Lower Fox River Watershed
Clean Water Agenda

Community Roundtables
Final Report

In partnership with the Alliance for the Great Lakes

May 2018

Center for Land Use Education
College of Natural Resources
University of Wisconsin-Stevens Point

UW Extension
University of Wisconsin-Extension

Introduction

The Lower Fox River and Green Bay have always played a significant role in the vitality of the communities built along their shores. However, many contributing factors over a long period of time have created water quality conditions today that are less than desirable for humans or wildlife in the Lower Fox River system and Green Bay. This impairment to water quality has drawn the attention of community leaders, educators, researchers, non-profit organizations and citizens whose efforts have led to greater community education and awareness, built a strong scientific foundation to understand factors negatively affecting water quality, and spurred greater community commitment for addressing the problem. The process described in this report builds from these historic and ongoing community efforts by reaching out to those stakeholders who see solutions to these challenges growing out of the talent, resources, and commitment of local community members.

In taking significant steps toward a collaborative, community-based approach to coordinate water quality efforts citizens and organizations across the Lower Fox River basin are participating in a significant transition in best practices for watershed protection that has taken root over the past twenty years. In the mid-1990s, the United States Environmental Protection Agency (EPA, 1995) began identifying the weaknesses of traditional resource management programs that failed to leverage the local resources necessary to sustain the scale and commitment necessary to meet regional water quality challenges. New approaches emphasize relationship building and public engagement that extends beyond traditional environmental managers and partners; instead emphasizing the identification of a shared vision for future conditions that integrate social, economic, and ecological benefits to the community (Davenport and Seekamp, 2013).

With this goal of building a more diverse, representative network of community partners the Alliance for Great Lakes (AGL) initiated the Lower Fox River Watershed Clean Water Agenda. The public engagement strategy developed jointly between AGL staff and the UW-Extension Center for Land Use Education described in this report used a series of targeted stakeholder meetings to understand the specific needs of different sectors within the community before convening a multi-sector roundtable to set an agenda for future collaborative action.

Stakeholder Sectors

Responding to the diversity of individuals and groups affected by water quality in the Lower Fox River Watershed is a critical part of building community capacity to address water quality threats. This approach requires recognizing that there are those who directly use these water resources to support their livelihood (such as commercial fishing, tourism, and manufacturing), while others fulfill their needs for water-based recreation or simply enjoy the natural setting of the community in which they live. The public engagement strategy approached outreach to these diverse interests by meeting individually with five different sectors within the community (Academic, Nonprofit & Civic Organizations, Local Government, Agriculture, and Business & Industry) to understand their views and priorities for the Lower Fox River Watershed. Community members were recruited to participate in each of the five individual sector meetings based on recommendations from local partners who assisted in hosting each meeting. For a full schedule of the roundtable meetings, along with a list of local partner hosts, see Figure 1.

Figure 1: Sector Roundtables

Roundtable	Details	Partners
Academic	July 20, 2017 Green Bay, WI	Green Bay Science Summit with University of Wisconsin-Green Bay
Nonprofit & Civic	November 7, 2017 Green Bay, WI	State of Lake Michigan Conference with University of Wisconsin-Extension
Local Government	January 9, 2018 Menasha, WI	East Central Wisconsin and Bay Lake Regional Planning Commissions
Agriculture	January 26, 2018 Kimberly, WI	Brown, Calumet, Winnebago and Outagamie County Conservation Departments, Natural Resources Conservation Service, UW Extension, Tilth Agronomy, and Country Visions Co-op
Business & Industry	February 21, 2018 Green Bay, WI	Environmental Management and Business Institute
Multi-Sector	March 6, 2018 Green Bay, WI	Fox-Wolf Watershed Alliance Conference

Process

The sequence of five sector roundtables followed by a multi-sector meeting was intended to create an opportunity for individuals representing similar groups within the community to gather and focus solely on the issues that impact their shared ability to participate in water quality efforts. Each meeting was conducted as a facilitated session to capture critical information related to community vision, actions to address water quality, and efforts to communicate amongst potential partners.

The specific facilitation techniques were adapted to each sector to focus on collecting the information most relevant to each audience. The following sections of this report contain a complete account of the participants, questions, responses, and key take-away lessons learned from each of the sector roundtables. The final stage of the process involved convening a multi-sector meeting to plan for next steps to build a collaborative effort to respond to water quality in the Fox River Watershed. The results of this meeting demonstrate a strong commitment from individuals representing different sectors to collaborative action. Many of their ideas, such as convening a representative leadership group, suggest that this community is ready to reinvest in themselves by leveraging new and creative partnerships to achieve cleaner water.

Report Format

The remainder of the report is intended to document the results of the process through the following sections:

- Section 1: Overview of Individual Sector Key Takeaways
- Section 2: Results of the Multi-sector Roundtable and Recommended Next Steps
- Appendices: Individual Sector Reports

Academic – Key Takeaways

- The academic community is focused on promoting healthy and safe water, and public access to water. They see collaboration between business, industry, government and institutions as a key means to reach these goals.
- Their strengths include research, outreach, education and management. They are also adept at convening groups and bringing funding to the table. They listed many specific actions they are taking in each of these areas.
- They also recognize that work is occurring in the areas of policy, regulation, advocacy and volunteering. However, they are less involved in these activities.
- Many funding opportunities are available to focus on Great Lakes research. They also recognize that funding opportunities have a tendency to drive research. An opportunity exists to prioritize research goals on a collaborative basis with other partners in the basin.
- The academic community feels that they take on many different roles to accomplish their work, even when they may not be best suited, or limited by time and money. Long-term, they could use assistance with meeting facilitation, leader training, and conflict management. They could also use assistance translating and communicating research for different audiences.

Natural/Built Capital *values related to the natural and built environment*	***Human Capital*** *leadership, knowledge, skills, motivation, time*	***Social Capital*** *communication, trust, relationships, networks, shared values*	***Political Capital*** *problem definition, awareness, advocacy, influence*	***Financial Capital*** *access to financial and other resources*
Value health of natural ecosystems, as well as public access to and enjoyment of those resources.	Skilled in research, outreach and education. Demonstrate and support sound land management decisions.	Skilled at convening meetings. Translating and communicating research for different audiences can be a challenge.	Can help define problem, articulate message, and recommend policy and management options.	Often take on many roles with few resources. Grant dollars are available for research, but there is risk of funding driving research.

Nonprofit & Civic – Key Takeaways

- The many groups operating in this realm focus on improving community well-being and the health of natural environments. They focus on strengthening citizen knowledge through community outreach, education and involvement.
- Challenges include: connecting with people that do not value or have a connection with natural resources; balancing competing interests, values, and beliefs; and overcoming misinformation or lack of information.
- This group spent a lot of time discussing how to build a coalition of conservation partners. They would like to enhance existing groups by learning about other organizations doing similar work, getting together more frequently for social and networking events, and leveraging and sharing resources across organizations (i.e. staff, funding, communications).
- These organizations are donor and volunteer driven and expressed need for additional financial and technical support. In particular, they pointed to professional skills such as marketing, social media, engineering, etc. Other sectors can support these organizations by volunteering, partnering on grants, and contributing technical and financial resources.

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Strong connection with natural resources. Focus on protecting living resources and their habitats.	Strong volunteer base. Rely on external communications including social media and press coverage. Would like assistance with marketing and social media.	Skilled at organizing and bringing people together through meetings and events. Well-connected with a variety of groups, though maintaining those relationships can be a challenge.	Try to influence decisions through education, involvement and advocacy. Frustrated by educational efforts that do not lead to change.	Lack of financial support is their largest barrier. Rely on external fundraising and volunteer efforts.

Local Government – Key Takeaways

- Local governments are interested in water quality because they see how it connects to broader goals of promoting economic development and quality of life.
- They look to other communities for ideas and are generally aware of what is going on in the region. They catalogued an extensive amount of work that is worth celebrating in the basin.
- Finding time and resources to partner across boundaries and organizations is a challenge, but one that may open up future funding opportunities.
- Most local planning and management decisions are made by elected and appointed officials. Staff have strong connections with officials and support local decision-making by providing background information, impact analyses, technical advice, and learning opportunities.
- Challenges include the political nature of the job and constant turnover of elected officials. They must help local officials balance competing interests and needs in the face of tight budgets.
- Local governments also expressed an interest and need to partner with the private sector (i.e. businesses, landowners, developers). They would like to come up with innovative solutions to address water quality concerns that complement, but do not necessarily add to existing regulations.

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Value community quality of life, economic development, and water quality. Heavily involved in planning, infrastructure and redevelopment efforts.	Skilled in planning, public involvement and policy development. Provide local officials with education and resources to make better decisions. Finding time to participate in broader community efforts is a challenge.	History of working with local officials and building trust over time. Constant turnover of officials is a challenge. Communities share information across boundaries, but it is difficult to communicate regionally.	Must help local officials and the community balance competing needs, interests, values and priorities when making decisions. Political nature of the position is a challenge.	Rely on public budgets and grants. Asked to do more with less.

Agriculture – Key Takeaways

- Farmers are focused on reducing erosion, sedimentation and polluted runoff as a means to protect water quality and improve soil health.
- Most discussions focused on planting cover crops and practicing low or no till agriculture. Farmers are also implementing many other agricultural best management practices, but not consistently across farms.
- Farmers maintain a strong internal network for communication and peer learning. They are using this to learn about and implement new practices. However, the high costs of implementing new practices (i.e. time, equipment, learning curve) is a barrier.
- Farmers have a desire to strengthen local knowledge to inform watershed and resource management action. They see opportunities to connect with the broader public through on-farm demonstrations, public education, and social media. They want to "tell their story" and celebrate efforts and success.
- Other sectors can support their work by listening and responding to their research needs, providing assistance evaluating options, and funding for conservation practices.
- Farmers expressed that they are willing to work to come up with local solutions to address water quality problems. However, they are independent and it is unclear if all necessary resources (capacity, knowledge, finances) are currently available to support these efforts.

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Focus on reducing erosion, sedimentation and polluted runoff as a means to protect water quality.	Looking for reliable sources of information, better models, and assistance evaluating alternatives.	Successful history of on-farm outreach, demonstration, and peer-to-peering learning. Need to tell their story to the public.	Able to influence political leaders and funding. Perceive that regulations compete with farmers' interests and overly focus on large farms.	Time, labor and equipment costs needed to adopt new agricultural practices are a barrier. Need funding to support conservation practices.

Business & Industry – Key Takeaways

- The business community was asked to focus on mutual connections with other sectors.
- Business and local government connected on their desire to promote quality of life throughout the region. Businesses value high quality roads, infrastructure and housing, and are willing to explore public-private partnerships to make sure these things are available in local communities.
- Business and non-governmental organizations connected over opportunities to become involved in the community. Businesses can assist civic organizations by promoting opportunities to become involved in local organizations and events, and by volunteering their time, leadership, and skills.
- Business and agriculture connected on opportunities to raise awareness about local efforts to support clean water. They discussed opportunities to support farmer-led initiatives and to partner on joint marketing and communications (i.e. buy local, support clean water initiatives, etc.)
- Business and academia connected on the opportunity to promote collaboration throughout the region and amongst sectors. They see a need to collaboratively define the problem, develop policy options, partner on education and outreach, and influence decision-making.

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Value high quality roads, infrastructure, housing and community amenities. Quality of life is essential for recruiting and retaining employees.	Highly skilled workforce with a variety of professional skills (i.e. real estate, banking, marketing, engineering, etc.)	Value community service and involvement. Willing to promote leadership and volunteer opportunities to employees.	Solution-oriented. Can help frame problems and influence fellow business and political leaders.	Can provide access to land and capital. Willing to explore public-private partnerships to fund infrastructure and enhance quality of life.

Summary of Sector Strengths, Barriers and Opportunities

	Natural/Built Capital values related to the natural and built environment	**Human Capital** leadership, knowledge, skills, motivation, time	**Social Capital** communication, trust, relationships, networks, shared values	**Political Capital** problem definition, awareness, advocacy, influence	**Financial Capital** access to financial and capital resources
Academic	Value health of natural ecosystems, as well as public access to and enjoyment of those resources.	Skilled in research, outreach and education. Demonstrate and support sound land management decisions.	Skilled at convening meetings. Translating and communicating research for different audiences can be a challenge.	Can help define problem, articulate message, and recommend policy and management options.	Often take on many roles with few resources. Grant dollars are available for research, but there is risk of funding driving research.
Nonprofit and Civic	Strong connection with natural resources. Focus on protecting living resources and their habitats.	Strong volunteer base. Rely on external communications including social media and press coverage. Would like assistance with marketing and social media.	Skilled at organizing and bringing people together through meetings and events. Well-connected with a variety of groups, though maintaining those relationships can be a challenge.	Try to influence decisions through education, involvement and advocacy. Frustrated by educational efforts that do not lead to change.	Lack of financial support is their largest barrier. Rely on external fundraising and volunteer efforts.
Local Gov	Value community quality of life, economic development, and water quality. Heavily involved in planning, infrastructure and redevelopment efforts.	Skilled in planning, public involvement and policy development. Provide local officials with education and resources for decision-making. Finding time to participate in broader community efforts is a challenge.	History of working with local officials and building trust over time. Turnover of officials is a challenge. Communities share information across boundaries, but it is difficult to communicate regionally.	Must help local officials and the community balance competing needs, interests, values and priorities when making decisions. Political nature of the position is a challenge.	Rely on public budgets and grants. Asked to do more with less.

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Business	Value high quality roads, infrastructure, housing and community amenities. Quality of life is essential for recruiting and retaining employees.	Highly skilled workforce with a variety of professional skills (i.e. real estate, banking, marketing, engineering, etc.)	Value community service and involvement. Willing to promote leadership and volunteer opportunities to employees.	Solution-oriented. Can help frame problems and influence fellow business and political leaders.	Can provide access to land and capital. Willing to explore public-private partnerships to fund infrastructure and enhance quality of life.

Multi-Sector Leadership Roundtable

March 6, 2018, Green Bay, WI

Academic

- Matt Dornbush, UW-Green Bay
- Kevin Fermanich, UW-Green Bay
- Val Klump, UW-Milwaukee
- Julia Noordyk, UW Sea Grant
- Jamie Patton, UW-Madison/Extension

Civic and Nongovernmental Organizations

- Jodi Arndt Labs, Isaak Walton League
- Daren Barrett, North East Wisconsin Paddlers
- Todd Brennan, Alliance for the Great Lakes
- Brian Glenzinski, Ducks Unlimited
- Dean Hoegger, Clean Water Action Council
- Randall Lawton, Northeast Wisconsin Land Trust
- Dave Peck, Friends of Fox River Trail
- Jessica Schulz, Fox-Wolf Watershed Alliance

Local Government

- Greg Baneck, Outagamie County Land Conservation
- Travis Coenen, Village of Wrightstown Administrator
- Bill Hafs, NEW Water
- Angela Kowalzek-Adrians, Bay-Lake Regional Planning Commission
- Mike Mushinski, Brown County Land Conservation
- Tom Sigmund, NEW Water
- Troy Streckenbach, Brown County Executive
- Wendy Townsend, Green Bay Economic Development

Agriculture

- Dan Brick, large dairy owner
- Ray Diederich, large dairy owner
- Nathen Nysse, crop consultant
- Daniel Olson, small organic dairy and seed dealer
- Kevin Smith, small cash-grain operator
- Jeff Simon, large dairy agronomist
- Matt Wichman, large dairy agronomist

Business

- Bob Atwell, Nicolet Bank
- Matthew Christman, New North
- Bruce Deadman, Davis and Kuelthau, Attorneys at Law, S.C.
- Craig Kolb, DePere Chamber/Johnson Bank
- Marc Minani, Nicolet Bank

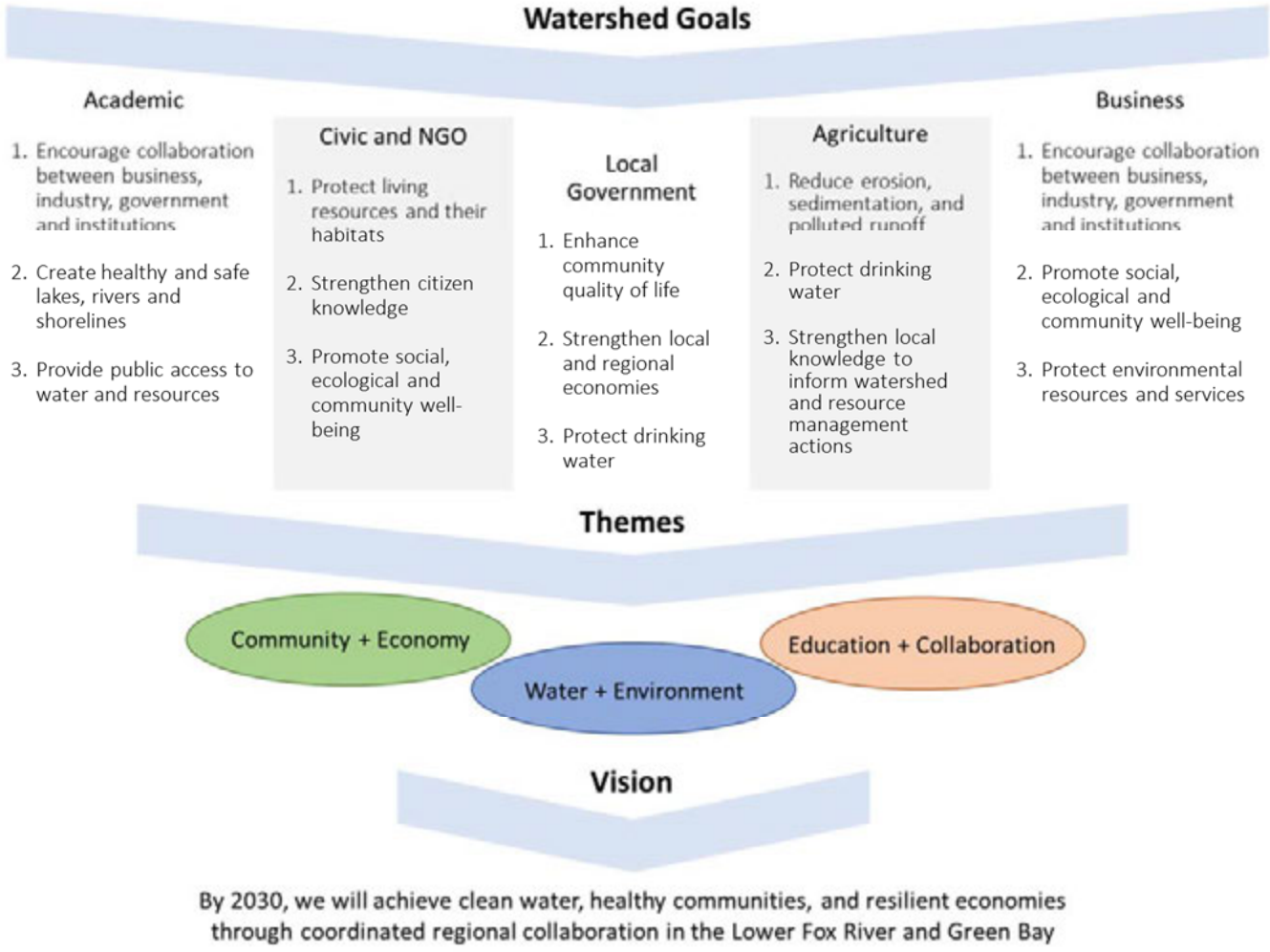
Observation Group

- Casey Eggleston, Fund for Lake Michigan
- Keith Marquardt, Wisconsin Department of Natural Resources
- Pauline Meyer, 8th Congressional District
- Katie Levin, Crown Family Philanthropies
- Molly Flanagan, Alliance for the Great Lakes
- Anna-Lisa Castle, Alliance for the Great Lakes

Watershed Vision

Sector leaders presented the top three goals identified during the sector roundtables and gave examples of actions their sector was taking to advance those goals. Facilitators noted connections between each sector and highlighted three themes that cut across the sector goals: Water and Environment, Community and Economy, and Education and Collaboration. Based on the three themes, facilitators suggested a draft vision for the watershed:

By 2030, we will achieve clean water, healthy communities, and resilient economies through coordinated regional collaboration in the Lower Fox River and Green Bay.



