

INITIATIVE 10: ENSURE DIVERSITY AND INCLUSIVENESS.

The need to share economic prosperity across a wider range of groups (women, ethnic/racial minorities, young people) is a national imperative. Part of the challenge is to improve economic opportunities for all of the region's existing residents, including groups with access to fewer educational and financial resources.

Organizations such as the Greater Green Bay Chamber, the Community Foundation, and United Way are already spearheading efforts in this direction. However, the other equally important issue is encouraging greater diversity overall. Greater Green Bay is not as diverse as the US as a whole and this is a growing challenge given the need to attract and retain talented workers, especially in light of the large pool of baby boomers reaching retirement age. The region will need to broaden its appeal to non-traditional populations, including those already residing in the region and those who might consider moving to Greater Green Bay.

Working more closely with the region's existing employers is a promising approach to improving access to jobs and providing pathways toward greater economic opportunities for all of the region's populations. Existing employers represent the majority of current and future job openings and are more invested in the community than out-of-state market firms seeking to expand into the region are. Furthermore, these employers have many middle-skills positions and, in health care in particular, strong career pathways. It is these existing employers—well-established institutions with roots in the community—that are considered "anchor" institutions.

Anchor institutions, such as hospitals, universities, arts/cultural institutions, and sports venues, play a critical role in urban economic development in cities across the US. The Green Bay region is blessed with a wide range of anchors (e.g., hospitals, UW-GB, NWTC, St. Norbert College, Brown County, City of Green Bay, and the Packers) that can serve as foundations for additional economic development. The Greater Green Bay Chamber, the Community Foundation, and other groups should partner with these anchors to identify and implement new programs that provide better economic opportunities to underserved populations.

Partnering with anchor institutions to increase local procurement and hiring is a fairly new type of strategy that is promising. Though the strategy is still being refined, engaging these anchor institutions and ensuring that they can fill their human resource needs with local talent and their procurement needs with local suppliers will no doubt be one of the most effective ways to create new jobs in Greater Green Bay for residents seeking to enhance their earning potential and economic opportunities.

STRATEGIES & ACTIONS

- 10.1. Embark on a regional anchor institution strategy.
 - 10.1.1. Encourage anchors to engage in subcontracting that seeks out minority and women-owned businesses.
 - 10.1.2. Assist anchors with setting up homebuyer assistance programs that encourage employees to become local homeowners near their place of employment.
 - 10.1.3. Work with anchors to expand/create workforce-training programs that hire local residents.
- 10.2. Align economic development initiatives closely with the region's foundations and philanthropic community, led by the Greater Green Bay Community Foundation.
- 10.3. Raise the profile of inclusive development and diversity across the region's partner organizations.

10.3.1. Encourage companies and nonprofit organizations to seek diverse board representation.

10.3.2. Enhance the awareness of and connections to organizations that champion the needs of diverse populations.

EXAMPLES & BEST PRACTICES

- Minneapolis-St. Paul: McKnight Foundation & Corridors of Opportunity
- Northeast Ohio: Fund for our Economic Future
- Anchor institution examples: Cleveland Clinic, Midtown Detroit (Wayne State University, Detroit Medical Center, Henry Ford Health System), Mayo Clinic & Mayo Clinic Ventures in Rochester (MN)