial and tech sectors drove wealth creation, then it didn't matter if infrastructure atrophied. "A modern American industrial strategy identifies specific sectors that are foundational to economic growth, strategic from a national security perspective and where private industry on its own isn't poised to make the investments needed to secure our national ambitions. It deploys targeted public investments in these areas that unlock the power and ingenuity of private markets…"[11]

- The Organization for Economic Cooperation and Development (OECD)'s *Global Scenarios 2035* report used strategic foresight to identify change drivers for the global economy and presented three provocative scenarios. The chief change driver identified was geopolitical realignments and heightened rivalries undermining trust and inhibiting global collaboration[12]

- The National Intelligence Council's *Global Trends Report 2040: A More Contested World* said factors creating change / disruptions will include: large firms shaping global connectedness, economic activity tilting toward Asia, new large economies exerting influence, globalization diversifying and governments constrained. One way governments will be constrained is that the economic costs of aging will strain public finances in all G20 economies, unless difficult decisions are made to either reduce benefits and or raise taxes. National debt levels will further impact world economies and constrain what actions nations will be able to take.[13]

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[11] Remarks by Jake Sullivan at Brookings Institution, April 2023
[12] OECD Global Scenarios 2035
[13] Global Trends 2040, National Intelligence Council, March 2021

Universal Drivers of Change
STEEP CATEGORIES: Social & Political

Social values, norms & attitudes diverging

Like most Americans, those in the Greater Green Bay area believe that people have the right to individual freedom, equality of opportunity, and the promise of material success; and that these all require self-reliance, a willingness to compete, and hard work. But like the country in general, we are becoming more culturally divided across racial/ethnic, income, religion, education, generational and especially political lines—although no more so than in the 1970s. Factors driving the divergence:

- Decline of local news media, especially daily print media. Corresponding growth of social media whose algorithms stoke outrage; disrespect and acceptance of violence; conspiracy theories; distrust of institutions like science, government, mainstream media and religion; news consumption centered on national rather than local issues; and politicization of everything.
- Social isolation and alienation are increasing, (possible connection to work-from-home trends) accompanied by related mental health issues like loneliness, addiction, sadness, suspicion, fear, hostility and distrust marking declining social capital. (For more on social capital see Netflix's *Join or Die* and *Bowling Alone* by Robert Putnam.) Weaponization of social media using artificial intelligence will exacerbate these trends.
- Widening income inequality.
- Increasing in-migration of diverse population groups and declining acceptance of diversity.
- Historical parochialism and competition among local government units continuing.
- Partisanship leaking into formerly non-partisan local government.

Factors continuing to mitigate division include: relatively high local social capital, trust, and civic engagement to begin with; high rates of volunteerism and charitable giving; high voter turnout with few barriers; non-partisan local government and courts (minor exceptions); relatively low-cost local elections; closely divided politically with recognition that neighbors and friends disagree; power diffused across many overlapping local government jurisdictions; government transparency highly valued.

WHY IS THIS IMPORTANT?

- **LEADING EDGE ECONOMY:** Companies will adjust to workforce expectations of better work-life balance and welcoming work culture as they pursue talent acquisition and retention. They will keep a close eye on changing consumer attitudes in order to develop popular new products and maintain positive brand perceptions. Combatting negative publicity and disinformation will be critical. If enough local firms are misaligned with change, widespread job losses could result.

- **LIVABLE NEIGHBORHOODS:** Social norms shape our expectations about our neighbors—what is acceptable behavior. Where neighborhoods are rapidly changing (through diversification or gentrification) norms are less uniform and the loss of cohesiveness can create more disorder. Our ability to empathize and create new norms together will become increasingly important, and this will happen as community organizations create opportunities for us to get to know each other.

- **UPWARD MOBILITY:** Belief in the possibility of upward mobility, accompanied by adoption of positive social norms like education, saving, and healthy lifestyle are needed to strengthen economic mobility. Helping the poor to encounter and make connections with the upwardly mobile through creation of economically diverse neighborhoods could help. Conversely, politicization and loss of social trust in experts and institutions like healthcare professionals, educators, media and financial institutions discourage and sidetrack such efforts.

- **HEALTH AND WELLBEING:** Cultural beliefs (and increasingly, political beliefs) shape how people think about their health and their lifestyle decisions, how they seek care, and how they respond to treatment recommendations. Worldview impacts mental health issues like anxiety, depression and isolation. Cultural awareness by healthcare providers can promote trust and fight dis- and misinformation about health and wellbeing.

- **ARTS AND CULTURE:** Increasing exposure to artworks and performances originating in diverse cultures and communities will widen our sense of community belonging and help diverse groups form personal connections with each other and solve problems together.

SIGNALS:

- Experts at Pew Research anticipate the best and worst changes in digital life by 2035 as AI spreads: Worst: Weaponization of social media might create mental health and isolation issues at population levels unheard of previously. AI could destroy the information environment and undermine democracy due to deepfakes, misinformation and harassment. Best: "Human centered" development of digital tools and enhancements to human knowledge, human rights, health and well-being, human connections and governance.[14]

- Clare Malone opinion piece in *The New Yorker* (paywall): News media face a potential "extinction level event" in the future. The industry could "reboot" as a different industry, leaner and diminished, often serving as a front operation to other businesses, such as events, e-commerce, and sponsored content. The already limited trust in news media has the potential to be further eroded and have a significant impact on the health of society.[15]

- The Aspen Institute explored the global mental health crisis. This is a world-wide emergency exacerbated by a lack of infrastructure, lack of funding, and a lack of health equity. No demographic is immune to mental health issues, with increasing rates of anxiety and depression across various populations, influenced by the pandemic and other socio-economic factors.[16]

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[14] Pew Research AI and Digital Life 2035, June 2023
[15] Is the Media Prepared for an Extinction Level Event? February 2024
[16] A Crisis of Our Time: Exploring the Global Rise of Mental Illness, Aspen Institute, July 2024

Universal Drivers of Change

Technological Advancement Accelerating

A wide variety of technological advancements will affect Greater Green Bay's heavily manufacturing (#2 concentration in US) oriented economy, particularly food, paper and machinery manufacturing. Our transportation / logistics, entertainment, healthcare, and services sectors will likewise experience accelerating technological change. Among the most relevant technologies are:

- cultured meat and dairy products (including development of novel characteristics for organisms used in fermentation);
- robotics and additive manufacturing;
- distributed computing including wearables and Internet of Things
- generative artificial intelligence including text-to-voice and video and the reverse, sketches to schematics, voice/text to spreadsheet or computer code, etc.
- augmented and virtual reality as tools for teaching, meeting, equipment maintenance, entertainment and healthcare diagnostics and therapy;
- big data analysis and blockchain for tracking and verification in finance, transportation and logistics, education, manufacturing and government
- cybersecurity including increased surveillance, genetic crime solving, opensource and crowdsourced intelligence and investigation
- See also "climate change impacts"

WHY IS THIS IMPORTANT?

- **LEADING EDGE ECONOMY:** Employment is being reduced at some firms due to automation, productivity is increasing, the number of new startups is growing and average employer size is shrinking across the community. Our local agricultural base and food manufacturing ecosystem based on animal-derived products could undergo a destabilizing transformation. Required investment in technology to remain competitive will put pressure on existing risk management and financial decision-making systems. Technological training and lifelong updating are increasingly critical and may become a limiting factor on the local economy.

- **LIVABLE NEIGHBORHOODS:** Fiberoptic coverage is not yet universal throughout the MSA. New construction techniques such as additive manufacturing, microgrids and whole-home battery systems could make neighborhoods more affordable and climate resilient. Security and crime prevention are prioritized.