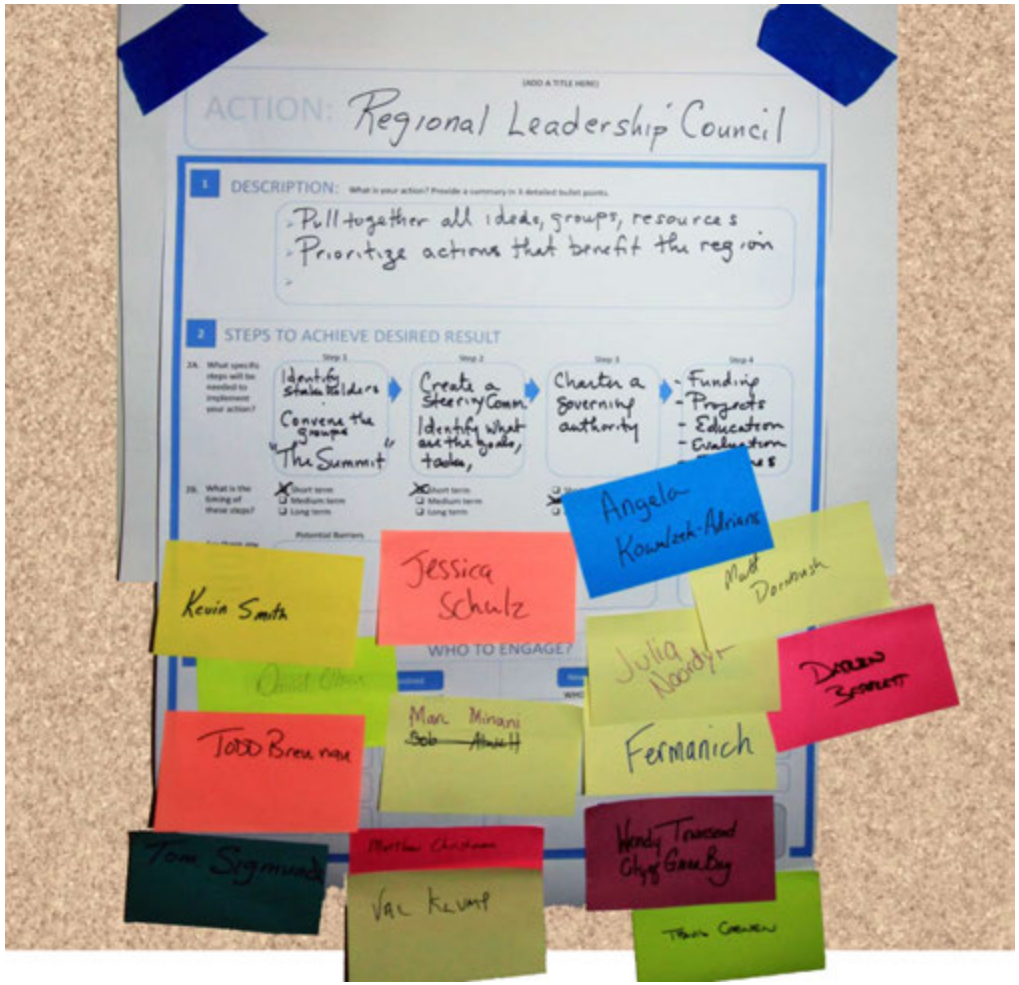
Collaborative Action

Facilitators discussed the importance of collaborating to advance the vision. They presented several ideas for collaboration based on collective strengths, actions and ideas generated by each sector. They also described three major roles that stakeholders could play to advance the vision.

- Leadership Team – those willing to develop decision making structures, set priorities and targets, and steward the shared vision
- Action Teams – those willing to help bring the prioritized action plans to life
- Engagement Team – those willing to stay informed of future actions and inform others

Next, facilitators asked participants to break into small groups to identify ideas for collaborative action. Eleven major ideas emerged (listed below). Participants were given an opportunity to select one action to work on in more detail. Groups of roughly 3-4 people developed action plans for nine of the eleven ideas. Participants were asked to place their name next to actions they would like to work on in the future. The following list shows collaborative actions identified by the group and the number of action plan volunteers.

- Regional leadership council (15 action team volunteers)
- Regional watershed plan (10 action team volunteers)
- Certification program (7 action team volunteers)
- Celebrate the water (6 action team volunteers)
- Regional education collaboration (5 action team volunteers)
- Regional investment (5 action team volunteers)
- Connection of communities (3 action team volunteers)
- Water resources center (3 action team volunteers)
- Long-term adaptive management (3 action team volunteers)
- Resource/waste management innovation and supply chain study (2 action team volunteers)
- Engage water-connected industries (2 action team volunteers)



Action: Regional Leadership Council

Action Team: Kevin Smith, Jessica Schulz, Angela Kowalzek-Adrians, Matt Dornbush, Daren Barrett, Julia Noordyk, Marc Minani, Daniel Olson, Todd Brennan, Tom Sigmund, Val Klump, Matthew Christman, Kevin Fermanich, Wendy Townsend, Travis Coenen

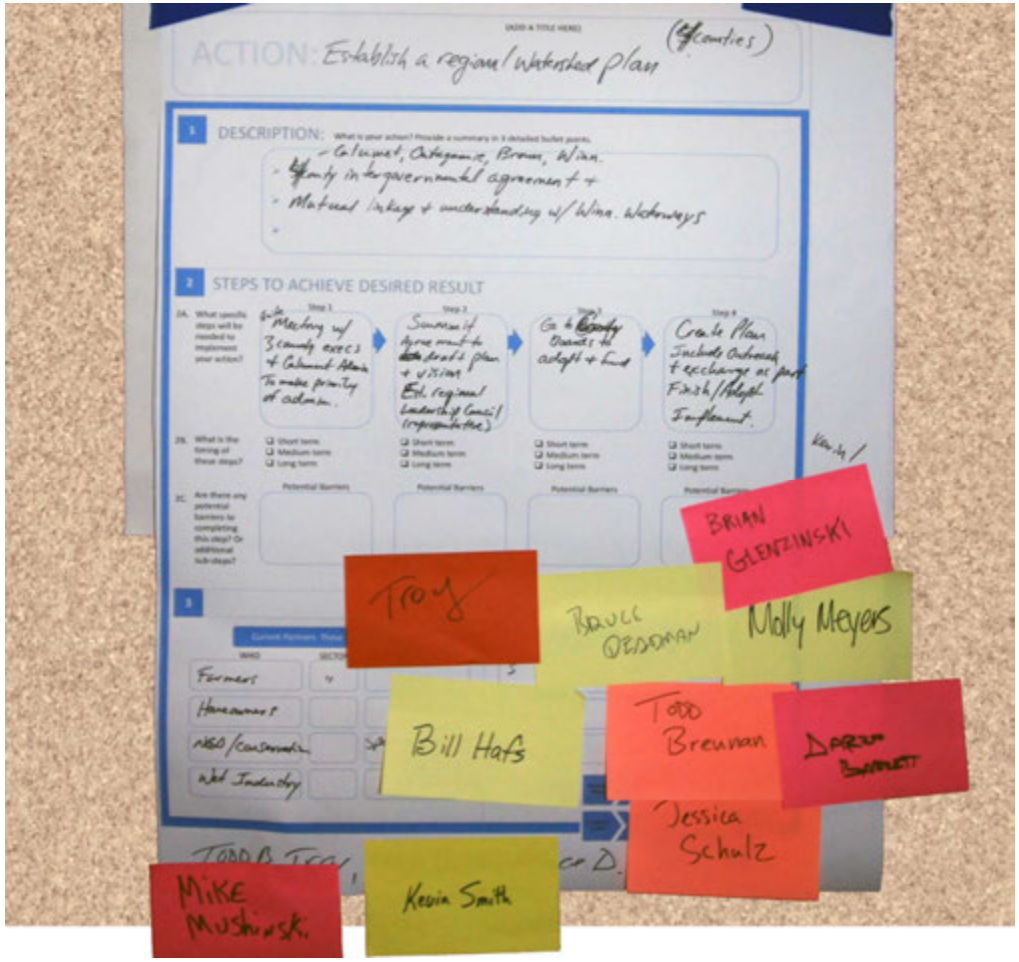
Action plan developed by Tom Sigmund, Wendy Townsend, Angela Kowalzek-Adrians and Marc Minani.

Description:

- Pull together all ideas, groups, resources
- Prioritize actions that benefit the region

Steps to achieve desired result:

1. Identify stakeholders. Convene the groups - "The Summit" (short-term action)
2. Create a steering committee. Identify what are the goals, tasks (short-term action)
3. Charter a governing authority (medium-term action)
4. Funding, projects, education, evaluation, timelines



Action: Regional Watershed Plan

Action Team: Troy Streckenbach, Bruce Deadman, Molly Meyers, Bill Hafs, Todd Brennan, Daren Barrett, Brian Glenzinski, Mike Mushinski, Kevin Smith, Jessica Schulz
Action plan developed by Todd Brennan, Troy Streckenbach, Kevin Smith, and Bruce Deadman.

Description:

- Calumet, Outagamie, Brown, Winnebago
- Four county intergovernmental agreement
- Mutual linkage and understanding with Winnebago Waterways.

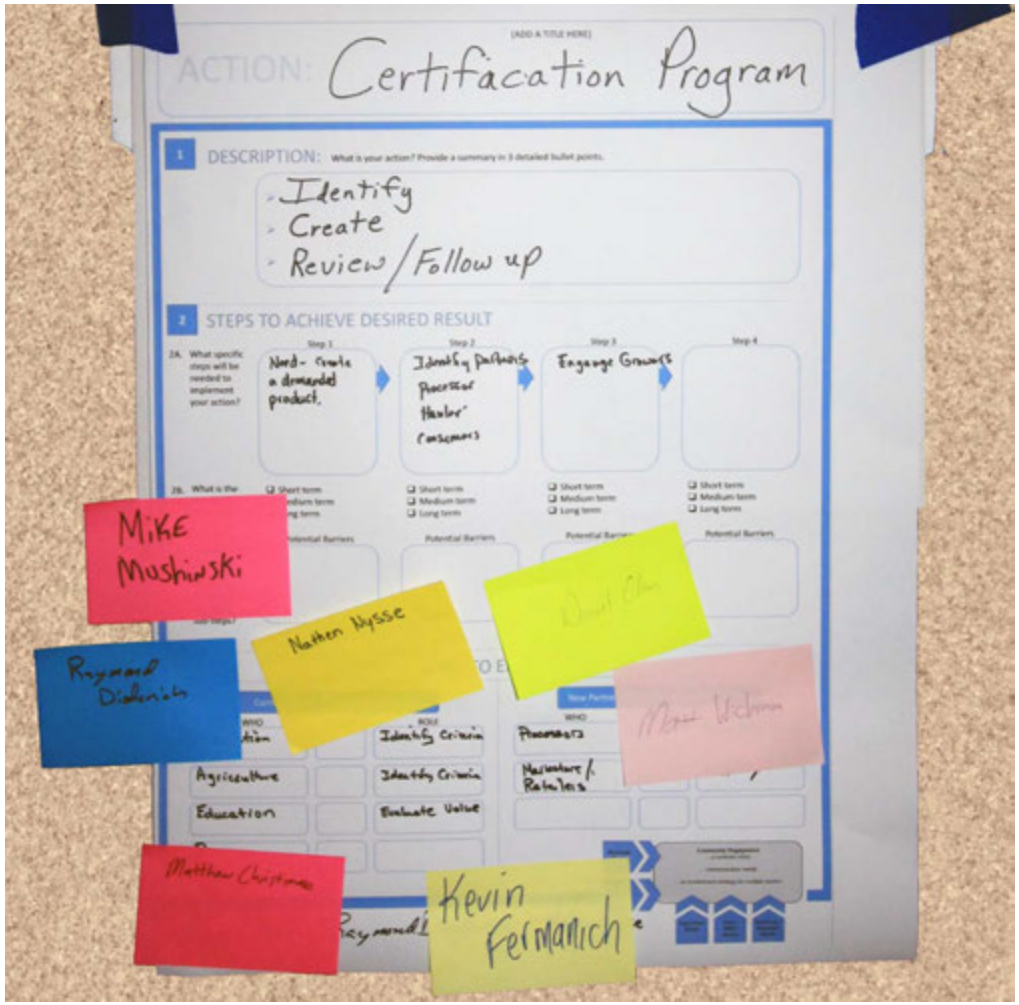
Steps:

1. Meeting with 3 County Executives and Calumet Administrator to make priority of administration.
2. Summit Agreement to draft plan and vision. Establish regional leadership council (representative).
3. Go to county board to adopt and fund.
4. Create plan. Include outreach and exchange as part. Finish, adopt, implement.

Potential Barriers:

- All government agencies on board (esp. DNR).
- DNR lacking mutual understanding.

Current Partners: Farmers, Homeowners, NGO/Conservation – sportsmen, Wet Industry
New Partners: Oneida



Action: Certification Program

Action Team: Mike Mushinski, Nathen Nysse, Daniel Olson, Matt Wichman, Matthew Christman, Raymond Diederich, Kevin Fermanich

Action plan developed by Dan Olson, Raymond Diederich, Nathen Nysse, and Mike Mushinski.

Description:

- Identify
- Create
- Review/follow-up

Steps to achieve desired result:

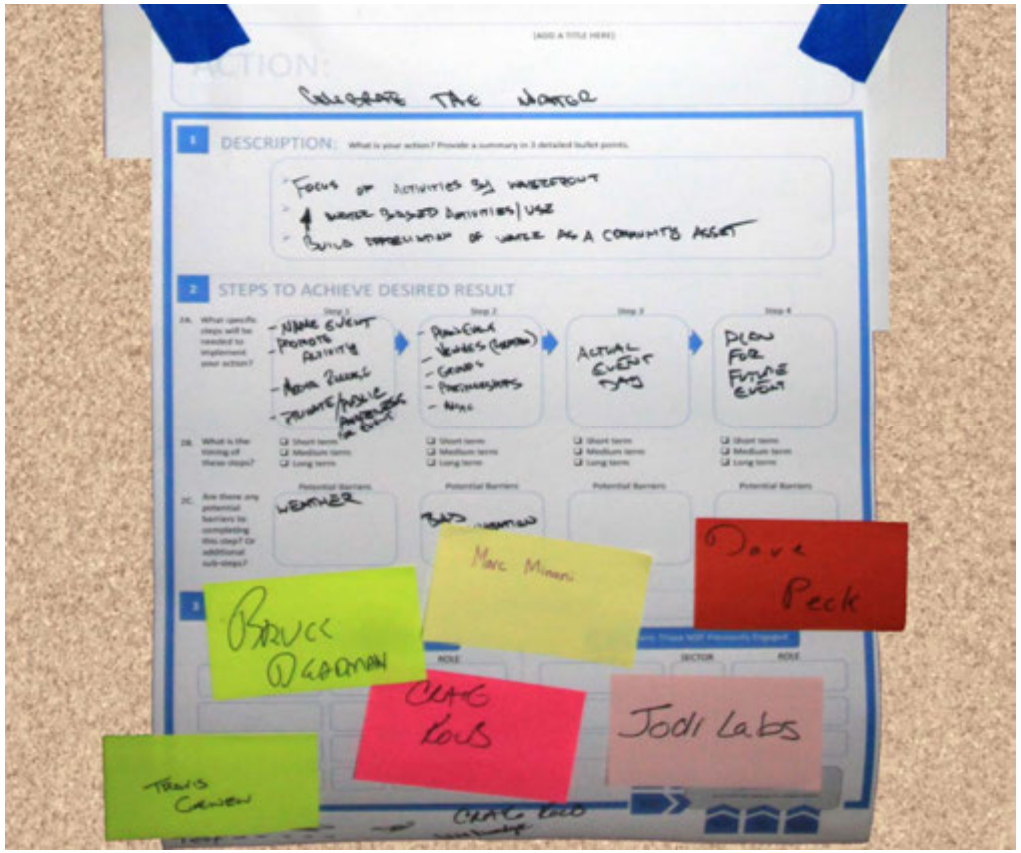
1. Need – create a demanded product
2. Identify partners – processor, hauler, consumers
3. Engage growers

Current partners:

- Conservation – identify criteria
- Agriculture – identify criteria
- Education – evaluate value

New partners:

- Processors – support/value added product
- Marketer/retailers – support



Action: Celebrate the Water

Action Team: Bruce Deadman, Marc Minani, Dave Peck, Travis Coenen, Craig Kolb, Jodi Labs

Action Plan developed by Daren Barret, Craig Kolb, and Julia Noordyk.

Description:

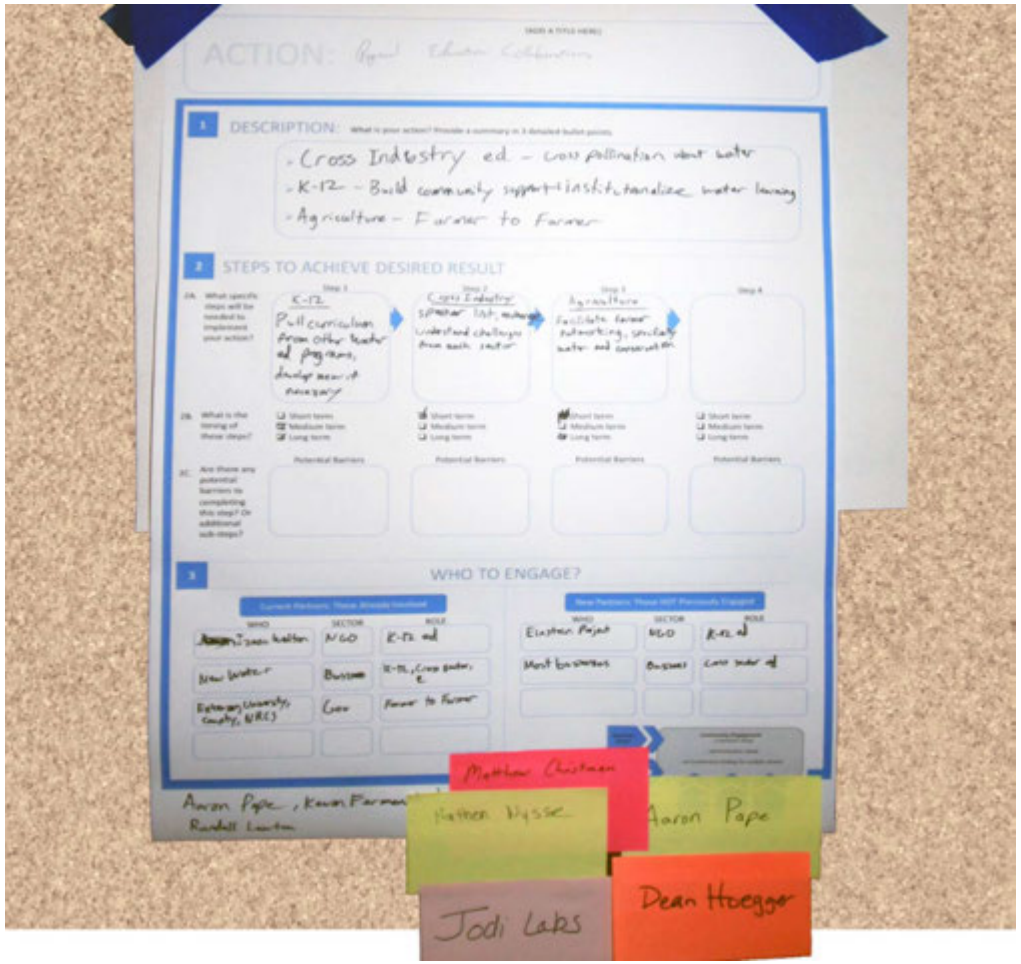
- Focus of activities by waterfront
- Increase water based activities/use
- Build appreciation of water as a community asset

Steps to achieve desired result:

1. Name event, promote activity, media release, private/public awareness for event
2. Plan event, venues (location), groups, partnerships, music
3. Actual event day
4. Plan for future event

Potential barriers:

- Weather
- Bad organization



Action: Regional Education Collaboration

Action Team: Jodi Labs, Dean Hoegger, Nathen Nysse, Matthew Christman, Aaron Pape

Action plan developed by Aaron Pape, Kevin Fermanich, Jeff Simon and Randall Lawton.