- **UPWARD MOBILITY:** New systems are connecting students to internship, apprenticeship and hiring opportunities for high tech jobs in local industries—powerful pathways to upward mobility. At the same time new technology is contributing to the decline in upward mobility of those not trained to use them. Advances in assistive medical technology, including direct digital neural connection, will empower those with physical and cognitive disabilities to achieve upward mobility.

- **HEALTH AND WELLBEING:** Medical wearables, virtual interaction with healthcare providers and individual genetic profiling will increasingly personalize care at local healthcare systems.

- **ARTS AND CULTURE:** Generative AI will both enable increased artistic creativity and endanger intellectual property. Ticketing and security systems at performance venues will require frequent updating. Many new digital and virtual tools for artistic presentation are emerging, including direct neural imaging.

SIGNALS:

- Ingredients made with biotechnology could play an important role in the future of food—and they're beginning to come to market. Novel ingredients are made through fermentation to create proteins and fats that can function like conventional proteins, but they are animal-free and can be more sustainable. They offer the potential to decarbonize the food system and enable regional and global food security. However, because these products are new, there is limited insight into how consumers perceive them.[17]

- 3D printed homes have the potential to be green, clean and more cost effective than stick built homes. 3D homes require less energy (walls have a higher R-Value), can withstand hurricane-force winds, the walls don't burn and water cannot permeate the walls. While Green Bay already has a low cost of living, 3D printed homes offer the potential to accommodate population growth with quick, affordable housing development.[18]

- The U.S. Department of Education Office of Educational Technology issued a report guiding educators in understanding what emerging AI technology will do to advance educational goals, while evaluating and limiting key risks.[19]

- Amazon is allowing Audible narrators to clone themselves with AI. The company says performers will retain creative control over their AI voice and will be compensated on a 'title-by-title basis.'[20]

[17] Novel Proteins, McKinsey & Co., March, 2024
[18] Are 3D Printed Homes the Future of Housing? US News, Jan., 2024
[19] Artificial Intelligence and the Future of Teaching and Learning, US Dept. of Ed., May, 2023
[20] Audible narrators clone themselves with AI, The Verge, Sept., 2024

Drivers of Change

Entrepreneurs and innovation encouraged

Today, manufacturing is our largest **economic sector** with about 20% of the local labor force (#2 concentration in US). The largest manufacturing sectors are food, machinery and equipment, and paper ($1 billion in new plant expansions recently at Green Bay Packaging and Georgia Pacific). Manufacturers are steadily increasing output while automation efficiencies are moderating employment growth. Other notable sectors include entertainment and recreation, due to the Green Bay Packers, Oneida Casino and their entertainment districts. Although total employment is increasing, the average size of companies here is decreasing with only 11 employers over 1,000.

While national new **business formation** is surging (record breaking 5.5 million in 2023); our state and local rates of new business establishment have not returned to pre-pandemic levels. And yet, Greater Green Bay has a very vibrant historic entrepreneurial tradition. For some examples see The Golden Age of Brown County Enterprise, 2021 – Hauck.

In today's economy, entrepreneurs flourish best when sustained by an **innovation ecosystem** including capital, mentorship, advising and building clusters of related supply chain expertise. Some examples of our nascent innovation support ecosystem: Titletown Tech venture capital; the Northeast Wisconsin Manufacturing Alliance; New North Inc.; and at the Greater Green Bay Chamber: Startup Hub, Urban Hub and its Tundra Angels investment network, Build Up tech accelerator, Audible pitch series in cooperation with New North, and Business Retention & Expansion (BRE) program; and conferences like Bay Area Arts & Culture Alliance's Spark GGB Creative Sector Summit.

WHY IS THIS IMPORTANT?

Entrepreneurs and innovation are crucial to a vibrant local economy because:

- As they start new businesses, they will directly generate new local employment opportunities.

- By introducing new industries and products, entrepreneurs will diversify the local economy, making it less reliant on a few sectors. They will push established companies to innovate and improve their offerings. Entrepreneurial spirit encourages businesses to be flexible and adapt to evolving market trends and consumer needs, thus enhancing community resilience.

- Entrepreneurship helps retain local talent by offering individuals the chance to build fulfilling careers and realize their ambitions here within our own community.

- Innovative ventures will attract venture capital and other investments, which can further stimulate local economic activity.

- Successful entrepreneurs will become local leaders, contributing to the overall social and economic well-being of a community.

SIGNALS:

- Fostering entrepreneurship is emerging as a key driver of local economic development. As economic development organizations and entrepreneurship support programs seek effective strategies to empower their communities, embracing [entrepreneurship-led economic development](#) (ELED) will be a game-changer.[21]

- Immigrants will play an outsize role in establishing "main street" businesses (retail, accommodation and food services, and neighborhood services), which are important for generating neighborhood-level economic growth and revitalization. More than 40 percent of businesses on the U.S. Fortune 500 List are launched by immigrants or children of immigrants. This is especially remarkable given that the overall percentage of immigrants in the US is only about 13 percent.[22]

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[21] [The Power of Entrepreneurship-Led Economic Development, Economic Impact Catalyst, July 2023](#)
[22] [Immigrants, We Create Jobs, Case Foundation, 2017](#)

Drivers of Change

LEADING EDGE ECONOMY SIGNALS TEAM

> ### Community wide adoption of strategic foresight increasing
>
> Observers of our community often say that we are not at the forefront of adopting new ideas, new strategies, new viewpoints—in short, new ways of thinking. Strategic planning at our key community institutions in government, education, non-profits and business is often short term, and based on continuation of existing trends. But the pandemic, supply chain interruptions, government funding shocks, and other recent disruptive events have caused many to realize that better anticipative thinking and planning is needed.
>
> Envision Greater Green Bay has introduced the technique of strategic foresight to the entire community for this purpose. It has now trained nearly 200 community leaders at dozens of key organizations, and conducted in-depth consulting and guidance for others. Envision will also develop focused community discussions, share signals of change, and invite national futurists to Green Bay to broaden our perspective. As strategic foresight is embedded in local business, government, education, and nonprofits, we'll see organizations of every type infuse strategic foresight methods into their planning processes and share findings and insights with each other. Envision's goal is informed, collaborative decisions moving Green Bay toward distinction as a community of choice.

WHY IS THIS IMPORTANT?

Widespread adoption of strategic foresight techniques will enable our key community institutions to

- lengthen their planning horizons

- become continuously exposed to new information about trends, events and decisions that will drive what happens in the future

- organize their thinking about how best to ride and adapt to these trends, and

- create a roadmap to achieve their preferred futures.

This type of robust, collaborative understanding and planning will help key community institutions, as well as individual organizations, account for uncertainty, enhance decision making at all levels, improve resource management and operational effectiveness.

SIGNALS:

- Envision Greater Green Bay offers information about the effectiveness of strategic foresight, including lists of local organizations who have received training; results and endorsements.[23]

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[23] Envision foresight training results, October 2024

- McKinsey & Co. interviews senior executives at leading companies who reveal their commitment to move from defensive risk management to a forward-looking stance based on strategic resilience.[24]

- Futurist Amy Webb reveals in *Harvard Business Review* how leaders can sharpen their vision for the future, empower managers to make informed strategic choices and propel teams towards superior performance. This article aims to define strategic foresight for leaders: a disciplined and systematic approach to identify where to play, how to win in the future, and how to ensure organizational resiliency in the face of unforeseen disruption.[25]

[24] McKinsey & Company, March, 2022
[25] Bringing True Strategic Foresight Back to Business, Harvard Business Review, January 2024

Drivers of Change

Infrastructure for business development improving

Greater Green Bay's physical infrastructure for business (see Greater Green Bay Chamber's Community Snapshot for this and other data) includes: an international airport with 2 FBOs offering 10 non-stop destinations and cargo; freight rail; redundant municipal water systems (lead free); regional sanitary sewer service; 14 seaport terminals with extensive cargo service (notable: Port of Green Bay expansion); diversified sources for electric and gas service with cost at about Midwest average. Expansion and upgrade of highways to include Brown County South Bridge connector, and a new Mason St. bridge. Improved Brown County broadband coverage has been targeted as a key infrastructure need.

Urban redevelopment forms an important framework for central city business development. Several Business Improvement Districts and other organizations are bringing online important projects in the near future: Shipyard District, Railyard Innovation District, Green Bay Public Market.

Mixed income housing to attract a talented and creative workforce to these areas includes downtown housing, City Center Lofts socially inclusive housing, City East Center workforce housing, and JBS donated land for east side affordable housing.

Higher educational institutions are looking ahead to the future needs of local business: at UW-Green Bay: UW funding for UW-Green Bay, Cofrin Technology & Education Center, National Estuarine Research Reserve; St. Norbert College Schneider School of Business & Economics; and Northeast Wisconsin Technical College Center for Entrepreneurship

Some local companies are forming their own R & D centers, including: Schneider National's *The Grove* innovation center and the Schreiber Foods Global Technology Center

The Greater Green Bay Community Hub shows data from the 2021 Leading Indicators for Excellence (LIFE) Study, conducted every five years, about our quality of life. The effectiveness and efficiency of local government and other community institutions are rated by residents and compared to national averages. In general, they are highly rated, although this most recent data collected during the pandemic shows more uncertainty.

Financial health measures for local government include Brown County budget trends, City of Green Bay fiscal strength audit.

A growing variety of public-private collaboration and collective impact projects now include: Achieve Brown County, Wello, Connections for Mental Wellness, and Spark! GGB.

See also: Entrepreneurs and Innovation Driver.

WHY IS THIS IMPORTANT?

Countries and communities with better government effectiveness will achieve higher levels of economic growth by obtaining better credit ratings and attracting more investment, by offering higher quality public services and by increasing the productivity of government spending. Efficiency in the delivery of public services will have a direct impact on poverty, the quality of educational systems, public safety and public health care and efforts to care for the environment. Governments with a strong meritocratic civil service tradition will have lower levels of corruption.

The quality of local infrastructure is crucial for business development as it will directly impact a company's ability to operate efficiently, access markets, attract talent, and reduce operating costs, ultimately influencing the decision to locate in our community.

- Efficient transportation systems, reliable energy grids, and modern communication networks will minimize operational expenses for businesses by allowing for smooth logistics and reduced downtime.

- Well-developed roads, ports, and airports enable businesses to easily reach customers and suppliers, will expanding the market reach of local businesses.

- Good schools and public amenities will attract skilled workers to a region, which is essential for business growth.

- Advanced infrastructure, like high-speed internet access and robust data infrastructure, will foster innovation and facilitate the development of new technologies within our region.

SIGNALS:

- The Infrastructure Investment and Jobs Act is landmark legislation aimed at revitalizing the nation's infrastructure and driving economic growth. This comprehensive 2023 bill, also known as IIJA, addresses the pressing need for substantial investments in our roads, bridges, airports, broadband networks, and other critical infrastructure systems. By allocating significant federal funds towards these projects, the act aims to create jobs, boost productivity, and enhance the overall quality of life for Americans.[26]
- The 2022 Inflation Reduction Act (IRA) provides billions of dollars in incentives, grants and loans to support new infrastructure investments in the areas of clean energy, transportation and the environment. In many instances, states and territories are eligible to apply for infrastructure programs directly or can partner with local governments and the private sector to maximize benefits for their communities.[27]

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[26] Impact of the Infrastructure Investment and Jobs Act, Frontline Advisory Group, 2023
[27] National Governors Association IRA Implementation Resources, October 2024

Drivers of Change

Competition for talent increasing

With local population growing slowly, and with Baby Boomers aging out of the workforce, the competition to attract and retain workforce talent is fierce and increasing. In addition, the evolving nature of work will require a differently skilled workforce. Among the factors that will affect successful talent recruitment and retention are:

- Satisfying changing worker expectations (flexible scheduling, ability to work remotely, opportunity for workers to learn & grow, support for mental health)
- Work cultures that unleash creativity and loyalty
- Upskilling and re-training existing workforce
- Leveraging high-skilled immigration to support innovation
- Leadership and mentorship programs for women and diverse workers
- Recruitment of neurodiverse and differently abled workforce
- Talent recruitment programs that emphasize community quality of life.

Local economic development organizations and business associations are assisting organizations to recruit talent: New North, Greater Green Bay Chamber, NEW Manufacturing Alliance, NEW Digital Alliance. Local educational institutions are partnering to offer workforce training and leadership development. Associations are increasingly supporting leadership development of diverse young talent: Leadership Green Bay, Current Young Professionals, Latino Professionals of Northeast Wisconsin, UW-Green Bay's Schreiber Institute for Women's Leadership.

See also: Infrastructure for Business Development

WHY IS THIS IMPORTANT?

Successful competition for talent it is a fundamental driver of community growth and prosperity. By attracting and retaining skilled individuals, communities will stimulate innovation, bolster economic competitiveness, and ensure a sustainable future workforce that is vibrant and dynamic.

- Higher skilled workers will contribute more efficiently to the economy, generating higher output and innovation. This skilled workforce tends to command higher salaries, which translates to increased consumer spending within the community.

- Companies are more likely to establish or expand operations in regions with a readily available talent pool, boosting further job creation. A thriving economy with good job opportunities will in turn attract more residents and businesses.

- A diverse talent pool fosters creativity and new ideas, driving economic diversification and long-term growth.

- Keeping experienced employees allows for the preservation of valuable organizational knowledge and expertise.

SIGNALS:

- Wisconsin Dept. of Workforce Development reported a number of records for 2023: record low unemployment rate of 2.4% in April and May; all time high of 3,020,300 nonfarm jobs in November, record high of Registered Apprentices; record high of Youth Apprentices enrolled during the 2022-23 school year, and record high disability employment.[28]

- Employers are making progress, but still not meeting expectations of GenZ and Millennial employees.[29]

- Bloomberg News Report on women in the workplace: How do you retain women? "1. FLEXIBILITY: Sadly, flexibility is still a primary concern for most working age women. 70% of primary caregivers are women. Stop caring about when and where people work, measure outcomes instead. 2. PAY EQUITY: Child care costs have skyrocketed in recent years. If a woman's salary doesn't justify the cost of child care, that's an easy decision for a family to make. Women make on average of $0.82 on the dollar compared to their male counterparts for similar work. Ensure women are being paid equitably to their male counterparts. 3. SPONSORSHIP: Women don't need special leadership development. They need increased access to promotions and career advancement opportunities. We need to address the systems that hold women back with mentorship, sponsorship, coaching and leadership development programs to accelerate women equitably. Men need to be allies to their female counterparts and speak up if they see them being treated inequitably."[30]

- Tech companies say they can't find good employees. The companies may be the problem. The hiring process could be weeding out able workers—especially women and minorities.[31]

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[28] DWD 2023 Annual Report, State of Wisconsin, December 2023
[29] Deloitte GenZ Millennial Workplace Survey, Deloitte Touche, 2023
[30] Bloomberg News, Women at Work, May 2023 (paywall)
[31] Hiring Process May Be Weeding out Able Workers, Wall St. Journal, March 2021 (paywall)

Drivers of Change

HEALTH AND WELL BEING SIGNALS TEAM

Barriers to health care persisting

The delivery of accessible, equitable, and inclusive health care services to all individuals, when they need it, regardless of physical, economic, social, or geographical barriers, will improve health outcomes. Among the ways to overcome these persistent barriers are:

- **Physical Accessibility:** Ensure health care facilities, services, and resources are accessible to individuals with disabilities, including physical, sensory, and cognitive impairments.
- **Financial Access:** Reduce financial barriers through affordable health care plans, subsidies, and transparent pricing structures.
- **Cultural Competence:** Implement training and policies to ensure health care providers respect and address diverse cultural, linguistic, and social needs.
- **Geographical Reach:** Expand health care access in underserved and remote areas using mobile clinics, telehealth services, and targeted community outreach.
- **Policy Advocacy:** Make policy changes to eliminate systemic inequities, ensuring health care infrastructure and services align with universal design principles and inclusivity standards.