Description:

- Cross industry education – cross pollination about water
- K-12 – Build community support – institutionalize water learning
- Agriculture – farmer to farmer

Steps to achieve desired results:

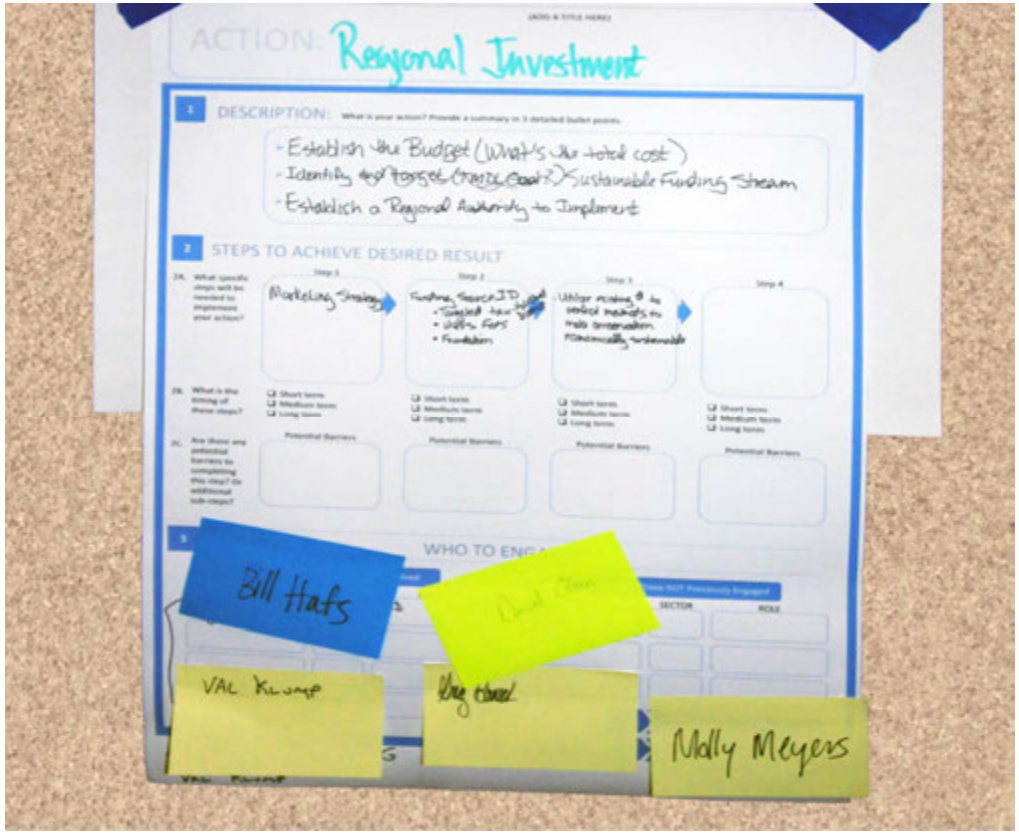
1. K-12: pull curriculum from other water ed programs, develop new if necessary (med-long term)
2. Cross-industry: speaker list, exchange, understand challenges from each sector (short term)
3. Agriculture: Facilitate farmer networking, specifically water and conservation' (long term)

Current partners:

- Izaak Walton (NGO), NEW Water (Business), Extension, University, County, NRCS (Gov) – Farmer to farmer

New partners:

- Einstein Project (NGO), Most businesses



Action: Regional Investment

Action Team: Bill Hafs, Daniel Olson, Val Klump, Greg Baneck, Molly Meyers

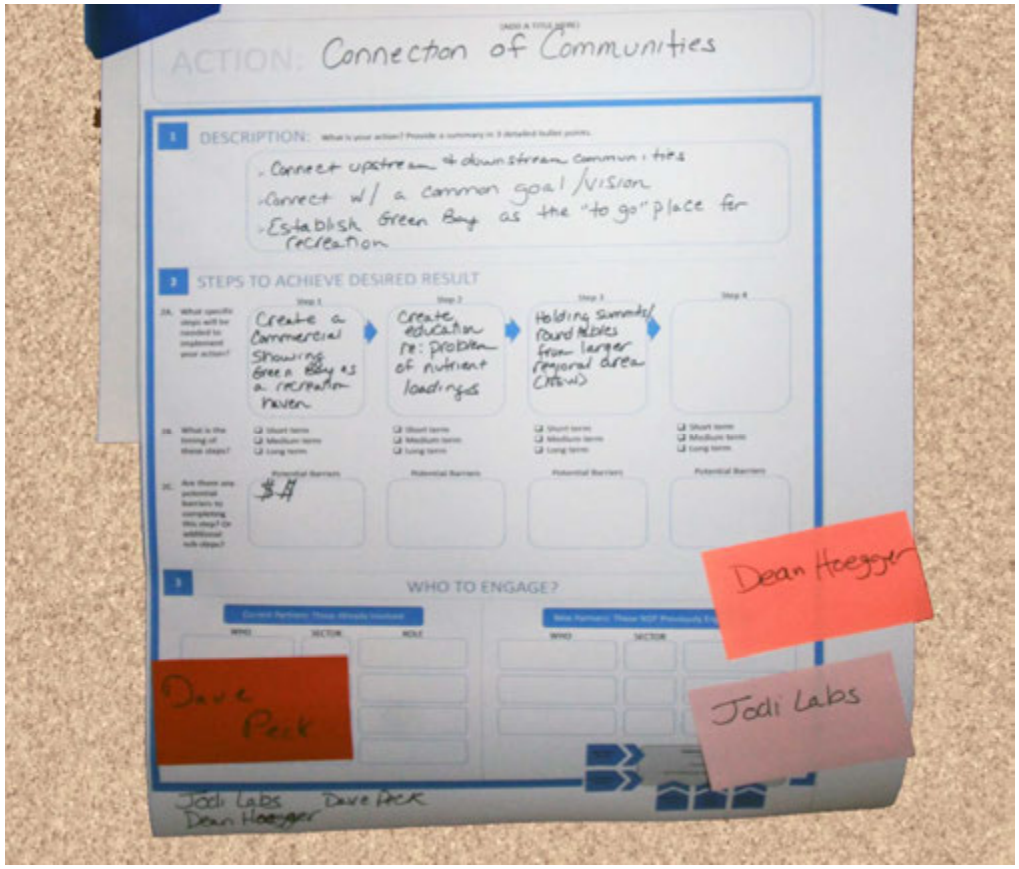
Action plan developed by Greg Baneck, Matt Wichman, Bill Hafs, Val Klump, and Brian Glenzinski.

Description:

- Establish the budget (what's the total cost)
- Identify sustainable funding stream
- Establish a regional authority to implement

Steps to achieve desired result:

1. Marketing strategy
2. Funding source identification
   a. Targeted tax (watershed district)
   b. Users fees
   c. Foundation
3. Utilize existing money to perfect methods to make conservation economically sustainable



Action: Connection of Communities

Action Team: Dave Peck, Dean Hoegger, Jodi Labs

Action plan developed by Jodi Labs, Dave Peck, and Dean Hoegger.

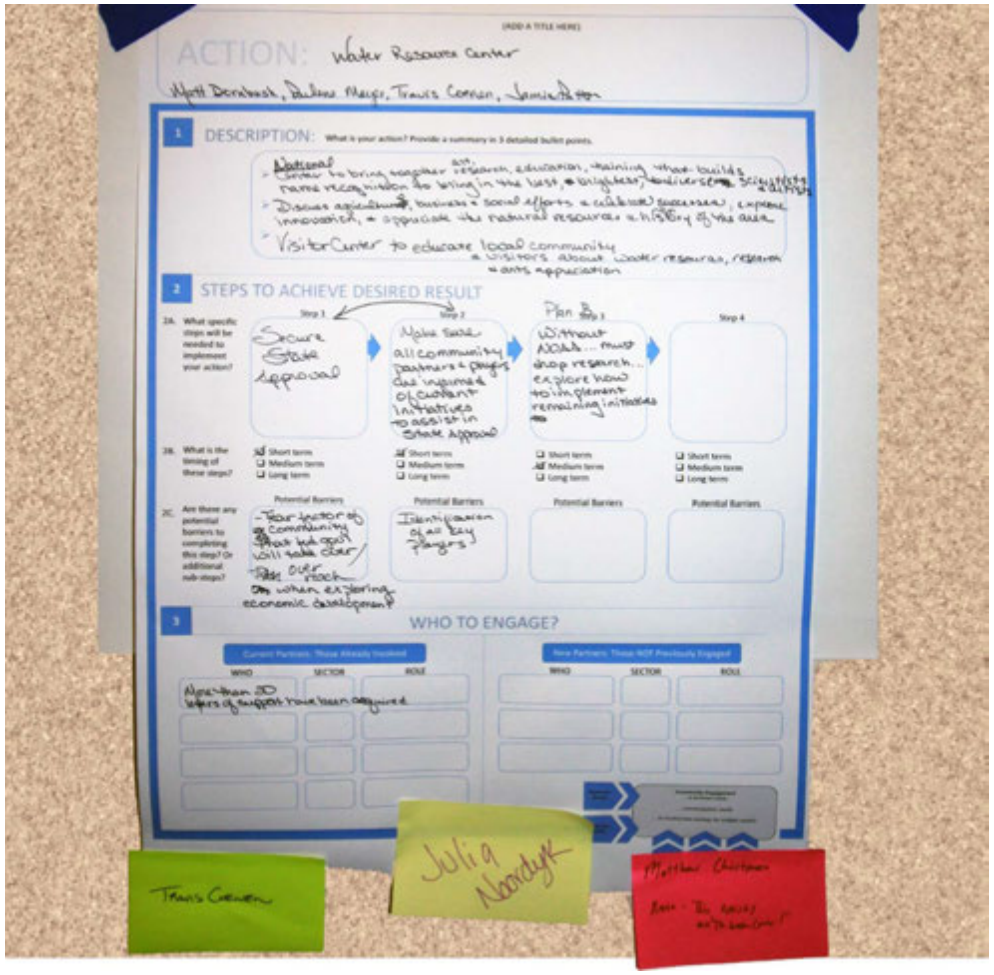
Description:

- Connect upstream and downstream communities
- Connect with a common goal/vision
- Establish Green Bay as the “to go” place for recreation

Steps to achieve desired results:

1. Create a commercial showing Green Bay as a recreation haven
2. Create education regarding nutrient loading problem
3. Hold summits/roundtables from larger regional area (NEW)

Potential barriers: Money



Potential barriers:

- Identification of all key players
- Fear factor of community that federal government will take over / overreach when exploring economic development

Current partners:

- More than 20 letters of support have been acquired

Action: Water Resource Center

Action Team: Travis Coenen, Julia Noordyk, Matthew Christman

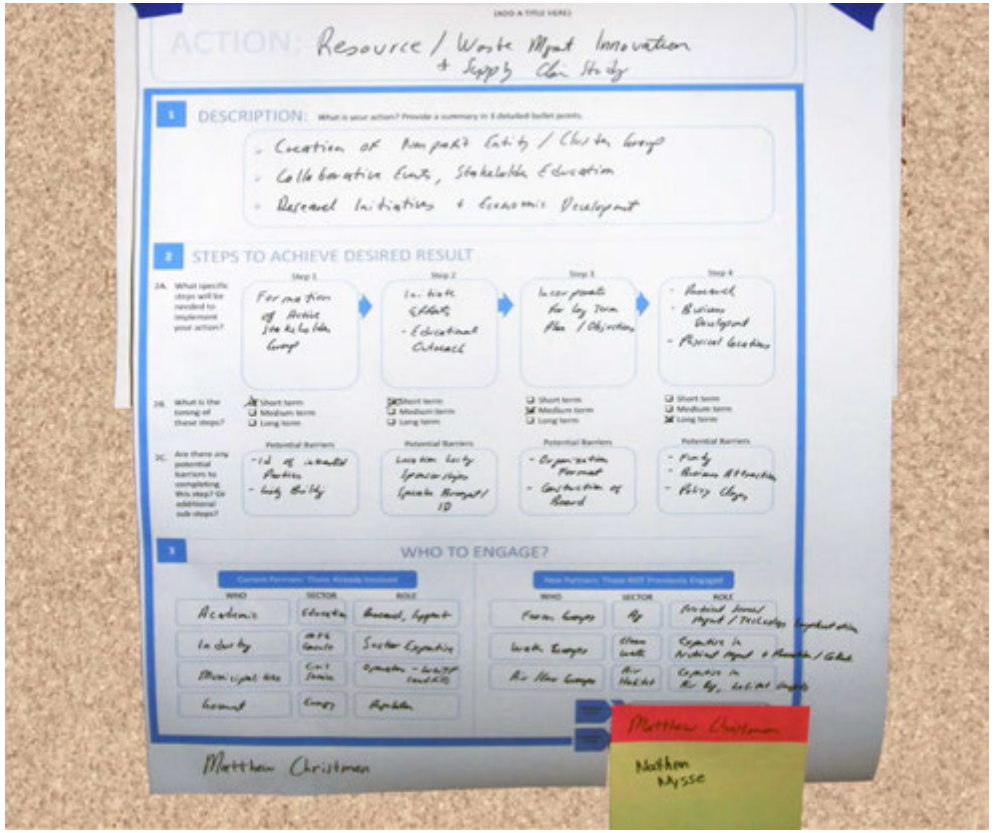
Action plan developed by Matt Dornbush, Travis Coenen, and Jamie Patton.

Description:

- National Center to bring together art, research, education, training that builds name recognition to bring in the best, brightest, diverse scientists and artists
- Discuss agriculture, business, and social efforts and celebrate successes, explore innovation, and appreciate the natural resources and rich history of the area
- Visitor Center to educate local community and visitors about water resources, research and arts appreciation

Steps to achieve desired result:

1. Make sure all community partners and players are informed of current initiatives to assist in state approval (short-term action)
2. Secure state approval (short-term action)
3. Without NOAA must drop research. Explore how to implement remaining initiatives. (medium-term action)



Current partners:

- Academic (Education) – research, support
- Industry (Manufacturing consultant) – sector expertise
- Municipalities (Civil Service) – operators, WWTP, landfills
- Government (Energy) – regulation

New partners:

- Farm Groups (Agriculture)
- Water Groups (Clean water)
- Air/Environmental Groups (Air, Habitat)

Action: Resource/Waste Management Innovation and Supply Chain Study

Action Team: Matthew Christman, Nathen Nysse
Action plan developed by Matthew Christman.

Description:

- Creation of nonprofit entity/cluster group
- Collaborative events, stakeholder education
- Research initiatives and economic development

Steps to achieve desired results:

1. Formation of active stakeholder group (short-term action)
    a. ID interested parties
    b. List buildings
2. Initiate efforts, educational outreach(short-term action)
    a. Location hosts
    b. Sponsorships
    c. Speaker arrangement / ID
3. Incorporate for long term plan/objectives (medium-term action)
    a. Organization format
    b. Construction of board
4. Research, business development, physical locations (long-term action)
    a. Funding
    b. Business attraction
    c. Policy changes

Action: Long-Term Adaptive Management

Action Team: Brian Glenzinski, Matthew Christman, Tom Sigmund

No action plan developed

Engage Water-Connected Industries

Action Team: Matthew Christman, Jodi Labs

No action plan developed

Recommended Next Steps

I. Convene Leadership Council

Multisector leaders overwhelmingly supported forming a leadership council to provide structure and direction for future collaboration in the watershed. This group should convene their first meeting to set structure and goals, identify additional partners that are missing, and work on building and maintaining leadership. They can also help set priorities, gather resources, and build leadership for the action teams.

II. Review the Watershed Vision

A watershed vision was presented at the multi-sector roundtable based on common watershed goals and themes derived from the sector meetings. The leadership council should review this vision and adapt it to meet their needs.

III. Prioritize and Form Action Teams

Multisector leaders identified 11 collaborative actions to advance the watershed vision. The leadership council should review and prioritize actions based on available resources and interest. Actions that are not prioritized for immediate action may be undertaken at a later date or championed by individual organizations. Following are the top five actions identified at the leadership roundtable based on the number of action team volunteers:

a. Regional watershed plan (10 action team volunteers)
b. Certification program (7 action team volunteers)
c. Celebrate the water (6 action team volunteers)
d. Regional education collaboration (5 action team volunteers)
e. Regional investment (5 action team volunteers)

IV. Develop Communication/Engagement Strategy

There is a need to develop a strategy for better communicating and coordinating efforts throughout the watershed. At the multi-sector roundtable, we recognized that there are opportunities to be involved at multiple levels including the leadership team, action teams, and engagement team. We recommend that the leadership council discuss high level strategies to coordinate efforts and continue to communicate and engage with individuals and partners throughout the watershed. An action team could be formed to take on this role. The regional education action team may also play a key role.

Appendices

Academic Roundtable

July 20, 2017, Green Bay, WI

Attendance

- Todd Brennan, Alliance for the Great Lakes
- Victoria Harris, Retired, UW-Sea Grant
- Nikki Evans, Illinois Natural History Survey
- John Stoll, UW-Green Bay
- Aaron Thompson, UW-Stevens Point, Center for Land Use Education
- Victoria Pebbles, Great Lakes Commission
- Julia Noordyk, UW-Sea Grant
- Jen Hauxwell, UW-Madison, Wisconsin Sea Grant
- Becky Roberts, UW-Stevens Point, Center for Land Use Education
- Chad Cook, UW-Extension, Natural Resource Education
- Brent Petersen, Brown County Land & Water Conservation, Lower Fox Demo Farms
- Molly Meyers, UWGB / Alliance for the Great Lakes

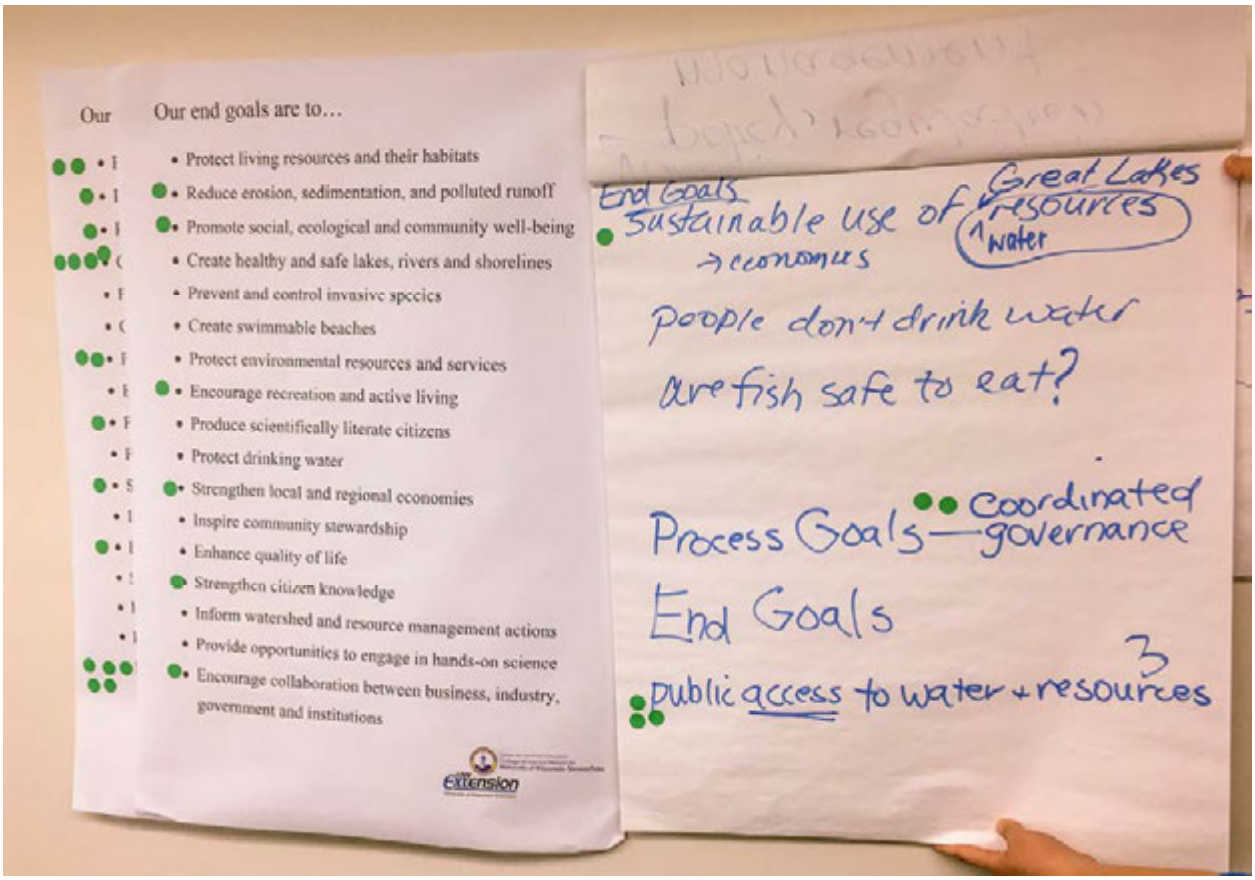
Exercise 1: Vision and Goals

Participants were provided with a vision statement that was compiled from multiple groups working in the basin. They were asked to reflect on the vision to identify missing points, and rank their end goals for the basin.

"We will protect, restore, enhance and sustain

the waters of the Lower Fox River Basin / Green Bay / Lake Michigan

using research, outreach, education, volunteering and advocacy."

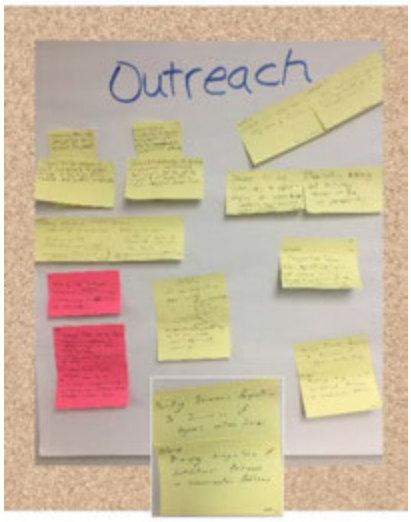


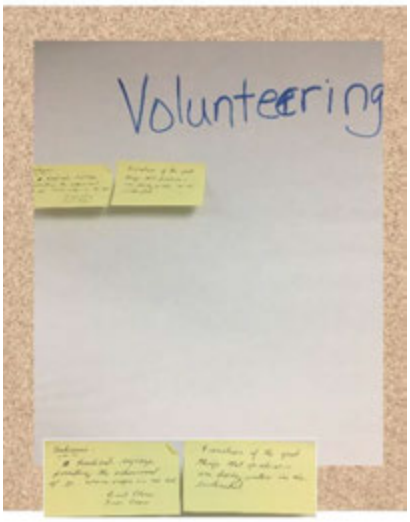
Results:

- There was consensus that the vision should be expanded to better reflect people and communities, not just natural ecosystems. Participants also recognized that additional methods such as policy and regulation can be used to achieve the vision.
- Top three end goals for the basin as ranked by this group include:
  1. Encourage collaboration between business, industry, government and institutions. (6 votes)
  2. Create healthy and safe lakes, rivers and shorelines. (4 votes)
  3. Provide public access to water and resources. (3 votes)

Exercise 2: Strengths (Actions and Outcomes)

Participants were asked to reflect on their strengths by identifying three actions, activities or programs that they are working on to help achieve the vision. They were asked to describe outcomes of those efforts and categorize their approach as research, outreach, education, volunteering or advocacy. The group added two additional categories including policy/regulation and management.