WHY IS THIS IMPORTANT?

A Barrier-Free Health Care Model will ensure equitable access to health services for all individuals, regardless of their physical, socioeconomic, or geographical situation. This model would create a health system that accommodates the diverse needs of the population, leading to improved health outcomes, increased patient satisfaction, and a reduction in health disparities. We can achieve a health system that serves everyone effectively, resulting in a healthier society where everyone can thrive.

SIGNALS:

- Facilities and services designed to be physically accessible to individuals with disabilities ensure that everyone can receive care without hindrance.[32]
- Financial barriers are minimized through comprehensive insurance coverage and sliding scale payment options, making healthcare services affordable for low-income individuals.[33]
- Healthcare providers receive training in cultural sensitivity to address the unique needs of diverse populations, fostering a welcoming environment for all patients.[34]
- The integration of telehealth options allows for remote consultations, making healthcare accessible to those in rural areas or with mobility challenges.[35]
- Actively involving community members in health planning and decision-making will ensuring that services reflect the specific needs of the populations served.[36]

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[32] HUD report on barrier free housing in New Jersey, October, 2024
[33] National Library of Medicine Report on Impact of Financial Barriers to care, 2013
[34] Tulane University: How to Improve Cultural Competency in Healthcare, 2021
[35] Rural Health Information Hub, Telehealth & Health Information Technology in Rural Healthcare
[36] NIH Report on Optimizing Community Participation in Health Planning, November 2022

Drivers of Change

Systemic inequities increase disparities in health outcomes

Disparities in health outcomes are driven by systemic inequities and bias surrounding age, gender, sexual orientation, racism and language. These health disparities disproportionately affect vulnerable populations, including the elderly, women, LGBTQ+ individuals, racial and ethnic minorities, and non-native speakers. Contributing factors include unequal access to health services, implicit bias in care delivery, inadequate representation in medical research, and cultural or linguistic mismatches between providers and patients. These issues result in higher rates of morbidity and mortality, poorer quality of life, and increased societal costs.

WHY IS THIS IMPORTANT?

Health disparities are not merely a health care issue but a societal challenge that requires collective action. By removing disparities, we can foster healthier communities and reduce the long-term social and economic costs of care. Here are some ways that disparities could be reduced in future:

- **Equitable Access:** Ensure that all individuals, regardless of their demographic or identity, can access timely, appropriate, and culturally competent health care services.
- **Bias Mitigation:** Identify and reduce implicit biases in health care practices and policies that perpetuate disparities.
- **Culturally Competent Care:** Provide training and resources to health care professionals to deliver inclusive care that respects diverse cultural and linguistic needs.
- **Data-Driven Solutions:** Use disaggregated data to identify disparities and measure the impact of interventions.
- **Policy Advocacy:** Promote policies and practices that address systemic inequities and prioritize inclusivity in health care delivery. As they start new businesses, they will directly generate new local employment opportunities.

SIGNALS:

- The trends highlighted in this Robert Wood Johnson Foundation report—and the ways countries are grappling with them—demonstrate that collective power and community wisdom can help transform institutions, systems, and social practices that obstruct equal opportunity for good health.[37]

- KFF (Kaiser Family Foundation) Disparities summary provides an introduction to what health and health care disparities are, why it is important to address them, what the status of disparities is today. [38]

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[37] Six Global Trends in Health Equity, Robert Wood Johnson Foundation
[38] KFF, Disparities in Health and Health Care, August, 2024

Drivers of Change

Health care financing and payment methods increasingly complex and inequitable

The complexity of health care financing systems results in significant negative outcomes. Out-of-pocket costs, opaque pricing, and a fragmented system of private insurance, government programs, and employer-based coverage often leave individuals underinsured or uninsured. These issues exacerbate health disparities, increase financial stress, and lead to delayed care, worse health outcomes, and higher long-term costs. Addressing inefficiencies in payment systems and adopting value-based models could improve care quality while controlling costs. Beneficial changes could include:

- **Value-Based Care:** Shift from fee-for-service models to value-based payment systems that prioritize patient outcomes and care quality.
- **Transparency:** Increase price transparency to enable patients to make informed decisions about their care and reduce unexpected costs.
- **Coverage:** Expand access to affordable insurance options and reduce disparities in health coverage across demographics.
- **System** Efficiency**:** Streamline payment and administrative processes to reduce waste and improve resource allocation.

WHY IS THIS IMPORTANT?

Reforming health care financing and payment methods will be critical to building sustainable and effective health care systems. By aligning financial incentives with patient outcomes, improving accessibility, and reducing administrative complexity, we can ensure that health care is affordable for all. Collaboration between policymakers, providers, payers, and communities will be essential to achieving these goals:

- Reduction in the percentage of uninsured and underinsured individuals.
- Decrease in out-of-pocket spending and medical debt among households.
- Improved patient outcomes in value-based care programs.
- Increased adoption of price transparency tools and patient utilization of these resources.
- Reduction in administrative costs as a percentage of total health care expenditures.

SIGNALS:

- Throughout the coronavirus the pandemic, the coverage expansions put in place by the Affordable Care Act (ACA), including Medicaid expansion and subsidized Marketplace coverage, served as a safety net for people who lost jobs or faced other economic and coverage disruptions. Building on that foundation, pandemic-era policies, including continuous enrollment for Medicaid enrollees and enhanced Marketplace subsidies, further protected people with low income against coverage losses and improved the affordability of private coverage. As a result, in 2022, the number of nonelderly

uninsured individuals continued a downward trend, dropping by nearly 1.9 million from 27.5 million in 2021 to 25.6 million in 2022, and the uninsured rate decreased from 10.2% in 2021 to a record low 9.6% in 2022.[39]

- The Consumer Financial Protection Bureau (CFPB) released research showing that 15 million Americans still have medical bills on their credit reports despite changes by Equifax, Experian, and TransUnion. The 15 million Americans disproportionately live in the South and low-income communities.[40]

- Calls for transparency in health care prices are increasing, in an effort to encourage and enable patients to make value-based decisions. Yet there is very little evidence of whether and how patients use health care price transparency tools.[41] Also[42]

[39] KFF (Kaiser Family Foundation) Facts About the Uninsured, December 2024
[40] CFPB, April, 2024
[41] Centers for Medicare & Medicaid, Value-Based Programs
[42] Kyrus Health 2024 Health Care Access Benchmark Report

Drivers of Change

Diversity driving people, programs and venues in the Arts

With a rise in a more culturally and age-diverse community, Green Bay has seen a corresponding rise in cultural festivals and events that celebrate the diverse backgrounds of its residents. These events not only showcase different cultures but also foster community engagement and understanding and take place in a variety of new venues throughout our community. Many of these new programs are smaller and sponsored by more diverse groups, artists and exhibit venues (both public and private) and are challenging some of our long-standing cultural arts institutions.

WHY IS THIS IMPORTANT?

We believe that a community needs to thrive to grow, and that we need to find ways to embrace the demographic changes we are facing in the coming years. One way to do that is to find meaningful ways for our communities to celebrate together. Some of these groups have created annual festivals and celebrations, showcasing and celebrating their cultural heritage:

- Casa ALBA Melanie Hispanic Resource Center hosts events that highlight Hispanic culture and traditions, such as Estamos Aqui!
- Black Lives United and We All Rise host its annual Juneteenth Celebration
- The Multicultural Center of Greater Green Bay hosts an annual Multicultural Children & Family Festival
- Oneida Nation hosts several annual events, including its 4th of July Powwow
- United Hmong Asian Community Center hosts an annual Hmong Festival
- Other privately sponsored events such as Green Bay Fringe Festival and local community art walks have been popping up in recent years

While our population in Brown County is aging, we also recognize the need to attract and retain our youth and younger adults, who are driving the diversity in our population. This rise in more diverse events, including events that are appealing to the younger generation, has led to more public and private spaces being dedicated to arts and cultural events, such as:

- Public outdoor spaces: DePere Voyageur Park Pavilion, Ashwaubenon's Klipstine and Ashwaubemay Parks, Howard Commons, Green Bay's Leicht Park and City Deck, and Titletown District.
- Private spaces (both in and outdoors): Tarlton Theater, EPIC Event Center, Shipyard District, Rail Yard's The Premier arts incubator, Ashwaubenon PAC, and local attractions such as Green Bay Botanical Garden and Heritage Hill.

- A variety of arts organizations operating "beyond the walls" and "on the road" in temporary locations, i.e., Weidner Center.

SIGNALS:

- The number of Wisconsinites who identify as a race other than white grew 47% between 2010 and 2020, according to the U.S. Census.[43] Those who identified as Hispanic or Latino grew 33%.
- SPARK GGB![44] Research of 1400 local individuals resulted in an outcry for smaller, neighborhood celebrations.
- Local artists are increasingly incorporating diverse cultural elements into their work. This includes visual arts, music, dance, and theater that reflect the multicultural fabric of the community. The National Endowment for the Arts[45] emphasizes the role of arts in fostering social cohesion and community well-being, which is evident in Green Bay's evolving arts scene.
- Arts organizations in Green Bay are prioritizing inclusion, diversity, equity, and access. They are working to ensure that their programs and leadership reflect the community's diversity. This aligns with broader trends in the arts and culture sector, as highlighted by the Arts Consulting Group.[46]
- There is a growing emphasis on community-based art projects that engage residents in the creative process. These projects often address social issues and promote equity and well-being through arts and culture. The WE-Making report[47] discusses how place-based arts and cultural practices can help grow social cohesion and encourage community well-being.
- Organizations and initiatives are emerging to support artists from diverse backgrounds. This includes providing platforms for their work, offering grants and funding opportunities, and creating networks for collaboration. The Greater Green Bay Chamber of Commerce Diversity Committee[48] is one such example, working to improve the viability of businesses, including those in the arts, formed by entrepreneurs of color.
- Local media is increasingly highlighting stories and achievements of diverse artists and cultural events. This helps to raise awareness and appreciation of the rich cultural tapestry in Green Bay.
- Gen Zers are listening to more classical music because of the added stress from the Pandemic.[49]
- Live music is experiencing a significant resurgence, driven by the rising consumer desire for unique and shared experiences that go beyond virtual interactions.[50]

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[43] Brown County, Wisconsin - Census Bureau Profile
[44] https://greenbayart.org/spark-ggb/
[45] https://www.arts.gov/news/press-releases/2021/new-report-examines-role-arts-and-culture-fostering-social-cohesion-and-community-well-being
[46] https://artsconsulting.com/arts-insights/inclusion-diversity-equity-and-access-why-now-in-the-arts-and-culture-sector/
[47] https://www.policylink.org/sites/default/files/pl_social_cohesion-guidance_research_121021.pdf
[48] https://www.greatergbc.org/economic-development/diversity-equity-inclusion
[49] Gen Z and young millennials' surprising obsession
[50] Live Music Business Analysis Report 2024-2030: Expansion of

Drivers of Change

ARTS CULTURE & ENTERTAINMENT SIGNALS TEAM

> ### Arts and culture increasingly integrated into community life
>
> Local artists and performers and their sponsoring organizations increasingly collaborate in their offerings, calendars, funding appeals, venues, marketing and other critical issues.
> - Other spheres of community life are increasingly turning to the arts to enhance and empower their own messaging, effectiveness, and success.
> - Teachers add the arts to improve learning of science, technology, engineering and math (STEM to STEAM)
> - Art and journaling are used as mental wellness therapies.
> - Visual and performing arts are used to convey political positions and priorities on issues like climate change and cultural solutions for local governments.

WHY IS THIS IMPORTANT?

The ACE Signals team researched 8 (eight) cities the same size as Greater Green Bay, all had a central arts organization. SPARK GGB!, a current assessment of 1400 Brown Co. residents of varied expertise, identified as a primary factor a central arts organization in a highly creative economy. There are 80 arts organizations in Greater Green Bay with no comprehensive list of artists and how to reach them, no gig listing and no coordination.

Studies have shown that participation in arts education improves writing achievement, reduces disciplinary infractions and encourages student engagement. Two semester length workshops of arts increase grades and consideration of post-secondary education; these students have a lower dropout rate. Students who take four years of arts and music classes score an average of over 150 points higher on the SAT than students who take only one-half year or less; and are twice as likely to graduate college as their peers with no arts education.

Our BIPOC population, 64% of Green Bay schools, needs to have opportunities to tell their first-hand stories.

Creation involves how to generate ideas and how to solve real problems. Music classes emphasize creating habits, teamwork, skill honing, composition & improvisation. Theater involves writing, planning, producing, problem solving, construction, group collaboration. Arts education is still perceived as an add-on, rather than an essential field creating 21st century skills defined as Four C's of collaboration, creativity, communication & critical thinking. Designers work with experts from domains like science, business, engineering or culture bridging across differences of all types.

SIGNALS:

- Rutgers Prep lower & middle school students in K-8 revolutionizes STEAM into STEM. Every grade level works on a different project whose theme relates to what they are learning in their regular classes. Resulting in teamwork, problem solving, observation, experimentation, writing lab reports, motor skill development, communication, resiliency, and 3D modeling.[51]

- ArtsCore, in its 10th year, the Oshkosh Area Community Foundation coordinating with University of Wisconsin Oshkosh and the Paine Art Center and Garden and regional public school districts, pairs arts teachers with teachers of other subjects to create lessons that allow students to process and express what they have learned in other subject areas.[52]

- In 2040, university arts programs will have a more inclusive definition of what it means to major in the arts; better integration among the various arts at the university level, and a more robust and equitable collaboration between universities and local arts communities. [53]

- US Water Alliance reports educating the public about water issues by involving civic and community partners, utilizing arts and culture skills to plan and develop projects with intentional and integrated solutions that meet locally defined needs and priorities.[54]

- UNESCO initiated The Cultural Sphere as space for dialogue, encompassing diverse worldviews and cultural values, so that societal change can radiate from our museums, cultural centers, cities, school & traditional communities.[55]

[51] *STEAM and IDEAS Classes Offer Multidisciplinary Hands-On Learning for Lower School Students*, Rutgers Prep School blog
[52] ArtsCore at UW-Oshkosh website
[53] *IndyWeek 2040 Vision: What will Arts Education Look Like in the Triangle 20 Years From Now?* December 2019
[54] *Advancing One Water Through Arts and Culture: A Blueprint for Action,* US Water Alliance, September 2023
[55] *Culture: the ultimate renewable resource to tackle climate change*, UNESCO, April 2023

Drivers of Change

ARTS CULTURE & ENTERTAINMENT SIGNALS TEAM

Politics increasingly driving funding for the Arts

Despite the political polarization which has dominated the country and Wisconsin for several years, the majority of both Republicans and Democrats, conservative and liberal, support the arts and participate in the arts and cultural activities.