Results

- Based on the number of actions-outcomes identified for each category, strengths of this group include outreach (11), education (6), management (6) and research (5). Only a few actions-outcomes were identified for policy/regulation (2), volunteering (1), and advocacy (1).
- Examples of actions-outcomes include:

Outreach

Action: Wisconsin Clean Marina program provides training, outreach and certification for marina managers to implement BMPs. Outcome: 50 marina managers trained. Survey of managers indicates reduced pollution to lakes and rivers. (Harris)
Action: supporting Demo Farms with education and outreach and communicating conservation stories throughout watershed. Outcome: producers outside Demo Farms are learning about Demo Farms and considering how conservation might fit into their farming system. (Cook)
Action: work of Sea Grant outreach specialists, communications team, and students to bridge gap between science and community. Outcomes: reach broader audiences and increase likelihood that science will inform decisions. (Hauxwell)

Education

Action: Green Bay Conservation Partners Story Maps tell the stories of resource users in the region and demonstrate shared resource problems. Outcomes: educate and encourage more advocates. (Evans)
Action: facilitating dialog, sharing and collaboration among Lower Fox organizations working on TMDL implementation. Outcome: organizations are better connected, more aware of what others are doing, and collaborate with others when feasible. (Cook)
Action: Clean Bay Backers River/Bay Tours for elected officials and community leaders. Outcome: better understanding of key issues leads to more informed decisions and support for program funding. (Harris)

Management

Action: Implementation of agricultural best management practices in the Lower Fox. Outcome: potential increase in soil health and reduced nutrient runoff. (AGL)
Action: Creation of Green Bay Blueprint. Outcome: coordinated conservation action and more efficient use of conservation dollars. (Evans)
Action: provide decision support for Point Sources that are considering working in watershed.
Outcomes: Point Sources are choosing to work at watershed scale projects and will be new drivers/investors in substantial reductions. (AGL)

Research

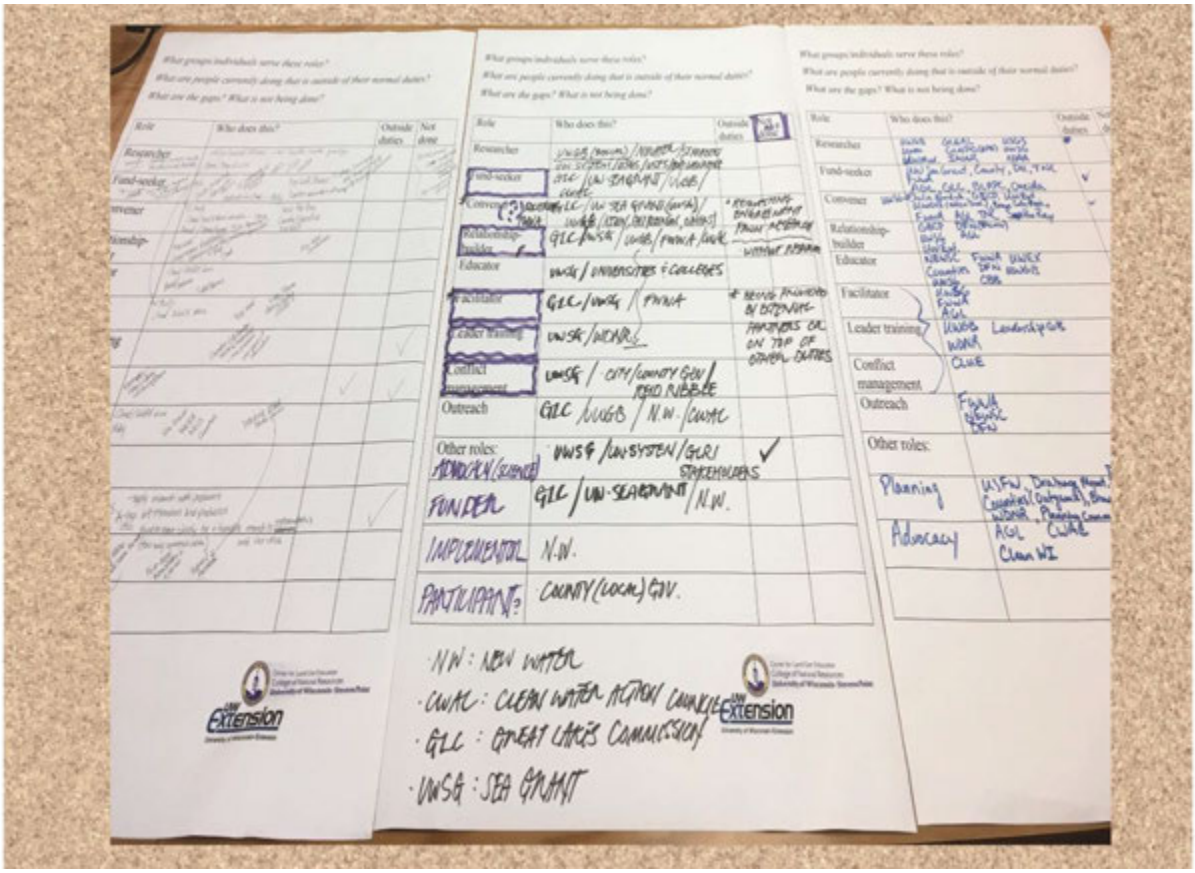
Action: research on the relationship between soil health and water quality. Outcome: identification of soil health indicators that drive improved water quality. (UWGB)
Action: economic analysis of game fishing. Outcome: media coverage and fishing talks promoting why it is important to understand economic impact of non-marketed activities/values. (Stoll)

Policy/Regulation

Action: evaluate GLRI investments in agriculture/NPS from social and economic standpoints to determine changes in on-farm behavior. Outcome: will understand whether GLRI has affected farmer behavior and recommend changes in how GLRI money is spent. (GLC)

Exercise 3: Capacity Analysis

Following a discussion of community and organizational capacity, participants were presented with eight different roles and asked to identify individuals and organizations serving those roles within the basin. The group identified roles that many organizations are filling, roles that few organizations are filling, and opportunities for building capacity.



Results:

- Identified strengths within the basin include research, funding, and convening.
- Identified weaknesses include facilitation, leader training, and conflict management.
- More specifically, there are a lot of funding opportunities targeting the Great Lakes.
- However, efforts are not always targeted or efficient when funding drives research.
- Even though research is a recognized strength, translating and communicating research so that people use it is a challenge.
- For example, there is an identified gap between researchers and agricultural producers.
- Facilitation is being provided by external partners or on top of other duties.
- Many organizations find themselves filling many of these roles with few resources, which participants suggest weakens efforts to promote collaboration between partners or to try new things.

Nonprofit and Civic Roundtable

November 7, 2017, Green Bay, WI

Attendance: 27 participants representing 24 organizations

- Baird Creek Preservation Foundation
- Clean Bay Backers
- Clean Water Action Council
- Ducks Unlimited
- East Central Wisconsin Regional Planning Commission
- Fox Wolf Watershed Alliance
- Friends of the Fox
- Green Bay Trout Unlimited
- Greater Green Bay Community Foundation
- Izaak Walton League
- League of Women Voters
- Niagara Escarpment Resource Network
- Nicolet National Bank
- Northeast Wisconsin Chapter Audubon
- Northeast Wisconsin Paddlers
- Pheasants Forever
- Rotary Club of Green Bay
- The Einstein Project
- US Fish & Wildlife Service
- UW Extension
- UW Sea Grant
- Wisconsin DNR, Office of Great Waters, Great Lakes and Mississippi River
- Wisconsin League of Conservation Voters
- Wisconsin Waterfowl Association



Participant Interviews – Mission, Vision and Goals

Organizational Mission and Focus of Work

Participants were asked to pair up with someone they did not know and interview their partner about their organization's mission, vision and goals for the watershed. The word clouds below present key words characterizing the individuals, organizations, and audiences they work with. Word size corresponds with the frequency of each response.

Organizational Mission

Work in the Lower Fox River

Geographic Focus

Target Audience

Role in the Organization

Organizational Goals and Supporting Activities

Each participant identified three goals and specific examples of activities they are doing in the Lower Fox River watershed to support their organization's mission. A variety of goals related to education, outreach, public policy, management, research and volunteering were identified. Examples are provided below.

Goal: Engage government, business, and community leaders in protecting the river and bay
Action: Provide an annual bus tour to raise awareness and provide information

Goal: Build the next generation of conservation leaders through environmental education
Action: Provide a variety of experiential learning activities for schools and families

Goal: Manage urban storm water quality
Action: Provide MS4 trainings to residents and municipalities

Goal: Restore wetlands and grasslands in the upper watershed
Action: Purchase land and conservation easements

Goal: Provide support for bird conservation
Action: Conduct bird counts and bird science projects

Goal: Implement conservation practices on agricultural land
Action: Promote grant-funded conservation practices such as cover crops and buffer strips

Goal: Improve wildlife habitat
Action: Work with landowners to plant native species; organize volunteers to remove invasive species

Goal: Help citizens seek solutions from legislators for surface and groundwater
Action: Provide weekly legislative updates and alerts

Goal: Foster collaboration among partner organizations
Action: Organize quarterly gatherings and roundtables

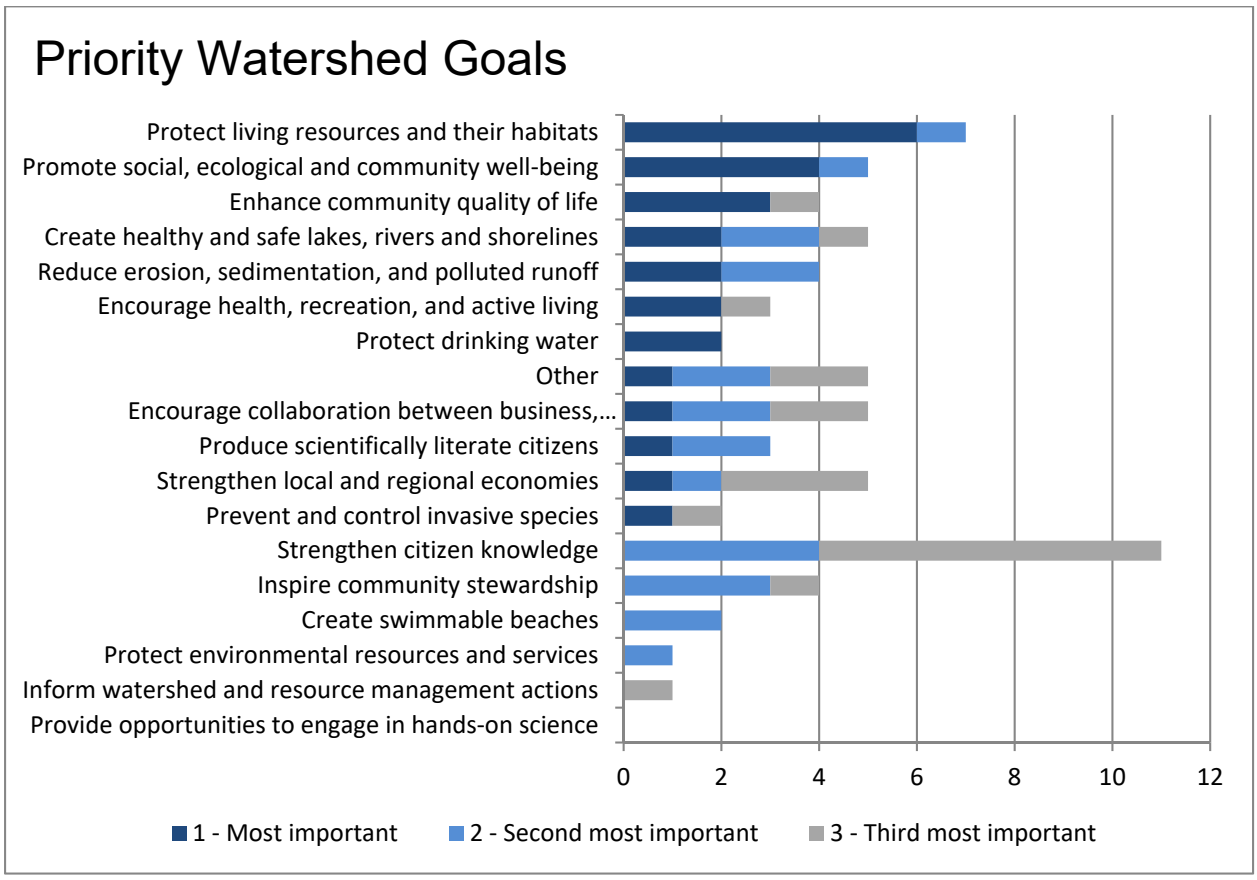


Future Vision for the Watershed

Participants were asked to provide keywords or phrases describing their future vision for the watershed. The following word cloud shows the frequency of words used to describe their vision.

Participants also ranked a series of end goals for the watershed. The length of the line represents total number of votes received. The colors indicate votes for first, second, and third most important goal.

- 'Protect living resources and their habitats' was ranked as the 'most important goal'.
- 'Strengthen citizen knowledge' was ranked as the 'second and third most important goal'. It also received the most votes overall.



Facilitated Discussion – Do we have the will of the public?

Participants split into four groups based on the focus of their work (water, environment, people and communities, education and collaboration). Each group responded to three questions designed to gauge public support for their work:

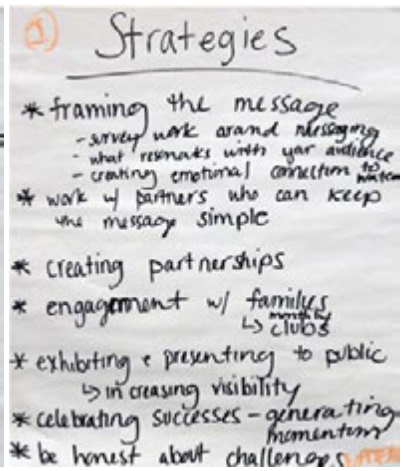
1. *When discussing public support, how does your organization define its target audience?*
2. *What evidence is your organization using to determine if there is strong public support (or opposition) to your primary goal?*
3. *Can you provide us with an example of how your organization is changing (or has changed) strategies to build public support for your work?*

Findings

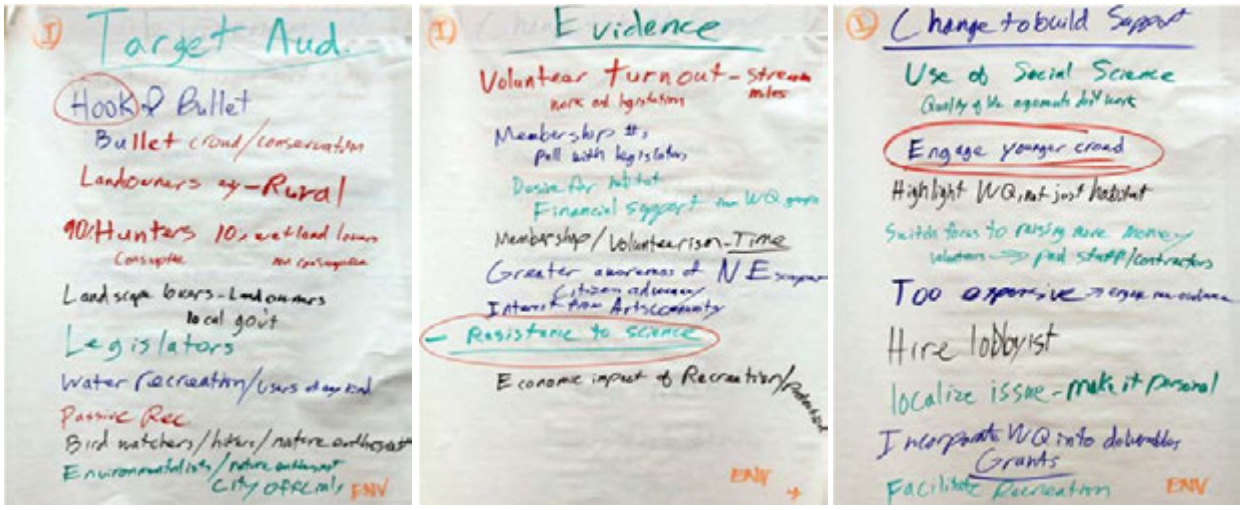
1. *Target audiences* include local government officials, community leaders, legislators, conservation groups, staff, professionals, resource users, landowners, youth/education groups, and the general public.
2. *Evidence of support* includes membership, program participation, volunteerism, financial contributions, social media and press coverage, participant surveys, and anecdotal evidence (talking to participants, colleagues, and other organizations).
3. *Strategies to build support* include networking events, community visioning sessions, outreach to existing groups, hands-on events (tours, recreational opportunities), partnership development, development of websites, apps and social media, and targeted messaging.

Specific Results

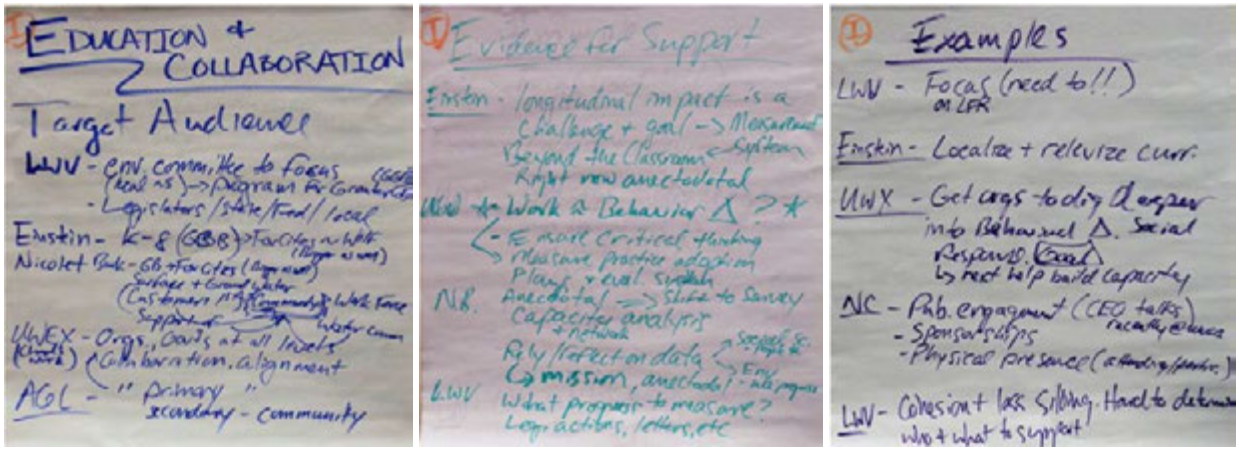
Organizations focused on water



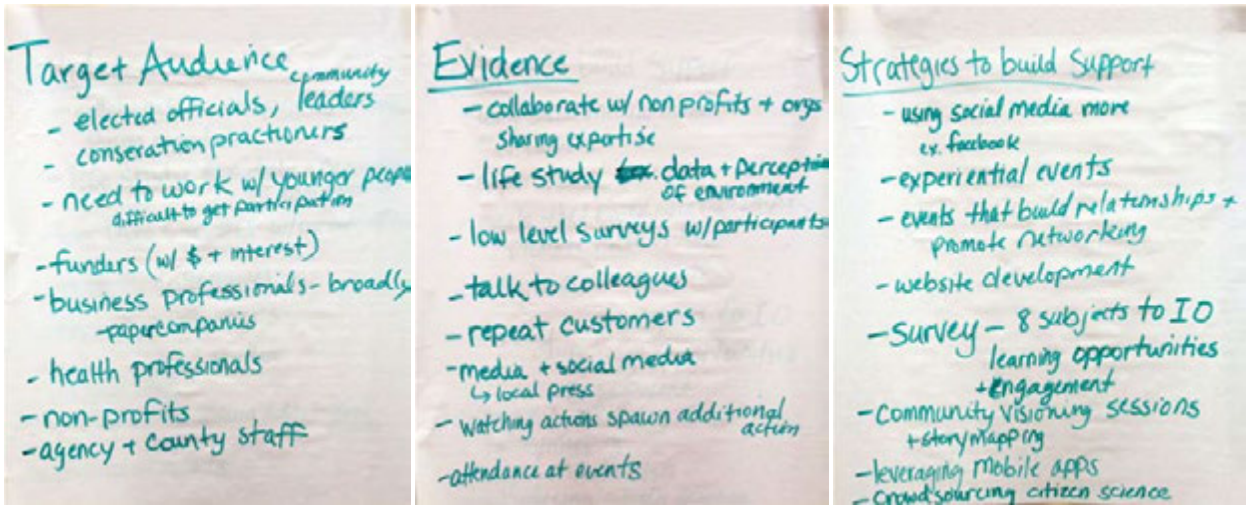
Organizations focused on the environment