At the State level, a majority of Wisconsinites do not support reducing government funding for the arts. However, for several decades there has been no increase in public funding for the arts in Wisconsin (which is primarily managed through funding by the legislature for the Wisconsin Arts Board which then distributes funds to arts organizations), and in 2011 funding for the Arts Board was cut, and has never recovered. While in the 1990's Wisconsin ranked No 30 of the 50 states in per capita spending on the arts, in recent years Wisconsin has ranked 49th or 50th.

In order for Green Bay to have a vibrant arts community that attracts both tourists and full and partime residents, public funding for the arts would need to increase. Among the factors that may encourage increased public funding are recognition by local and state political leaders that:

- The non-profit arts and culture industry can have a huge economic impact both locally and state-wide.
- Arts & culture can unify a community; can spark creativity and innovation; expand the work force, and tax base in rural areas and cities struggling with poverty, and can strengthen mental health—all of which bring financial benefits, and an improved quality of life.
- Arts & culture organizations produce authentic cultural experiences that are magnets for visitors, tourists and new residents

WHY IS THIS IMPORTANT?

A vibrant arts and cultural environment is vital to attracting and retaining a talented and creative work force, particularly the "creative class" who are viewed as critical to business growth.

Cultural events and neighborhood festivals assist development of marginalized neighborhoods, promote higher civic engagement and more social cohesion and thereby lower poverty rates. Investing in the arts and culture organizations increases our state and local economy.

While private philanthropy has stepped up to at least partially fill the gap caused by the lack of public funding, within Greater Green Bay's 80 arts and culture organizations, there is a fiercely competitive environment for these philanthropic dollars pitting one against another. Related to that is the impression to the general public that arts and culture are funded by the wealthy for the wealthy.

SIGNALS:

- Minnesota, which ranks No. 1 in the nation in public arts funding, spends $9.62 per capita on its state arts agency. Wisconsin spends only $.18 per capita. The robust support for the Minnesota

State Arts Board is tied to the strength of Minnesota's Legacy Amendment, a 25 year investment in clean water, land and legacy, which includes preservation of arts and cultural heritage. [56]

- To support local arts non-profits and the communities they serve, the Los Angeles County Department of Arts and Culture has through its 2024-25 Organizational Grant Program and Community Arts Impact Grant, awards seed money to fund and support critical needs, from staffing & infrastructure to public arts programming, professional development, systemic inequity in arts funding. [57]

- Opening of the Mulva Center, which hopes to be a premier cultural attraction "where history, culture and the arts will meet to inspire, engage and transform."[58]

- Arts therapy is a medically and economically effective tool for treating aging adults, children and People suffering from trauma, including military combat personnel and veterans. The arts create a welcoming sense of place and a desirable quality of life.[59]

[56] *Why is the Arts Funding in These Two States so Vastly Different? Minnesota and Wisconsin Compared,* Nonprofit Quarterly, August, 2013

[57] Department of Art and Culture Awards Over $6.4M to Arts, Cultural, Social Justice and Social Service Organizations, Random Lengths News, July 2024

[58] Mulva Center in De Pere Open to the Public, WBAY News, December 2023

[59] *Benefits of Art Therapy for Mental and Physical Health,* Husson University Online, February 2024

Drivers of Change

New technological tools for artists and venues emerging

New technologies are quickly emerging that are enabling new art forms, new ways to produce and present art works and performances, and new tools for arts institutions to improve efficiencies. Some examples:

- Use of 3D printing, microbial bioluminescence, multisensory haptic (touch) and neuro art, drone and laser light shows, virtual reality and other new art forms
- Artist collaboration with artificial intelligence (AI) to produce new sound recordings, writing, visual arts, design and gaming
- Venues using virtual and augmented reality; sense-surrounding visual and aural shows; computer controls for sound and light boards and instrumentation; digitally-connected and enhanced venues
- Live performances easily shared to world-wide audiences (LiveX Studio) and combined with augmented reality performers
- Personalized pop-up advertising, captioning and gaming through augmented reality
- Audience safety and accommodation through new digital assistive devices and methods

WHY IS THIS IMPORTANT?

Use AI not to simulate the artistic media of the past, but rather by crafting accessible, transparent & direct experiences of artificial intelligence itself. AI teaches us to distinguish between humans, art & industry. Computer systems are beginning to do things we used to believe required human thought: dealing with uncertainty; learning from experience; making predictions; interpreting language in a complex, contextual manner. Some systems called neural networks are emerging forms of artificial intelligence (AI) that can operate on a scale that exceeds human capacity, unlocking the potential of the enormous amounts of data we are generating. AI algorithms are powering breakthroughs that may fundamentally improve the human condition, because AI can "think/find facts" faster, cheaper and (in many cases) better than humans.

SIGNALS:

- In 2050, the fusion of art and technology will transcend what we once deemed possible IBM is just one player in a rapidly expanding pool of government and private investment in AI: Apple, Microsoft, Facebook, GE, Google, and Amazon are in the game as well. These companies, starting from very different places—hardware, software, appliances, social media, and retail—are all using AI to take their work to a new level. Research is already starting to tackle the next frontiers. Virtual reality (VR) and augmented reality (AR) will unlock new dimensions of artistic expression, allowing Individuals to transcend the physical confines and immerse themselves in interactive and captivation virtual environments. Mind-controlled art pieces, holographic exhibitions that come alive before our eyes, and ground breaking AI collaboration will blur the lines between human and machine. The urgent need for environmental preservation will inspire a wave

of activism by 2050, like never before. Artists will take center stage as powerful voices, using their creations to raise awareness about critical issues as climate change, deforestation, and the preservation of biodiversity. This fusion of art and activism will challenge societal norms, leaving audiences astounded by the striking visual representations that evoke a sense of urgency, empathy, and reverence for the planet. Examples like Haptic art, Neuro-Art, Art for Space Colonies, Multisensory Installations, BioArt, Global Crowd-sourced Creations, Trans-disciplinary Creation, Iridescent Art Galleries, Sentient Art, ply 40 more![60]

- AI may be a threat to creative industries, but not to creativity itself. A call to use AI not to simulate the artistic media of the past, but rather to craft accessible, transparent & direct experiences of artificial intelligence itself. [61]

- Neuro researchers using Brain Imaging or Neuroimaging involves using different techniques to learn how the brain looks & functions. The advent of these imaging techniques allows us to study the human brain non-invasively (without actually dissecting one's body in a lab) using Structural Imaging (studying the brain's structure) & Functional Imaging (studies the brain's function. IBM is just one player in a rapidly expanding pool of government and private investment in AI: Apple, Microsoft, Facebook, GE, Google, and Amazon are in the game as well. These companies, starting from very different places—hardware, software, appliances, social media, and retail—are all using AI to take their work to a new level. Research is already starting to tackle the next frontiers. AI-powered "digital tutors" speed up training of Navy recruits. AI and doctors working to diagnose breast cancer with 99.5 percent accuracy—better than either humans or machines working alone. AI may be the only feasible way to make meaning of archives at their large scale).[62]

- E. George A. Davis Foundation donates $10,000 to support the expansion of individuals with intellectual or development disabilities. [63]

- Uluru, Australia: Sunrise Journeys is an all-new immersive indigenous light & sound show celebrating connections to Country. The organization has illuminated iconic landmarks around the world. [64]

[60] *An Investigative Adventure into the Future of Art,* Fahri Karakas, July 2023
[61] *Artificial Creativity*, Douglas Rushkoff blog, May, 2024
[62] Artificial Intelligence: the Rise of the Intelligent Machine, Center for the Future of Museums blog, May, 2017
[63] Davis Foundation Donates $10,000 to ServiceNet's Arts & Technology Day Program, Business West Magazine, July 2024
[64] Voyages.com news release, July 2024

Drivers of Change

Childcare accessibility decreasing

Quality childcare at affordable cost to families is becoming increasingly unavailable in the community. Lack of funding for government sponsored programs like Head Start and for non-profit subsidized programs like Encompass combined with increased demand has produced increasing shortfalls. Fewer childcare workers after the pandemic, and low wages in the industry are exacerbating both cost and availability of childcare slots. There is currently an 18-month wait for subsidized infant childcare in Brown County, with 1 opening for every 50 requests.