Organizations focused on education and collaboration



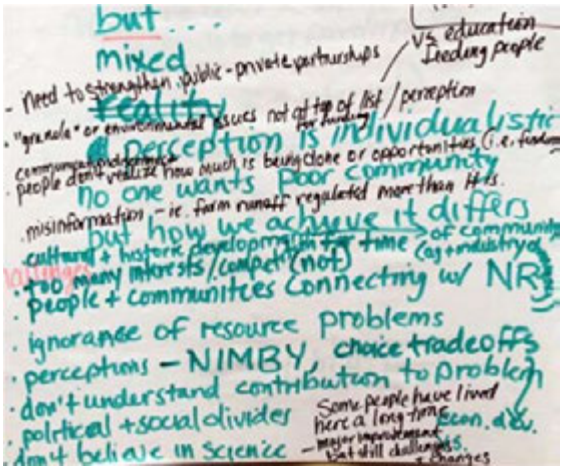
Organizations focused on people and communities



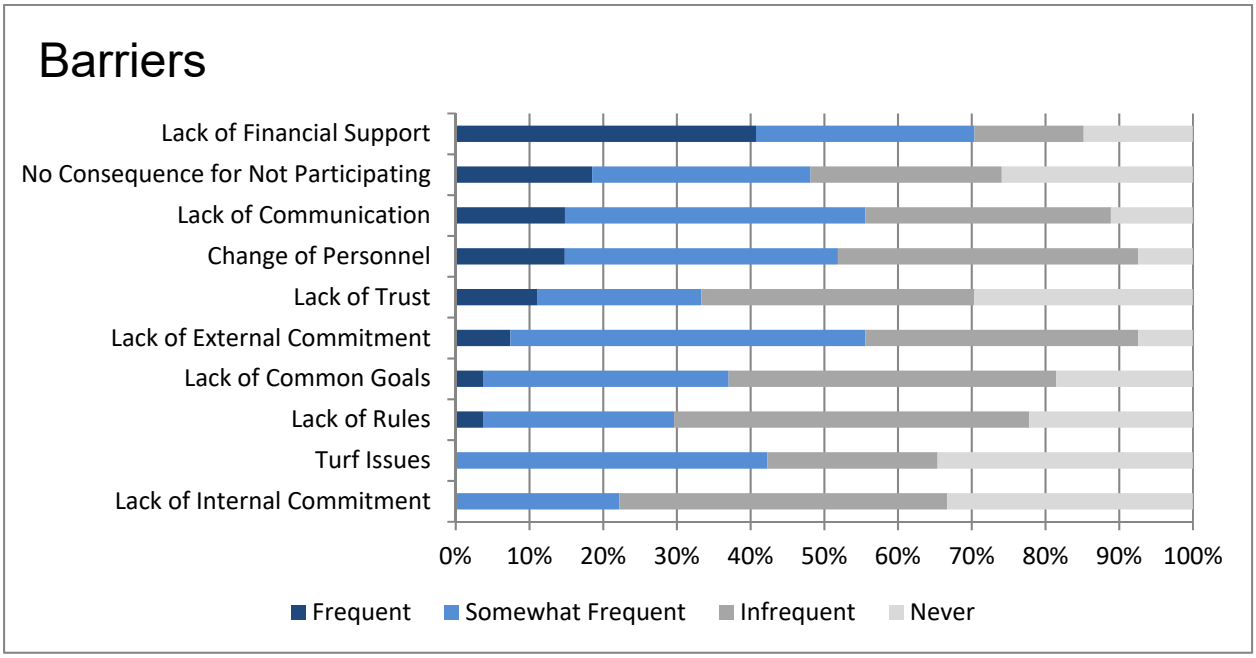
The people and communities group thought the public was generally supportive of their work, but spent some time identifying specific challenges.

Summary of Challenges:

- Competition for time
- Misinformation/lack of information
- Differing values and beliefs (regarding science, politics, history, social issues)
- Competing interests (tradeoffs between conservation, private property rights, economic development and other community needs)
- Difficulty connecting people with natural resources



Survey – Barriers that limit the effectiveness of your efforts to partner with other organizations.



Description of Barriers

Lack of Financial Support: Little or no funding to directly support the partnership's work, resulting in lots of ideas with no meaningful way to allocate or seek funding.
No Consequence for Not Participating: There is little recourse when partners fail to contribute.
Lack of Communication: Unclear communication about projects or a weak process that leaves unclear deadlines, meetings that result in little or progress, or no follow-up feedback or action when work is contributed.
Change of Personnel: The inability to maintain partnerships because of transitions that are created by employees from partner organizations leaving (being promoted, relocated, etc.) and being replaced by new personnel.
Lack of Trust: Relationships between members of different organizations are strained by unfair claiming of credit or criticism (in public or private).
Lack of External Commitment: Insufficient support from another organization (supervisor or leadership) for their staff to partner with you.
Lack of Common Goals: Lack of clear or common goals results in each partner organization seeking to advance their own agenda, or being asked to work on projects or initiatives that stray from their mission.
Lack of Rules: No clear rules or policies exist for handling problems that arise, such as managing interpersonal conflict.
Turf Issues: Partners spend time defending topics or projects as their own territory, resulting in resistance to participating or trying out new ideas.
Lack of Internal Commitment: Insufficient support from within your own organization (supervisor or leadership) for you to partner with others.

Factors contributing to unsuccessful collaboration adapted from: Johnson, L.J., Zorn, D., Lamontagne, M., Johnson, S.A. (2003). Stakeholders' views of factors that impact successful interagency collaboration. Exceptional Children 69 (2): 195-209.

Survey – Strategies we can put in place to inspire collaboration among groups in the Lower Fox.

Themes:

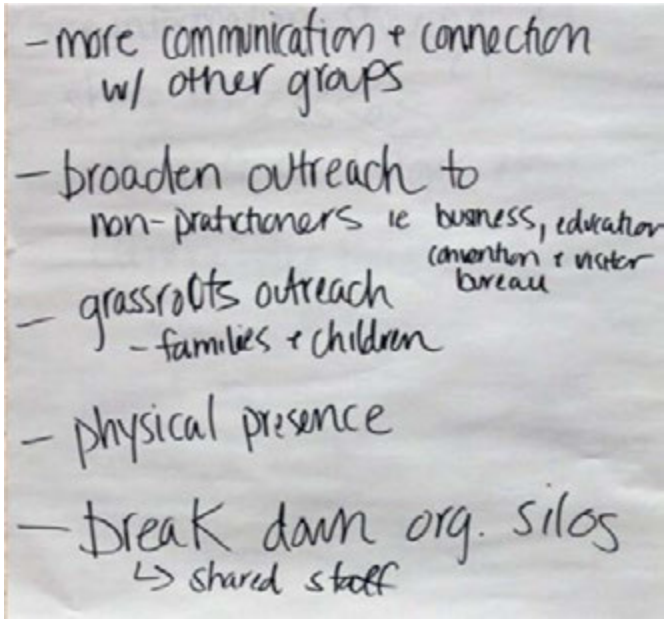
- Create more opportunities for conservation partners to network, share, learn, collaborate and celebrate success
- Broaden the network to include students, educators, businesses, funders and the community-at-large
- Identify a common vision, goals and priorities for the watershed and actions that organizations can take to work together on the vision
- Focus on win-win solutions, recognizing the values and perceptions of various groups
- Look for sources of funding, assistance, or professional development related to strategic planning, evaluation, outreach, public relations, etc.
- Create opportunities for funders to learn about environmental issues, local organizations working on those issues, and how their funding can help
- Support and expand the work of umbrella organizations

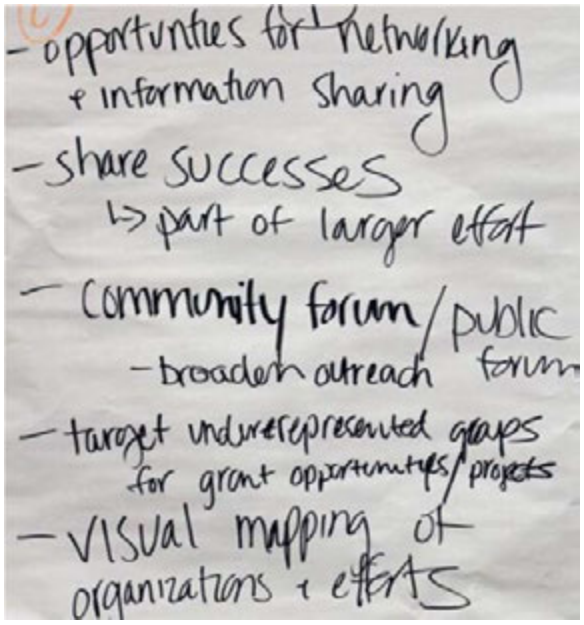
Facilitated Discussion – How do we build a coalition of conservation partners?

Participants were divided into three groups and asked to reflect on a series of three questions. Facilitators rotated between each table asking each group to build on responses generated by the previous group.

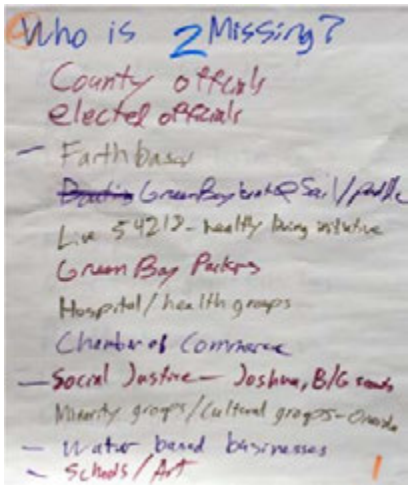
Results

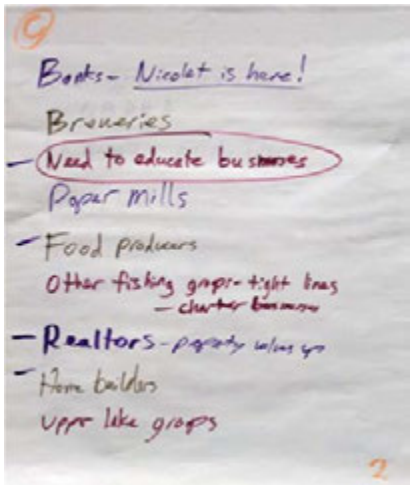
1. *What steps can your organization take to improve the effectiveness of partnerships with other organizations that share your goals for the Lower Fox River watershed?*

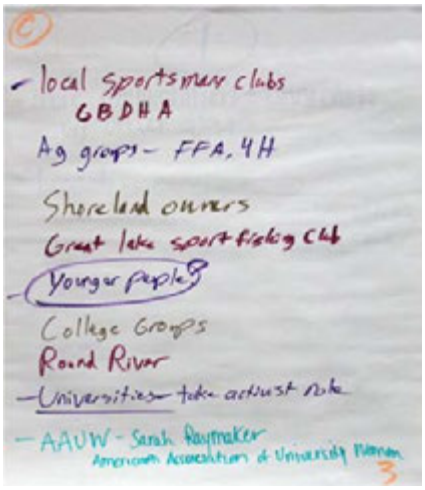




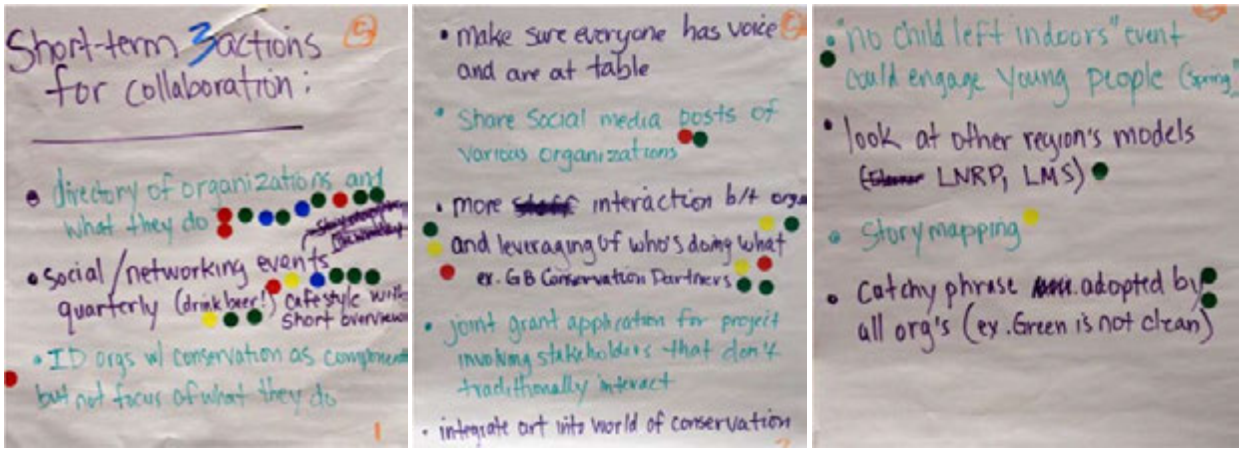
2. *What organizations, people or agencies are missing, or need to be more involved, in order to build a successful coalition in the Lower Fox River watershed?*







3. *What short-term actions can civic and non-governmental organizations take to raise awareness for collaboration in the Lower Fox River watershed?*



Participants voted and identified three priority actions:

1. Create a directory of organizations and what they do (10)
2. Encourage interaction and leveraging of resources (9)
3. Schedule quarterly social and networking events (9)

Local Government Roundtable

January 9, 2018, Menasha, WI

22 participants representing 17 local units of government:

- Bay-Lake Regional Planning Commission
- Brown County, Land and Water Conservation
- Brown County, Planning and Land Services
- Calumet County, Land and Water Committee
- City of Appleton, Department of Public Works
- City of Appleton, Wastewater Utility
- City of Green Bay, Economic Development
- City of Kaukauna, Planning and Community Development
- East Central Wisconsin Regional Planning Commission
- NEW Water (Green Bay Metropolitan Sewerage District)
- Oneida Nation, Chairman
- Outagamie County, Highway Department
- Outagamie County, Land Conservation Department
- Town of Greenville, Administrator
- Village of Combined Locks, Administrator
- Village of Kimberly, Administrator
- Village of Little Chute, Engineering
- Village of Wrightstown, Administrator
- Village of Allouez, Parks, Recreation and Forestry
- Winnebago County, Executive
- Winnebago County, Land and Water Conservation Department

Community Vision

Participants worked in pairs to complete an interview worksheet. The worksheet prompted participants to identify a community vision, provide 2-3 examples of priority goals and actions they are taking to advance their vision, and describe how they partner across departments or jurisdictions to accomplish their work.

Vision

Most communities that participated in the interviews have an adopted vision for their community. Vision statements are frequently located in a community comprehensive plan or other special-purpose planning document. They are also posted on the community's website. Three themes that appeared most frequently in vision statements are:

1. Community quality of life
2. Economic development
3. Water quality

Goals and Actions

Communities are working to achieve their vision through a wide variety of goals and supporting actions. Examples are provided below:

Goal: Community outreach
Supporting Actions: Provide information and education through youth conservation field days, presentations to school groups, conservation groups and county board, and social media.

Goal: Trail development
Supporting Action: Working with neighbors and county to obtain funding for Loop the Locks Trail Program.

Goal: Riverfront redevelopment

Supporting Actions: Created a tax increment financing district near the river and mill. Created a developer's agreement that included stormwater management actions.

Goal: Stormwater management
Supporting Action: Updated stormwater management ordinance to include TMDL compliance and new policy for development/redevelopment. This is implemented through the permitting process.

Goal: Sediment and phosphorous reduction
Supporting Action: Working with landowners to reduce erosion, protect shorelines/streambanks, restore wetlands, and make soil health improvements.

Goal: Implementation of MS4 to reduce TSS+P
Supporting Action: Actively finding parcels for purchase for treatment, modeling to develop TMDL goals and initiatives, redevelopment policies.

Goal: Resource recovery
Supporting Action: Focus on recovering energy, nutrients, and other valuable components from the waste water stream.

Partnerships

Many communities partner with neighboring counties and municipalities, the regional planning commission, federal and state agencies, and non-profits to conduct joint planning efforts, provide infrastructure and public services, and implement water quality projects.

Joint efforts to develop common goals, standards and funding include the Winnebago Waterways Lake Management Plan, Total Maximum Daily Load (TMDL), and Great Lakes Restoration Initiative (GLRI).

Organizations that take a regional approach include NEW Water, Northeast Wisconsin Stormwater Coalition, Fox-Wolf Watershed Alliance, Alliance for the Great Lakes, and the Great Lakes Commission.

Watershed Vision

Participants broke into three groups based on their location in the watershed. Each group received a set of 12 watershed goals and were asked to rank the goals from most important to least important. Priority watershed goals for the North, Middle and South part of the watershed are reported below.

North Watershed

This group identified three priority watershed goals:

1. Enhance community quality of life
2. Encourage collaboration between business, industry, government and institutions
3. Strengthen local knowledge to inform watershed and resource management actions

Travis Coenen (Wrightstown), Chris Clark (Allouez), Wendy Townsend (Green Bay), Tom Sigmund (NEW Water), Mike Mushinski (Brown Co), Angela Kowalzek-Adrians (Bay-Lake RPC), Tehassi Hill (Oneida Nation), Dan Teaters (Brown Co)

Middle Watershed

This group organized the goals into four priority themes:

1. Collaboration: Encourage collaboration between business, industry, government and institutions/Strengthen local and regional economies
2. Community Well-being: Enhance community quality of life/promote social, ecological and community well-being/encourage health recreation and active living
3. Water Protection: Protect drinking water/Prevent and control invasive species/Protect living resources and their habitats/strengthen local knowledge to inform watershed and resource management actions
4. Environment: Create healthy and safe lakes, rivers and shorelines/Protect environmental resources and services/Reduce erosion, sedimentation and polluted runoff

Christopher Murawski (Little Chute), Joel Gregozeski (Greenville), Bob Jakel (Kaukauna), Danielle Block (Kimberly), Racquel Giese (Combined Locks), Sue Olson (Appleton), Jeremy Freund (Outagamie Co), Todd Verboomen (East Central Wisconsin RPC).

South Watershed

This group identified three priority watershed goals:

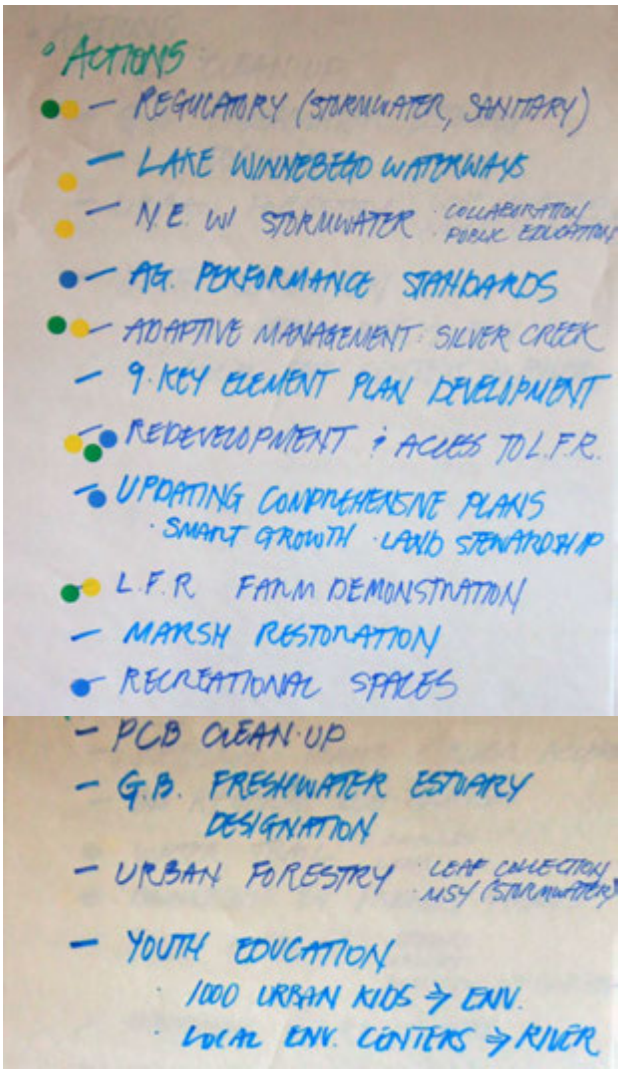
1. Protect drinking water
2. Strengthen local and regional economies
3. Encourage health, recreation and active living

Chris Stempa (Appleton), Eric Fowle (East Central Wisconsin RPC), Mike Hofberger (Calumet Co), Mark Harris (Winnebago Co), Tom Davies (Winnebago Co), Chris Pagels (Greenville).

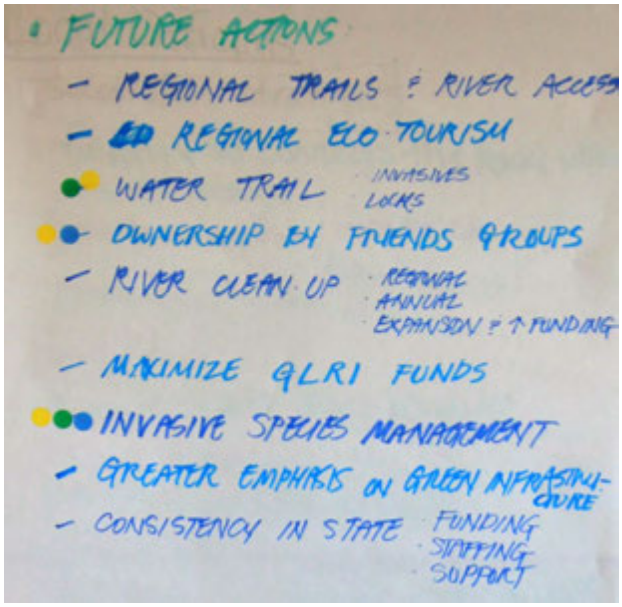
Involvement

Participants were asked to identify actions they are currently taking to support their watershed vision, and actions they would like to take to support the watershed. Using green, blue and yellow dots, respectively, they highlighted actions that they view as innovative, quick wins, and partnership opportunities.

Current Actions



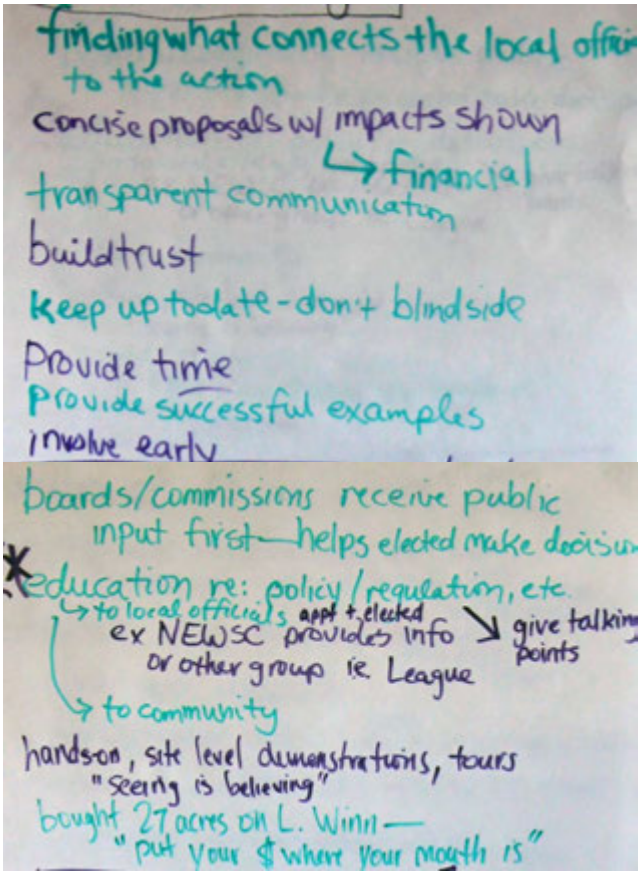
Future Actions



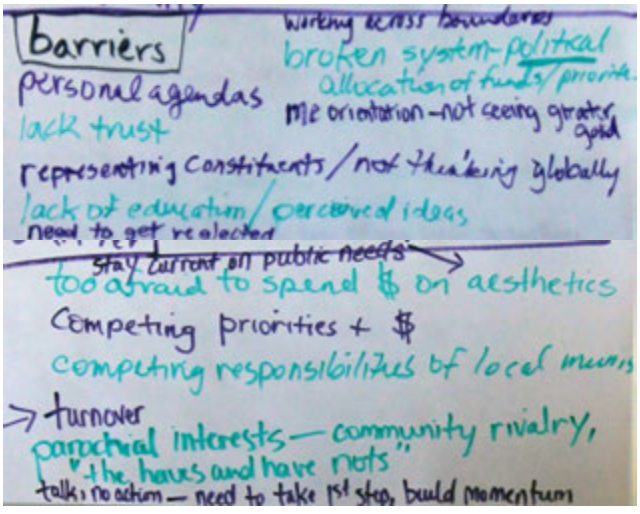
Communication

Participants were asked to identify strategies for successfully communicating and working with local officials, other communities within the region, and groups engaged in water protection. They also identified barriers to working with each of these groups, as reported below.

Local Officials

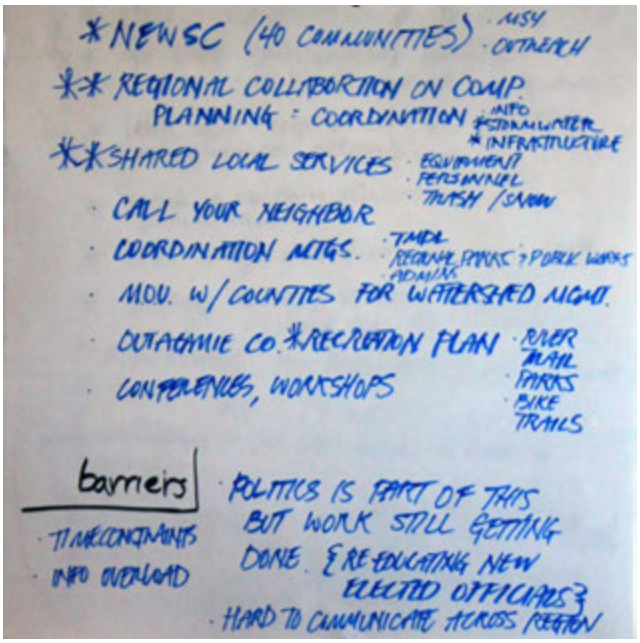


Successful strategies for working with local officials focused on building trust and communication over time, and providing opportunities for education, impact analysis, and hands-on learning.



Barriers focused on the political nature of the position (including turnover) and the need for local officials to balance competing needs, interests and priorities.

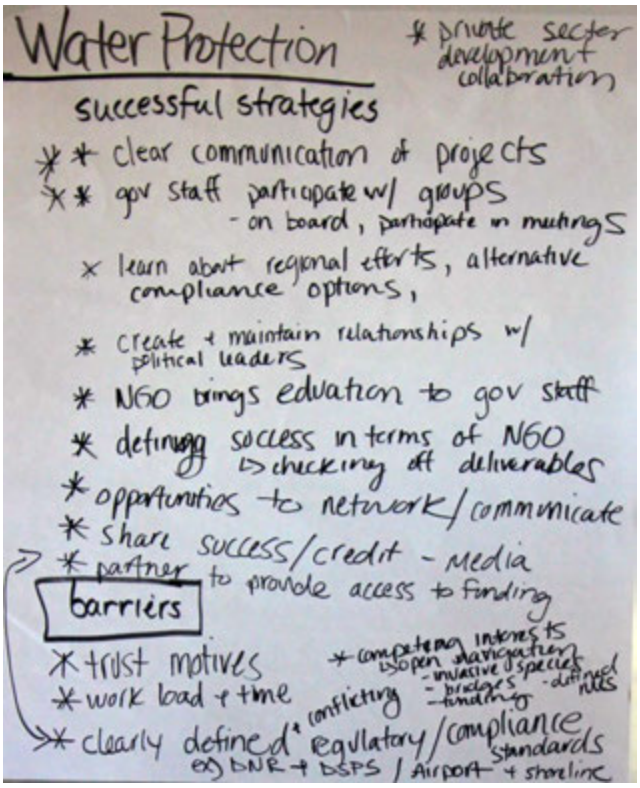
Communities within the Region



Successful strategies for working with other communities include the Northeast Wisconsin Stormwater Consortium, regional collaboration on comprehensive planning, and sharing of local services.

Barriers include time, politics, and difficulty maintaining communication across the region.

Groups Engaged in Water Protection



Successful strategies for local governments to work with water protection groups include participating in their activities, partnering to access funds, resources and educational opportunities, sharing credit for success, and building and maintaining relationships with political leaders.

Barriers including building trust, navigating competing interests and regulatory standards, and finding time to participate.

Next Steps

Participants were asked to record one new idea that they would like to learn more about, implement in their community, or partner with others to implement. Following are some of those ideas.

- Learn about the work of non-profits involved in water issues
- Learn about strategies to successfully work with elected officials
- Learn about and implement TMDL requirements
- Partner on a Nine Key Element Plan
- Partner to address water quality and flow issues regionally
- Partner to promote green infrastructure practices
- Partner to enhance trail and recreational opportunities along the Fox River
- Partner to gain federal/state/grant funding to improve water quality in the area
- Partner with private developers to make action on water quality improvements achievable

Agriculture Roundtable

January 26, 2018, Appleton, WI

Participants were asked to self-sort into groups based on their occupation, farm size, and location within the watershed. Seven groups formed representing large and small farms from different parts of the watershed. Three additional groups formed representing agricultural support staff.

- Small Farms, West Watershed (1 group)
- Large Farms, West Watershed (1 group)
- Small Farms, East Watershed (1 group)
- Large Farms, East Watershed (2 groups)
- Small Farms, South Watershed (2 groups)
- Farm Consultants and Agronomists (2 groups)
- Agency and Farm Support Staff (1 group)

Farm Conservation Goals

Farmers were asked to complete a worksheet describing up to three actions they are taking on their farm to support conservation, and their reasons for conservation. 44 farmers completed the worksheet. Farmers were split geographically with roughly one-third representing the west, east, and south parts of the watershed, respectively. Roughly two-thirds identified as a small farm while one-third identified as a large farm. (Location: 14 East, 13 West, 13 South, 4 Other. Size: 25 Small, 15 Large, 4 Other).

Actions to Support Conservation

Actions to support conservation are listed below in order of frequency. The majority of farmers cited cover crops and low or no till agriculture. Less than a quarter cited waterway improvements, manure management, reductions in chemical fertilizers, grazing, and buffers. Practices cited by just one or two farms include natural management plans, wetland restoration, creation of wildlife habitat, edge of field monitoring, and education and fundraising to support conservation.

1. Cover crops (98%)
2. Low/no till (93%)
3. Waterway improvements (25%)
4. Manure management (16%)
5. Fertilizer management (11%)
6. Grazing (11%)
7. Buffers (9%)
8. Soil health/testing (7%)
9. Other practices (27%)

Goal or Reason for Conservation Action

The following word cloud shows frequency of reasons for taking conservation action. Soil and water health are primary motivators for farmers.

Watershed Goals

Farmers and agricultural support staff were asked to prioritize goals for the watershed. Each group received a set of twelve watershed goals and were allowed to create up to two additional goals. First, participants sorted the goals into one of three categories: extremely important, somewhat important, less important/not a priority. Then they were asked to prioritize the three most important goals for the watershed.

Priority Goals

The three most important watershed goals are:

1. Reduce erosion, sedimentation, and polluted runoff.
2. Protect drinking water.
3. Strengthen local knowledge to inform watershed and resource management actions.

Supporting Actions

Each group was asked to describe actions farmers can take to support their priority watershed goals.

- *Immediate actions* are the easy, first steps any farmer can take.
- *Long-term actions* require additional resources or are more difficult to implement.
- Many farmers also chose to describe *challenges* associated with each goal.

Reduce erosion, sedimentation, and polluted runoff

Immediate Actions

- No till and reduced till
- Cover crops
- Crop rotation
- Buffer strips
- Grassed waterways
- Education (Demo Farms, field days, etc.)

Challenges

- Permitting and regulations
- Focus on large operations, lack of oversight for small
- Time, labor, equipment costs
- Resources required to adopt new practices
- Weather and climate variability

Long-Term Actions

- CRP in key areas
- Grazing
- Drainage/tiling
- Precision agriculture
- Terracing and strip cropping where hilly
- Funding to support conservation practices
- Assistance evaluating options

Protect drinking water

Immediate Actions

- Nutrient management
- Cover crops
- Crop rotations
- Grassed waterways
- Riparian buffers
- No till and reduced till
- Soil testing
- Knowing depth to bedrock
- Recognizing there is a problem and taking responsibility

Challenges

- Public image / media stories
- Having technology / correct mapping
- Expensive testing

Long-Term Actions

- Public education
- Farmer education
- New models (beyond SnapPlus)
- Implementation of nutrient management plans
- Adaptive management
- Monitoring seeding rates
- Filtration systems
- Coordinating applications with rain events
- No nitrogen reaching groundwater

Strengthen local knowledge to inform watershed and resource management actions

Immediate Actions

- Talk to people, tell your story, and promote good work
- Events to educate and engage the public (breakfast on the farm, field days, presentations to schools, government officials, etc.)
- Opportunities for peer-to-peer learning among farmers (seminars, tours, field days, etc.)
- Collaboration and relationship building
- Communication through traditional and social media
- Signage

Challenges

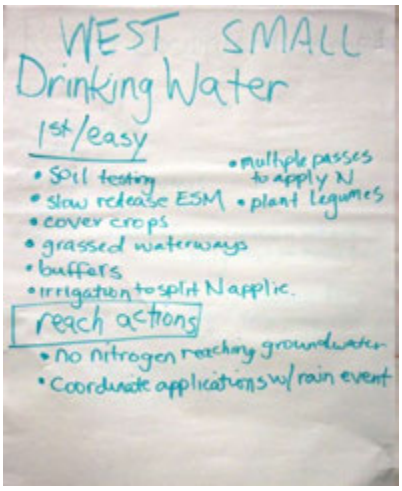
- Communication – getting people to listen
- Understanding terminology and labels
- Misinformation
- Time / resources to host events
- Difficulty identifying best practices / sound science

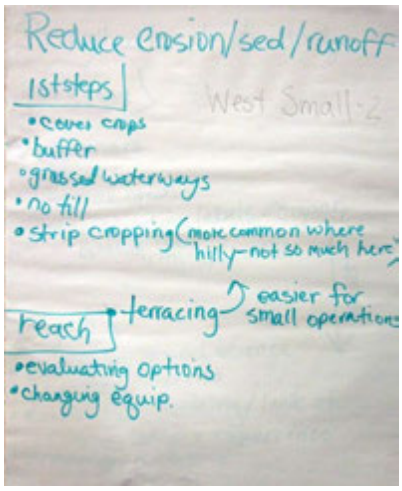
Long-Term Actions

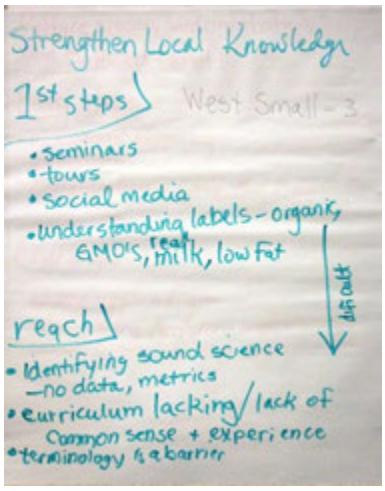
- Positive media coverage
- Education on soil health
- Development of data and metrics
- School and consumer education (food production, product labeling, etc.)
- More focus on implementation, rather than restrictions

Small Farms – West Watershed

1. Protect drinking water.
2. Reduce erosion, sedimentation and polluted runoff.
3. Strengthen local knowledge to inform watershed and resource management actions.

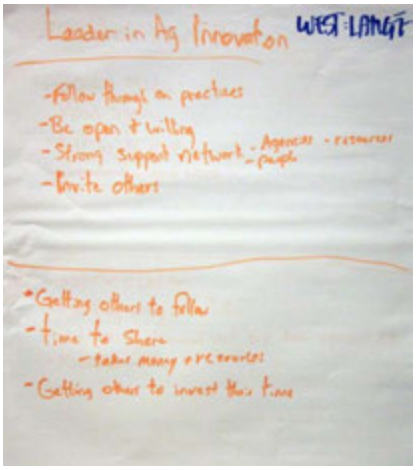


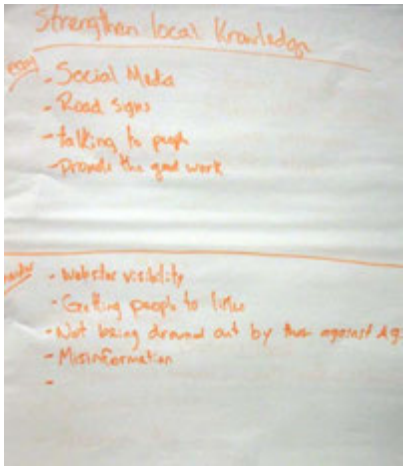


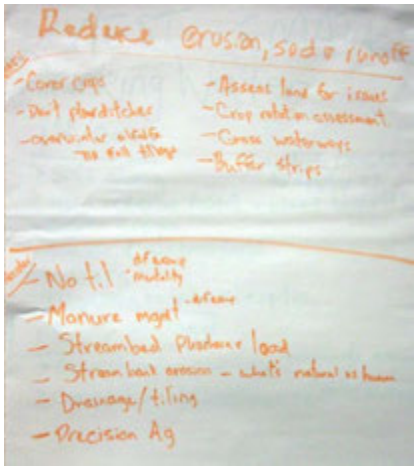


Large Farms – West Watershed

1. Leader in agricultural innovation.
2. Strengthen local knowledge to inform watershed and resource management actions.
3. Reduce erosion, sedimentation, and polluted runoff.

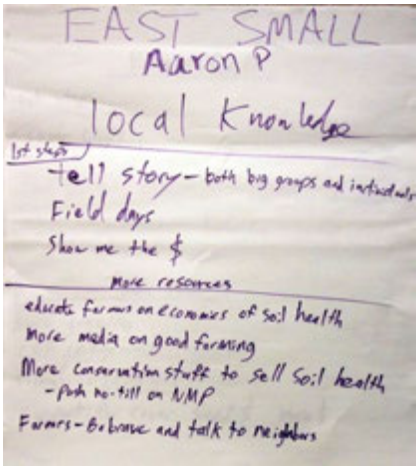


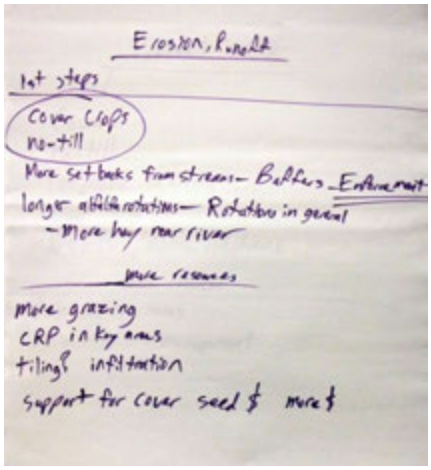


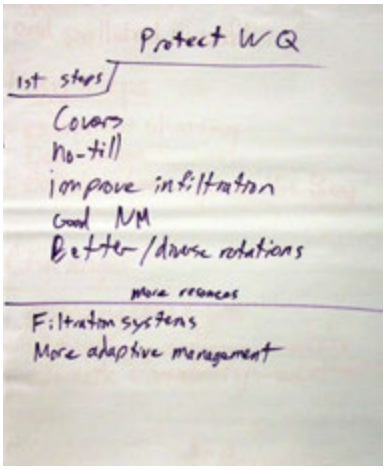


Small Farms – East Watershed

1. Strengthen local knowledge to inform watershed and resource management actions.
2. Reduce erosion, sedimentation, and polluted runoff.
3. Protect water quality.

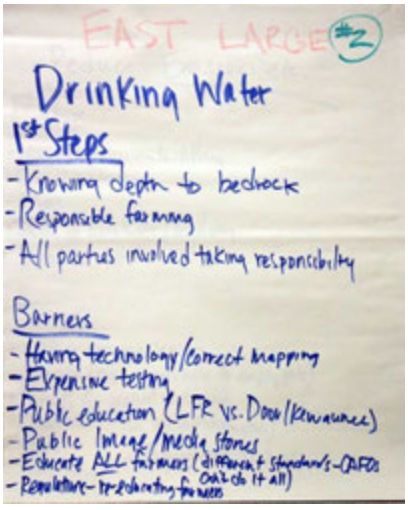


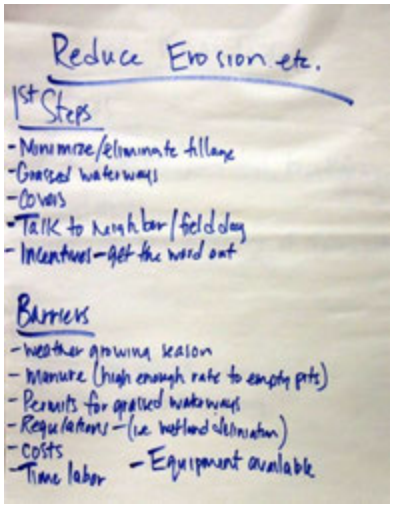


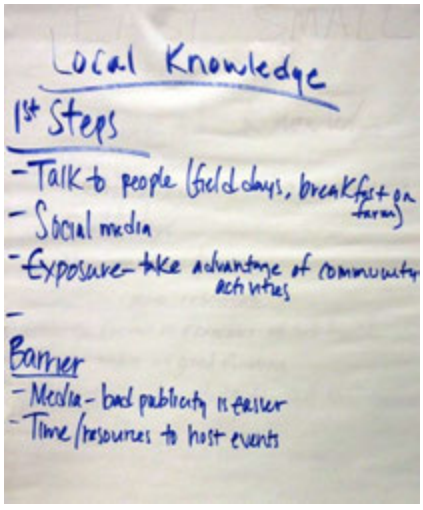


Large Farms – East Watershed

1. Protect drinking water.
2. Reduce erosion, sedimentation, and polluted runoff.
3. Strengthen local knowledge to inform watershed and resource management actions.