In Wisconsin, once a family's income exceeds 200% of the federal poverty level, its Wisconsin Shares childcare copayment increases by $1 for every $3 that it earns above that threshold. In July 2024, the copayments increased by $1 for every $5 earned above this threshold. But with the increasing cost of care, the Wisconsin Shares subsidy program for low-income families matches the cost of only about half of child care slots available in the state, the 2024 Childcare Market Survey Report finds — dramatically below the threshold set by Wisconsin law and federal child care policy.

WHY IS THIS IMPORTANT?

One of the key factors in expanding upward mobility is education. Early childhood education has been found to be the most-cost effective point for application of resources. Without good pre-school and early childhood education, fewer children will be prepared to enter school; early learning and health disabilities will go unrecognized; and lifelong impacts are created to health, income and happiness. Educational deficits will exacerbate shortages of trained labor, negatively impacting business output and profitability, and ultimately causing falling tax revenues and a failing economy.

SIGNALS:

- Many states are taking action to increase subsidies to families or provide additional help directly to childcare providers.[65]

- Center for American Progress recommends states can improve child care assistance programs through cost modeling. The current process states use for setting child care subsidy reimbursement rates only looks backward, building low wages and scarce resources into the future of child care.[66]

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[65] Cap20 blog, February 2024

[66] CAP20 blog, Center for American Progress, March 2023

Drivers of Change

Demand for effective Latino education growing

Latino students are the fastest growing demographic in US schools, as the US Latino population reached 62 million, according to the 2020 census, a 23% increase from 2010. Latinos make up 27% of K-12 students in the US, expected to rise to 33% by 2050. Here in the Green Bay Area Public Schools (GBAPS), 33% of students are already Latino, and are the fastest growing demographic, having tripled between 2000 and 2022.

Research shows that bilingual education is key to supporting English language learners, with bilingual programs increasing Latino graduation rates by 15% compared to English-only programs. But GBAPS has been fiscally challenged to sustain bilingual efforts, and has removed bilingual programs at several schools, reducing Latino students' time in bilingual education. GBAPS Latino students score below the state average for Latino students.

The principal reason for this shortfall is a state public school funding system which is heavily dependent on local property taxes, with urban (more heavily Latino) districts struggling, despite state aid formulas which attempt to offset these differences.

WHY IS THIS IMPORTANT?

Education is one of the most important keys to upward mobility. The future of Greater Green Bay's workforce lies in better education of our fast-growing young Latino population. Without better K-12 preparation, the next generation will not be ready for the technical education and training needed for tomorrow's jobs.

SIGNALS:

- GBAPS offers bilingual education at Baird, Jackson, and Wilder Elementary Schools; and at Edison and Washington Middle Schools. The program includes native Spanish speaking and native English-speaking students, with the goal to develop bilingual, biliterate and bicultural students.[67]

- The Northeast Wisconsin Latino Education Task Force, or NEWLET, was formed in late April, 2024 in response to the school district's Facilities Task Force examining school closings, whose recommendations were inequitable, according to the group.[68] In June 2024 the GBAPS Board of Education voted on boundary changes and school closings to implement the facilities master plan.[69]

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[67] GBAPS website, bilingual education
[68] Green Bay Press-Gazette, May 2024
[69] GBAPS website, facilities master plan

Drivers of Change

AI assisted companions & accessories enabling aging in place

The aging population, driven by declining birth rates and increasing life expectancy, is expected to strain care resources, from in-home support to assisted living and nursing homes. The challenge is compounded by geographically dispersed families, which contributes to a rise in loneliness in seniors. AI assisted companions and devices can help bridge these gaps by supplementing caregivers, offering more timely and personalized care solutions.

WHY IS THIS IMPORTANT?

- The large Baby Boomer generation is now entering its senior years, retiring in better health and with a longer life expectancy than previous generations. As a result, seniors are choosing to remain in their own homes longer, which increases the demand for home health care services.

- Diminished social contact can lead to increased loneliness, which may contribute to depression and other health issues. AI-assisted companions can help alleviate this strain by supplementing human interaction.

- AI is becoming increasingly integrated into everyday technologies such as watches, phones, TVs and tablets. These devices can continuously and seamlessly monitor vital signs, events and activities, offering caregivers valuable, real-time information about their clients and patients.

- As dementia progresses, the need for specialized care intensifies. AI-assisted companions can adapt to the shifting realities experienced by dementia patients, providing meaningful interaction that may help slow the disease's progression while offering comfort and companionship throughout their unique journey.

SIGNALS:

- [Wisconsin's Future Population Projections for the State, Its Counties and Municipalities, 2010 - 2040](#) – David Egan-Robertson, UW-Madison Applied Population Laboratory, prepared for the Wisconsin Department of Administration Demographic Services Center (December 2013)
- [AI: A Beacon of Hope in Elder Care](#) – Neil Sahota, Forbes (April 23, 2024)

Drivers of Change
LIVABLE NEIGHBORHOODS SIGNALS TEAM

> ### Lack of affordable housing increasingly driving homelessness
>
> The most important driver of homelessness is **the lack of affordable housing** in our community exacerbating other homelessness factors such as economic instability, generational poverty, untreated mental health conditions and substance use disorders, and limited access to eviction prevention resources and supportive services, making individuals and families more vulnerable to financial shocks, job loss, and health crises, leading to housing insecurity or homelessness.

WHY IS THIS IMPORTANT?

- **Community Implications**: Homelessness strains public resources and diminishes community well-being, impacting public safety, economic growth, and social cohesion.

- **Economic Disparities**: Rising housing costs and stagnant wages disproportionately affect low-income families, increasing the risk of homelessness. The supply of affordable housing is insufficient to meet the needs of low-income households.

- **Cost Burdened Households:** Families spending more than 30% of their income on housing are at greater risk of homelessness due to limited financial flexibility for other necessities. In Green Bay, 43% of renters are cost-burdened (pay more than 30% of their income for rent), and an additional 22% are severely cost-burdened (pay more than 50% of their income towards rent). That means that approximately 65% of all Green Bay renters are burdened by the cost of their housing.

- **Social and Racial Inequities**: Marginalized populations face barriers to accessing housing and support services, perpetuating disparities. Homelessness disproportionately impacts people of color. In Brown County, people who identify as Black or African American are 14x more likely to experience homelessness compared to those who identify as White. Additionally, Native Americans experience homelessness at a rate of 9.7x more likely than those who identify as White. (Institute for Community Alliances, 2024)

- **Health Impacts**: Untreated mental health conditions and substance use disorders are both causes and consequences of homelessness, worsening individual and community health outcomes.

- **Housing First Model**: Evidence shows that providing immediate access to stable housing without preconditions, coupled with supportive services, is the most effective way to address homelessness and improve long-term outcomes.

- **Supportive Services**: Access to mental health care, substance use treatment, and job training programs help individuals maintain housing stability and reduces the likelihood of returning to homelessness.