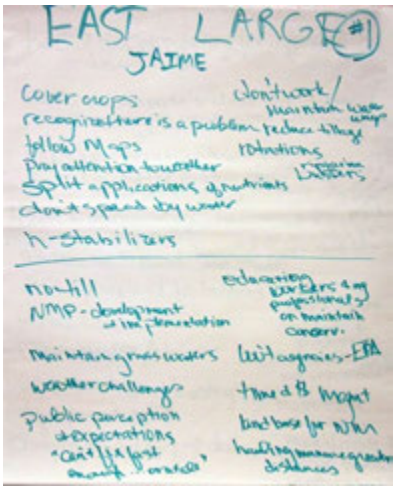


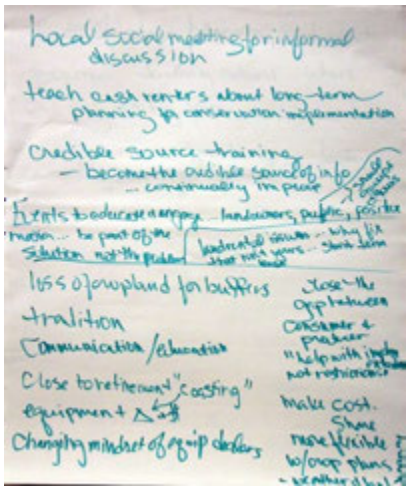


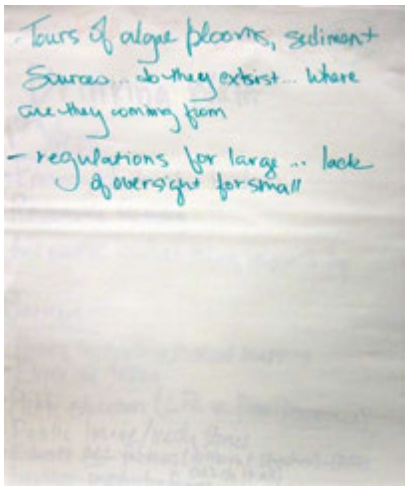


Large Farms – East Watershed

1. Protect drinking water.
2. Protect environmental resources and services.
3. Reduce erosion, sedimentation, and polluted runoff.

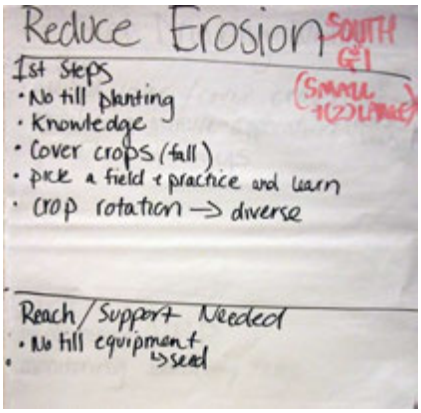


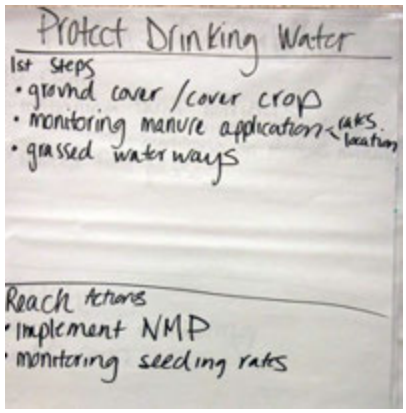


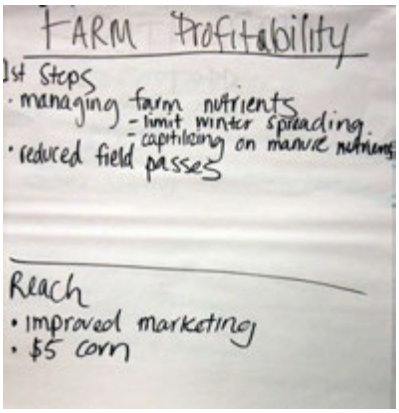


Small Farms – South Watershed

1. Reduce erosion, sedimentation, and polluted runoff.
2. Protect drinking water.
3. Farm profitability.

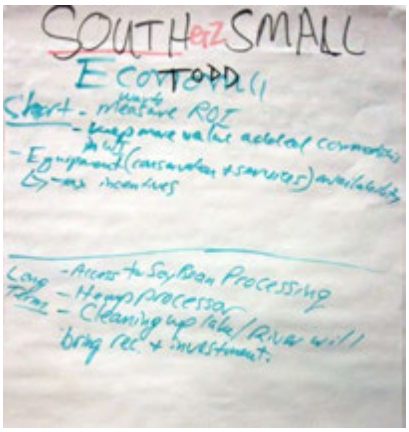


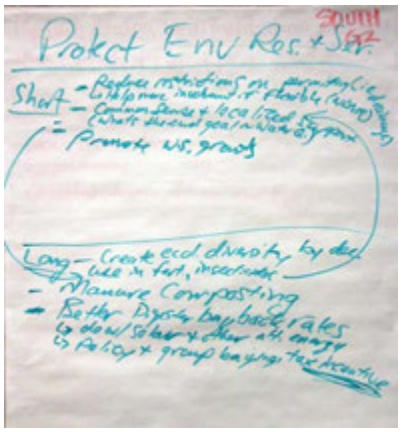


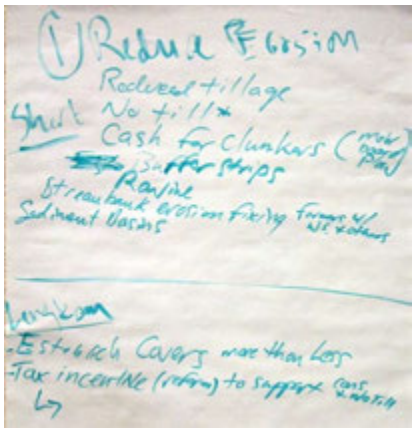


Small Farms – South Watershed

1. Strengthen local and regional economies.
2. Protect environmental resources and services.
3. Reduce erosion, sedimentation, and polluted runoff.

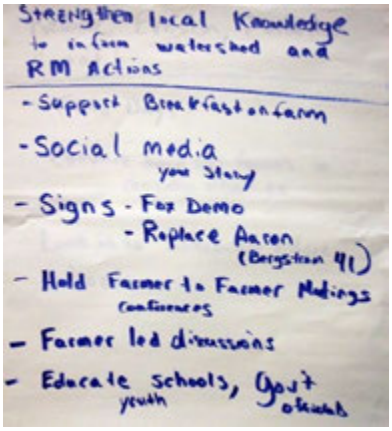


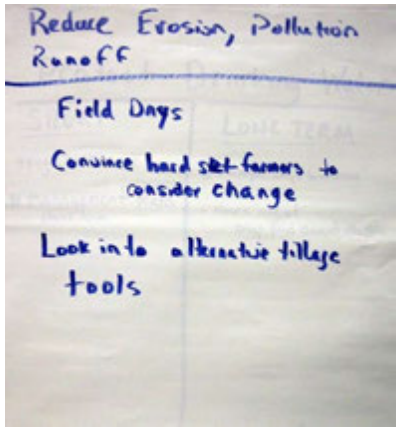


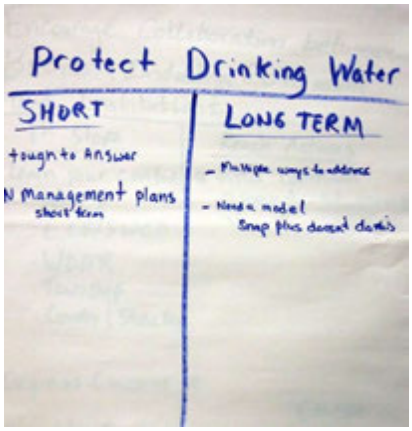


Farm Consultants and Agronomists

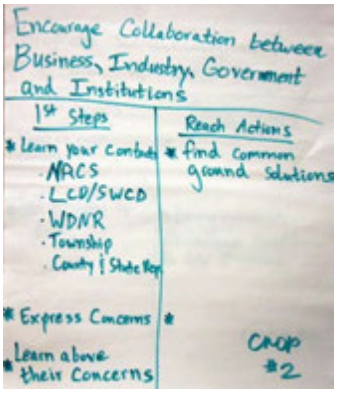
1. Strengthen local knowledge to inform watershed and resource management actions.
2. Reduce erosion, sedimentation, and polluted runoff.
3. Protect drinking water.

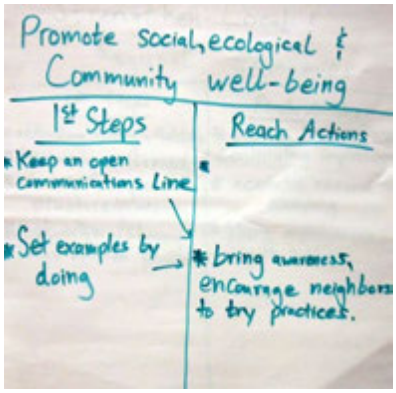


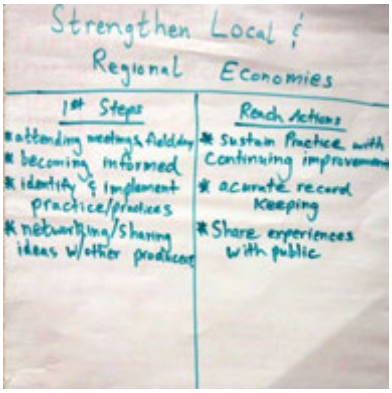




1. Encourage collaboration between business, industry, government and institutions.
2. Promote social, ecological and community well-being.
3. Strengthen local and regional economies.

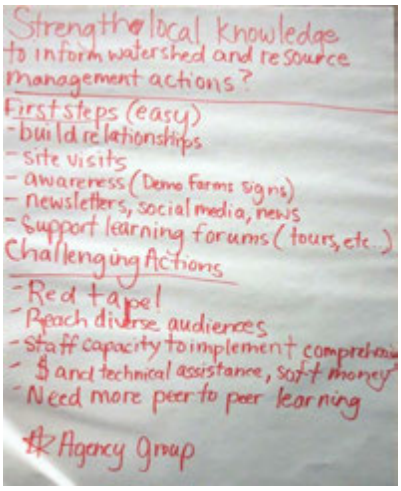


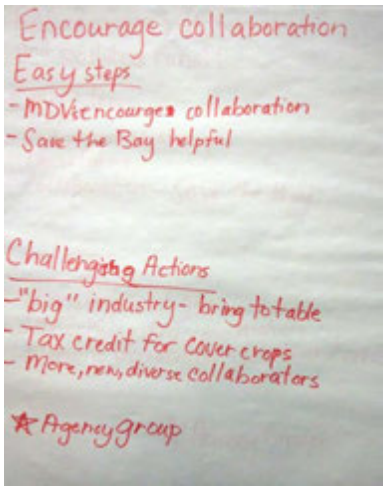


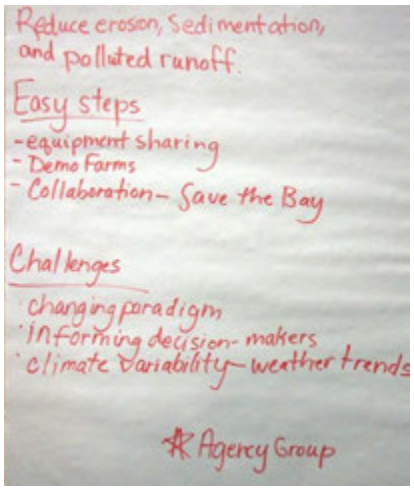


Agency and Farm Support Staff

1. Strengthen local knowledge to inform watershed and resource management actions.
2. Encourage collaboration between business, industry, government and institutions.
3. Reduce erosion, sedimentation, and polluted runoff.







Communication

The following section is based on input from the Farmer Roundtable held January 27th, 2016 and is intended to represent themes that have emerged from the sector that relate to how they communicate with one another and their preferences for receiving conservation information from other community partners.

How do you learn about new practices?

- One-to-one
- Through crop consultants / agronomists
- Seeing what neighbors do (and then don't do that)
- Producer to producer
- Agricultural publications
- Demonstration farms and NRCS field days
- Agencies

How can producers better support one another and share information on implementing conservation practices and lessons learned?

- Demo farm network – share information and data
- Demo farm tours offered in mornings and afternoons
- Producer-to-producer, peer-to-peer meetings
- Meetings similar to {the farmer roundtable} with this caliber of speakers (speakers with experience)
- Provide information on manure applicators, new technology, aerating systems
- Share equipment
- Share information about what DOES NOT work, which is often as, if not more, valuable than hearing what does work
- Written articles are not necessarily beneficial as farmers prefer to see the results, which vary significantly from field to field, farm to farm.
- The multitude of materials and sources promoting different conservation techniques can be overwhelming to producers. Producers do not know who or what to believe.
- Farmers need to lead the watershed meetings/programs and take ownership of getting the message out to the public about their efforts and successes.

Business & Industry Roundtable

February 21, 2018, Green Bay, WI

John Katers, Dean of the College of Science, Engineering and Technology at UWGB speaks to roundtable participants

Participation

Advisory Team Participants

- Bob Atwell, Nicolet National Bank
- Bruce Deadman, Davis and Kuelthau
- John Katers, UWGB
- Paul Linzmeyer, ThedaCare
- Troy Streckenbach, Brown County Executive

Business Representatives

- Randall Lawton, Lawton Foundry
- Matthew Christman, New North
- Peggy Collinsmith, McDonald Companies
- Jim Loretti, McDonald Companies
- Scott Clark, Boldt
- Jay Grosskopf, Boldt
- Dan Nemke, Dynamic
- Laura Grovogel, Aurora Baycare
- Alex Smith, The Farmory
- Therese Pandl, HSHS
- Natalie Bromstad, Live54218
- George Kerwin, Bellin Health

- Jayme Sellen, Greater Green Bay Chamber
- Christopher Howald, Tweet/Garot Mechanical
- Jim Kratowicz, Titletown
- Marc Minani, Nicolet National Bank
- John Arendt, Environmental Management and Business Institute, UWGB

Presenters and Facilitators

- Kevin Fermanich, UWGB – Speaker
- John Katers, UWGB – Speaker
- Troy Streckenbach, Brown County Executive – Speaker
- Bob Atwell, Nicolet National Bank – Speaker
- Chad Cook, UWEX – Academic Representative
- Jessica Schultz, Fox Wolf Watershed Alliance – Civic/NGO Representative
- Chad VandenLangenberg, Fox Wolf Watershed Alliance – Civic/NGO Representative
- Wendy Townsend, Green Bay Economic Development – Local Government Representative
- Dan Diederich, Farmer – Agricultural Representative
- Jamie Patton, UW-Madison, Nutrient and Pest Management Program – Facilitator
- Todd Brennan, Alliance for the Great Lakes – Facilitator
- Molly Meyers, UWGB and the Alliance for the Great Lakes – Facilitator
- Becky Roberts, UWSP, Center for Land Use Education – Facilitator
- Aaron Thompson, UWSP, Center for Land Use Education – Facilitator

Troy Streckenbach, Brown County Executive

Bob Atwell, Nicolet National Bank

Watershed Goals

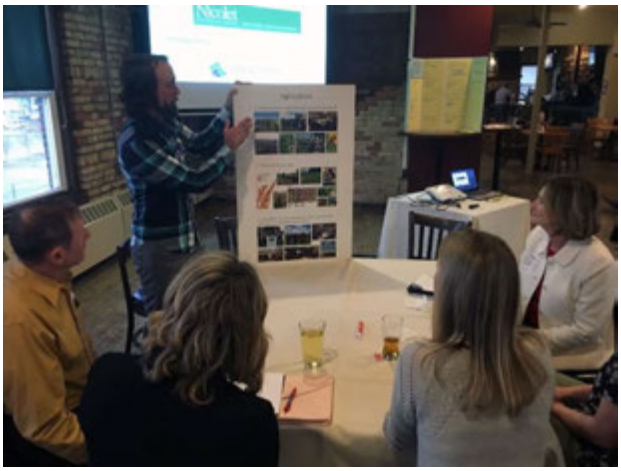
As participants arrived, they were presented with a set of 12 watershed goals and were asked to select three statements that were most important to them as business representatives. The following watershed goals received the most votes:

1. Encourage collaboration between business, industry, government and institutions
2. Promote social, ecological and community well-being
3. Protect environmental resources and services

Shared Goals

Participants were divided into four groups and paired up with a sector leader representing the Academic, Civic/NGO, Local Government, and Agriculture community. Working in small groups, each sector leader explained the top three watershed goals prioritized by their sector and gave examples of actions their sector was taking to advance those goals. Facilitators asked a series of three questions (listed below) to gauge connections between the business community and each sector. Sector leader and facilitators rotated around the room until they had met with all four groups.

1. *Which of these three goals best aligns with the needs of the business community?*
2. *Why is this goal a top priority for the business community?*
3. *What actions are you willing to support to advance this goal?*



Farmer Dan Diederich presents the Agriculture goals

Extension educator Chad Cook presents the Academic goals

Shared Goals between Business and Local Government

- Enhance community quality of life
- Strengthen local and regional economies

Why did you chose these goals?

- The groups discussed how these goals were interrelated and why they were important. Improving quality of life will help businesses attract and retain a more diverse workforce. Strong local businesses and economies will provide capital to improve infrastructure and quality of life. Drinking water and water quality are viewed a subset of quality of life.

What actions can you take to advance these goals?

Influence

- Businesses view themselves as problem solvers – they can help frame local issues, raise awareness, and solve problems.
- They can influence other businesses to get involved.
- They can also influence political leaders and state/federal funding decisions.

Community Involvement

- Businesses support and sponsor community events.
- They encourage and support employee participation in community activities.
- They are able to communicate volunteer and involvement opportunities to a large number of employees.

Community Development

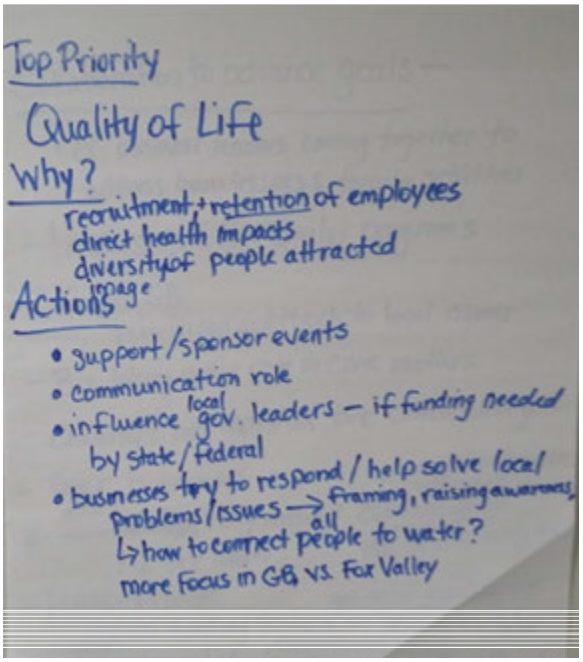
- Businesses highly value local infrastructure and quality of life.
- They see how roads, water, and infrastructure directly support business and industrial activity.
- They recognize that the local workforce expects a high quality of life (water, housing, recreational opportunities, etc.) Since many employees commute, they recognize the importance of regional infrastructure and providing high quality of life in communities large and small.
- Businesses provide local tax base to support infrastructure. They may also be willing to contribute additional funding to support infrastructure (roads, parks, etc.)
- Businesses can help recognize redevelopment opportunities (i.e. enhanced river/trail access, redevelopment of Pulliam Plant)
- They can invest in physical improvements on the waterfront (kayak launches) and policy changes (no wake zones)

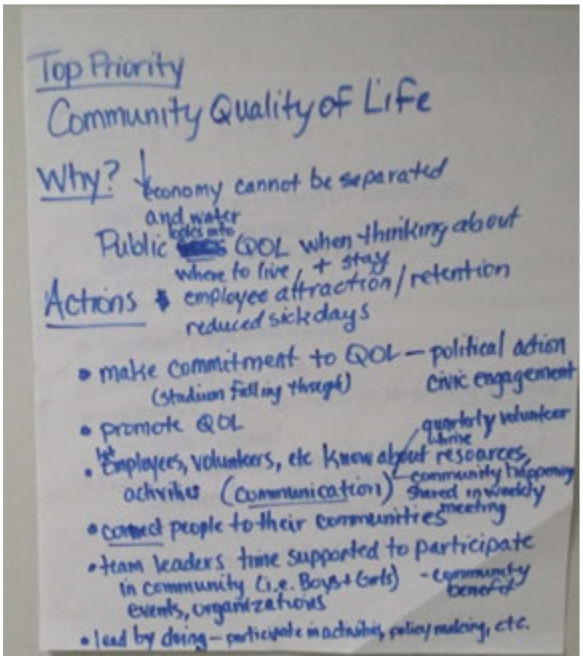
Public-Private Partnerships

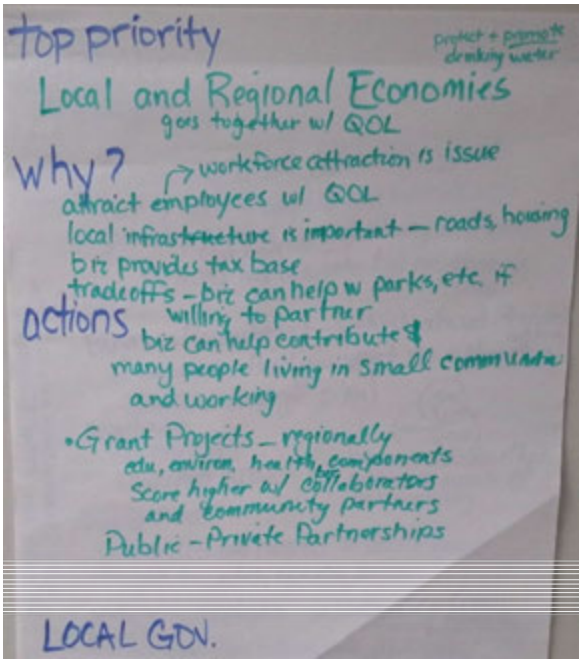
- Businesses would like to explore public-private partnerships.
- They are willing to collaborate on grant projects focused on education, public health, environment, and regional economies (grants with multiple business and community partners are likely to score higher).
- They are willing to explore opportunities to fund infrastructure (roads, parks, etc).
- They would like to work with Chambers to think about business recruitment (strategic plans).