SIGNALS:

- **Increased Demand for Homeless Services**: Local shelters and support programs consistently operate at capacity, indicating unmet needs within the community. The length of time that people are experiencing homelessness has been increasing year-over-year. In Brown County, people experienced homelessness for an average of 53.1 days in 2021 and in 2023 it was an average of 83.4 days. This reflects a struggle for people experiencing homelessness to access low-income housing, creating a bottleneck in the system and increasing our unsheltered homelessness population. According to our annual Brown County Point in Time Count data, 28 people experienced unsheltered homelessness in January 2022, and in January 2024, there were 86 people unsheltered. (Institute for Community Alliances, 2024)

- **Blueprint Alignment**: The *Greater Green Bay Blueprint* to Prevent and End Homelessness published by the Brown County Homeless and Housing Coalition emphasizes strategies to address these root causes, including expanding affordable housing, enhancing support services, and fostering collaboration among stakeholders (across public, private, and nonprofit sectors) working to address homelessness.[70]

- **Housing First Success Stories**: Communities that adopt Housing First strategies report reductions in chronic homelessness and improved health and employment outcomes for participants.[71]

- **Affordable Housing Shortage**: The Blueprint identifies a significant gap in affordable housing units, highlighting the need for increased development to meet demand. According to the Green Bay Housing Market Study, there is an undersupply of 3,715 rental units for the lowest income individuals and families in Green Bay, but a significant surplus of rental units at the 31-50% area median income (AMI) affordability – keeping affordable rental housing just out of reach for the poorest in Brown County.

- **Systemic Barriers**: Extremely high costs of development, zoning laws, discriminatory practices, limited affordable housing development resources, and the prioritization of market-rate developments often hinder the creation of affordable housing.

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[70] https://www.ggbcf.org/wp-content/uploads/2022/03/Greater-Green-Bay-Blueprint.pdf
[71] https://www.huduser.gov/portal/periodicals/em/spring-summer-23/highlight2.html

Drivers of Change

NIMBY driving housing cost increase

As growth increases land use density, it brings competing needs, desires and preferences into closer proximity. Current zoning rules provide a powerful tool to preserve existing boundaries, slow future development, and often reinforce NIMBY (Not In My Backyard) attitudes.

WHY IS THIS IMPORTANT?

- Brown County lacks comprehensive zoning, with each city, village and town managing its own zoning classifications and their application. As land use density increases, tensions will initially arise along municipal boundaries. eventually extending within them.

- NIMBY attitudes, driven by fears – whether financial, cultural or resistance to change – tend to reduce diversity of land use, increase exclusivity, price out portions of the population, and contribute to the formation of disadvantaged neighborhoods.

- Mixed-use development integrates commercial, residential, recreational and other local amenities in proximity. This approach creates more vibrant, cohesive, diverse and accessible neighborhoods. Locally, the City of De Pere has initiated a lot purchase program, which redirects lots to non-profit organizations for development, and an affordable housing requirement for multifamily TIF developments in the City.

- YIMBY movements have begun in many major U.S. cities pro-housing movements that focus on encouraging new housing, opposing density limits (such as single-family zoning), and supporting public transportation.

SIGNALS:

- [The 'fascinating' story behind the choice of where Lambeau Field was built](#) (the City of Green Bay annexed the site because the Town of Ashwaubenon was dry)
- [Bruce County, Ontario, Canada provides signal of comprehensive county wide land use planning](#)
- [Rental Deserts, Segregation, and Zoning Rental Deserts, Segregation and Zoning](#) - Whitney Airgood-Obrycki, Magda Maaoui, Sophia Wedeen (Joint Center for Housing Studies, Harvard University, June 2024)
- [The Effects of Land Use Regulation on the Price of Housing: What Do We Know? What Can We Learn?](#) - John M. Quigley University of California, Berkeley Larry A. Rosenthal University of California, Berkeley
- [Lot Purchase Program and Affordable Housing in Multifamily TIF Developments Program in De Pere](#), Wisconsin
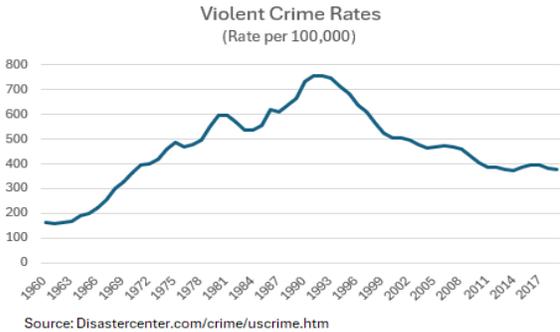
Drivers of Change

Public safety expectations changing

Changing expectations of our public safety institutions, in particular the police, prosecution, and correctional functions of the justice system, will be the most important driver of change in how communities provide public safety services in the 21st Century. This shift has been influenced by historical events, societal attitudes, and public discourse, leading to a redefinition of policing, balancing effective crime prevention and respectful, compassionate interactions with community members.

WHY IS THIS IMPORTANT?

- **Community Implications:**
  Public safety services directly impact community trust, well-being, and cohesion. Over-policing, especially in marginalized communities, undermines trust, while under-policing threatens public safety and security.

- **Historical Trends:**
  - **1990s Crime Surge:** In response to high crime rates, urban areas prioritized crime reduction, leading to policing strategies focused on enforcement and efficiency rather than community engagement or procedural justice. Increased media coverage led to expansion into smaller, relatively safe communities.

Violent Crime Rates
(Rate per 100,000)

Source: Disastercenter.com/crime/uscrime.htm

  - **Mid-2000s Shift:** Despite lower crime rates, enforcement-centered approaches continued, frustrating communities disproportionately affected by over-policing. [Source: Pew Research Center]
  - **2020 "Defund the Police" Movement:** Publicized instances of police misconduct fueled calls for reallocating police resources. However, subsequent increases in violent crime underscored the critical need for effective policing, incorporating a more holistic approach to public safety.

- **Social and Racial Inequities:**
  Policing strategies have historically disproportionately impacted marginalized groups, exacerbating distrust and inequities. [Source: American Civil Liberties Union]

- **Trust and Legitimacy:**
  Communities increasingly demand that police not only reduce crime but also engage respectfully and compassionately while protecting individual rights. Police training is evolving from a focus on tactics to the integration of ethics and procedural justice throughout.

- **Community Engagement:**
  Engaged citizens are key partners in improving community safety and harmony by supporting law

enforcement, promoting early intervention, discouraging gang activity, fostering non-violent values, and strengthening the foundation for lasting community unity and resilience.

SIGNALS:

- **Increased Community Engagement:**
  The Green Bay Police Department engages with the community through a variety of programs aimed at building trust, fostering positive relationships, and supporting local needs. Programs include educational opportunities, open dialogue between officers and the public, outreach events and youth engagement activities, strengthening ties within diverse groups, encouraging crime prevention, and enhancing community unity to contribute to a safer, more connected Green Bay.
  [Source: Green Bay Police Department]

- **Growing Accountability:**
  A new study is using artificial intelligence to analyze body camera footage to review Los Angeles Police Department (LAPD) officers' tone and language during traffic stops to develop criteria for appropriate interaction. The criteria are fed into a machine learning program, which will 'learn' how to review videos on its own and flag instances where officers cross the line, increasing awareness, improving training and responding to heightened expectations for accountability and transparency.
  [Source: Police Executive Research Forum]

- **Effective Alternatives:**
  About two in five people who are incarcerated have a history of mental illness. Integrating policing with social services, mental health resources, and non-enforcement options diverts people with mental health conditions to treatment and services at every opportunity within the justice system.
  [Source: National Alliance on Mental Illness]

- **Law Enforcement Assisted Diversion (LEAD) Model:**
  Originating in Seattle, Washington, over 70 U.S. and international sites have adopted the LEAD model as a pre-booking, police-led diversion model that redirects individuals who commit or are at risk of committing low-level crimes due to behavioral health issues or poverty. [Source: Center for Evidence-Based Crime Policy]