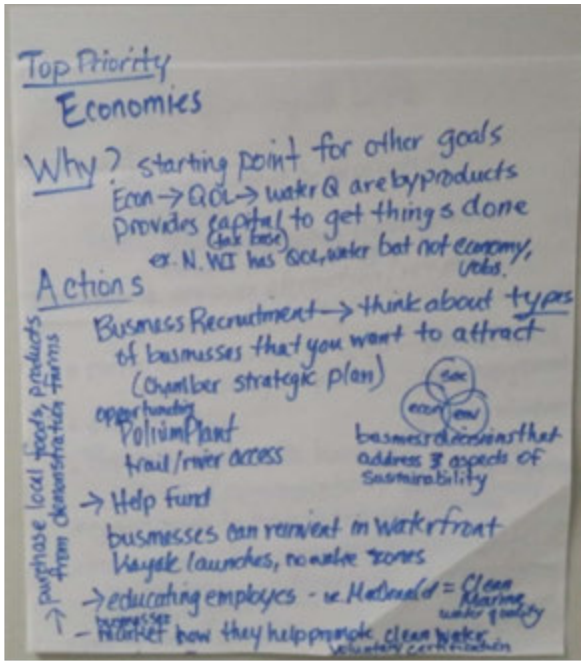
Recognition of Stewardship Efforts

- Businesses invest in educating their employees.
- They integrate social, economic, and environmental considerations into business decisions.
- They would like to highlight efforts that have positive social and environmental impacts on the community (ex. Clean Marina program).
- They would consider participating in a voluntary certification or recognition program to highlight efforts to promote clean water and purchase of local foods and products.


Top Priority
Quality of Life
Why?
recruitment + retention of employees
direct health impacts
diversity of people attracted
Actions
image
• support/sponsor events
• communication role
• influence local gov. leaders – if funding needed by state/federal
• businesses try to respond/help solve local problems/issues → framing, raising awareness all
↳ how to connect people to water?
more Focus in GB vs. Fox Valley


Top Priority
Community Quality of Life
Why? ↓ economy cannot be separated
and water
Public looks at QOL when thinking about
where to live, + stay
Actions ↑ employee attraction/retention
reduced sick days
• make commitment to QOL – political action
(stadium falling through) civic engagement
• promote QOL
• Employers, volunteers, etc know about resources, quarterly volunteer time
activities (communication) community happenings shared in weekly meeting
• connect people to their communities
• team leaders time supported to participate in community (i.e. Boys + Girls) - community benefit
events, organizations
• lead by doing – participate in activities, policy making, etc.


top priority
protect + promote drinking water
Local and Regional Economies
goes together w/ QOL
Why? ↗ workforce attraction is issue
attract employees w/ QOL
local infrastructure is important – roads, housing
biz provides tax base
tradeoffs – biz can help w parks, etc. if
Actions willing to partner
biz can help contribute $
many people living in small communities and working
• Grant Projects – regionally
edu, environ, health, components
Score higher w/ collaborators
and community partners
Public – Private Partnerships
LOCAL GOV.


Top Priority
Economies
Why? starting point for other goals
Econ → QOL → water Q are byproducts
provides capital to get things done
(tax base)
ex. N. WI has QOL, water but not economy, jobs.
Actions
Business Recruitment → think about types of businesses that you want to attract
(Chamber strategic plan)
opportunities
Polium Plant
trail/river access
businesses decisions that address 3 aspects of sustainability
→ Help Fund
businesses can reinvest in waterfront
Kayak launches, no wake zones
→ educating employees - ie Harbor Gold = Clean Boating water quality
- Market how they help promote clean water
→ purchase local foods, products from demonstration farms

Shared Goals between Business and Civic/Non-Governmental Organizations

- Raise awareness / strengthen citizen knowledge
- Promote social, ecological and community well-being

Why did you chose these goals?

- These groups focused on community well-being as a means to improve talent attraction and retention, quality of life, and economic integrity. They believe thriving communities will drive thriving businesses. In the past, these groups have struggled with education that didn't lead to action or produce change. As a result, they feel they need to focus their efforts on raising awareness.

What actions can you take to advance these goals?

Capacity Evaluation / Resource Sharing

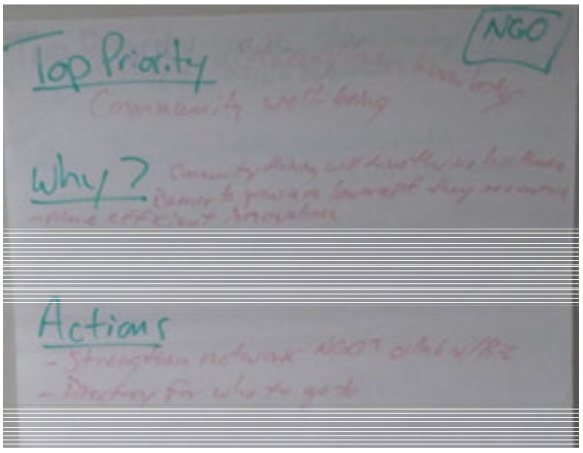
- Strengthen network of NGOs through collaboration with business
- Understand what multiple partners can bring to the table: professional skills such as marketing and engineering, resources such as land, capital and in-kind services, etc.
- Identify opportunities to exchange resources
- Produce a directory of speakers and volunteer opportunities

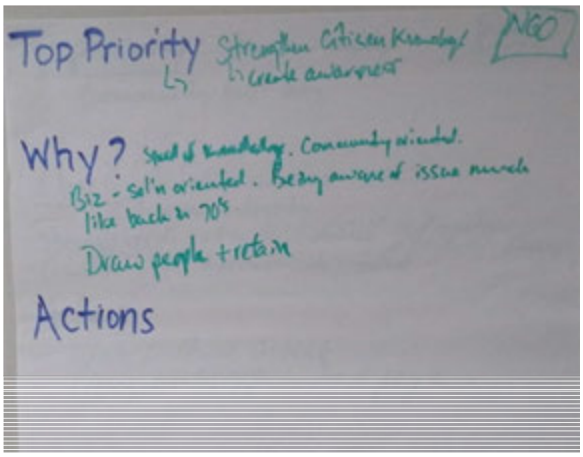
Support Involvement in Water Events

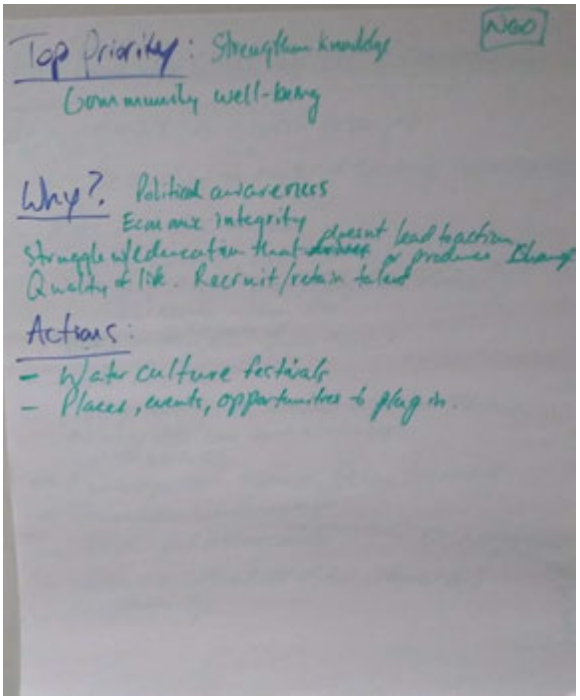
- Water culture festivals
- Identify places, events, opportunities to plug in
- Companies participating in annual watershed cleanup

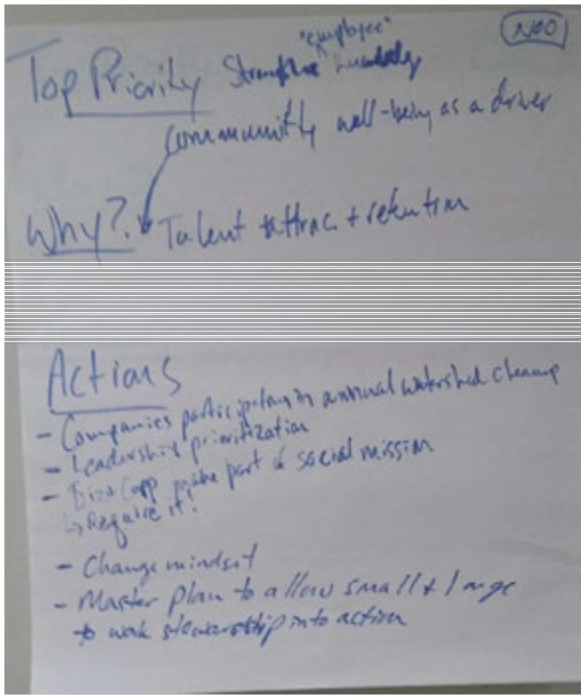
Business Stewardship

- Businesses and corporations make part of social mission (require it!)
- Prioritization by leadership
- Change mindset
- Master plan to allow small and large to work stewardship into action


NGO
Top Priority
Why?
Actions


NGO
Top Priority
Why?
Actions


NGO
Top Priority: Strengthen knowledge
Community well-being
Why?
Actions:


NGO
Top Priority
Why?
Actions

Shared Goals between Business and Agriculture

- Reduce erosion, sedimentation and polluted runoff
- Raise awareness / strengthen local knowledge to inform watershed and resource management actions

Why did you chose these goals?

- Business representatives selected these goals because they believe they will lead to clean water. They see a major role in raising awareness about the issue. They believe knowledge and peer demonstrations will lead to activism and change within the business community and agriculture. Ultimately, they see a link between clean water and employee recruitment, real estate values, and economic development.

What actions can you take to advance these goals?

Raise Awareness

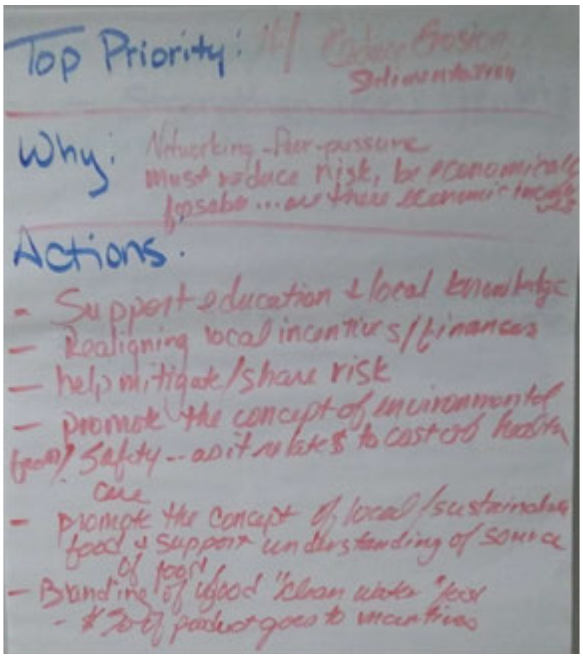
- Area has high employment and means to push communication through the business community
- Build upon the concept "this is the greatest place to raise a family"
- Make issues a reality with real communication about the issues
- Support groups already working on clean water
- Focus educational outreach on safety, what you can and cannot do on the water, fish consumption, and overcoming stereotypes (i.e. "water will not make your arms fall off")
- Education and awareness will drive demand for clean water

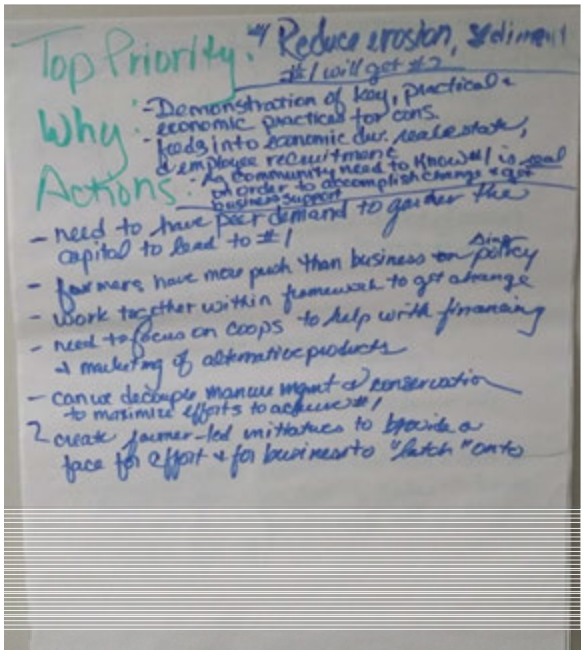
Joint Marketing and Communication

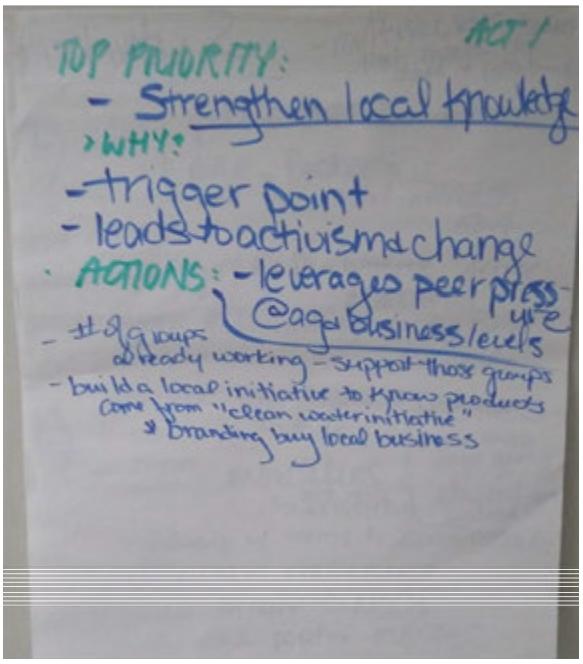
- Market local businesses that buy and produce local products
- Promote local sustainable food and knowledge of where your food comes from
- Identify and support purchases associated with "clean water" initiatives
- Use a percentage of the purchase price of "clean water" products to support conservation practices and other incentives (this reduces risks for producers and makes improved practices economically feasible)

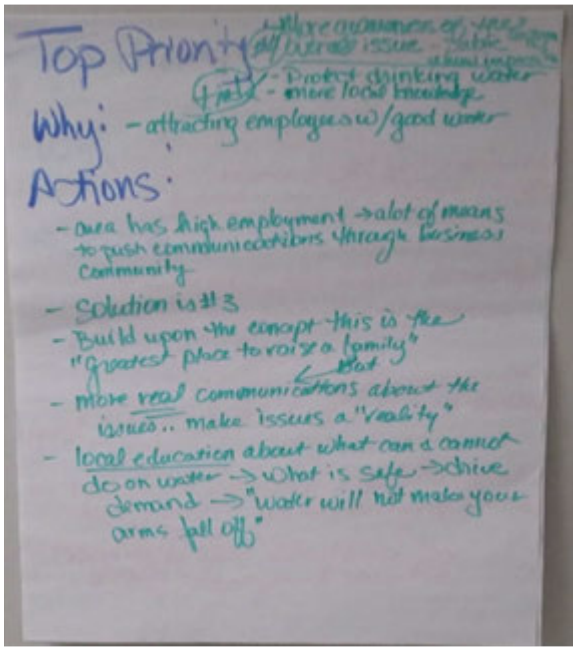
Support Farmer Led Initiatives

- Create farmer-led initiatives to provide a face for efforts that businesses can connect with
- Demonstrate key, practical and economic practices for conservation
- Farmer networking can provide peer pressure to adopt conservation practices
- Reduce risk and provide economic incentives for farmers to invest in conservation
- Need peer demand to garner the capital to lead to #1
- Farmers have more push than business on changing policy
- Work together within framework to get change
- Need to focus on coops to help with financing and marketing of alternative products
- Decouple manure management and conservation (maximizes opportunity to reduce erosion and sedimentation)


Top Priority:
Why:
Networking - Peer-pressure
Actions:
- Support education & local knowledge
- Realigning local incentives/finances
- help mitigate/share risk
- promote the concept of environmental
- Branding


Top Priority:
Reduce erosion, sediment
Why:
- Demonstration of key, practical &
economic practices for cons.
Actions:
- need to have peer demand to garner the
capital to lead to #1
- farmers have more push than business on policy
- work together within framework to get change
- need to focus on coops to help with financing
& marketing of alternative products
- can use decision maker input & conservation
to maximize efforts to achieve #1
2 create farmer-led initiatives to provide a
face for effort & for business to "latch" onto


TOP PRIORITY:
- Strengthen local knowledge
>WHY:
-trigger point
- leads to activism & change
ACTIONS: - leverages peer pressure
@ ag & business levels
- build a local initiative to know products
come from "clean water initiative"
& branding buy local business


Top Priority
Why: - attracting employees w/ good water
Actions:
- area has high employment → a lot of means
to push communications through business
community
- solution is #3
- Build upon the concept this is the
"greatest place to raise a family"
- More real communications about the
issues.. make issues a "reality"
- local education about what can & cannot
do on water → what is safe → drive
demand → "water will not make your
arms fall off"

Shared Goals between Business and Academics

- Encourage collaboration between business, industry, government and institutions
- Promote impact of clean water on community

Why did you chose these goals?

- These groups focused on promoting clean water and access to water as a means to bring people to the community. They believe collaboration is key. The academic community plays a key role in bringing together community resources and translating research into action. Businesses can play a role by leveraging additional resources and bringing attention to the issue. By working together, they can learn from each other and more effectively tackle the problem.

What actions can you take to advance these goals?

Define the Problem – Influence Public Policy

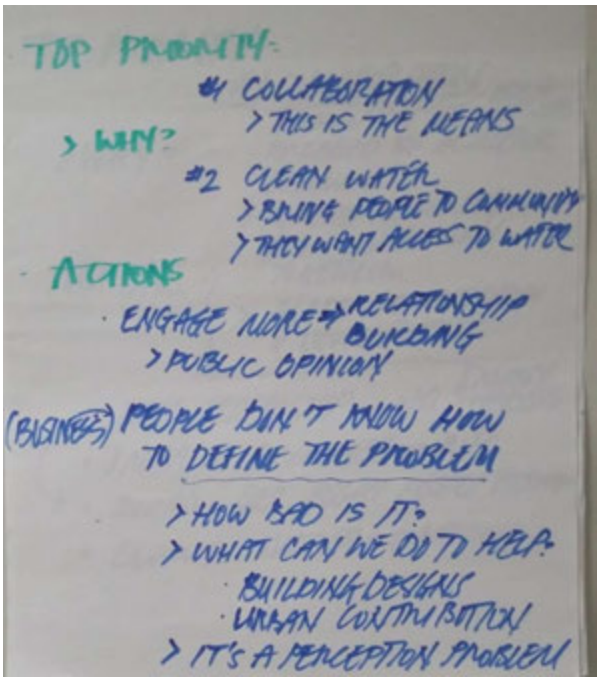
- People don't know how to define the problem:
    - How bad is it?
    - What can we do to help? (building designs, urban contribution)
    - How do we overcome negative public perceptions?
- Help develop public policy
    - Water as a resource
    - Land acquisition to promote public access

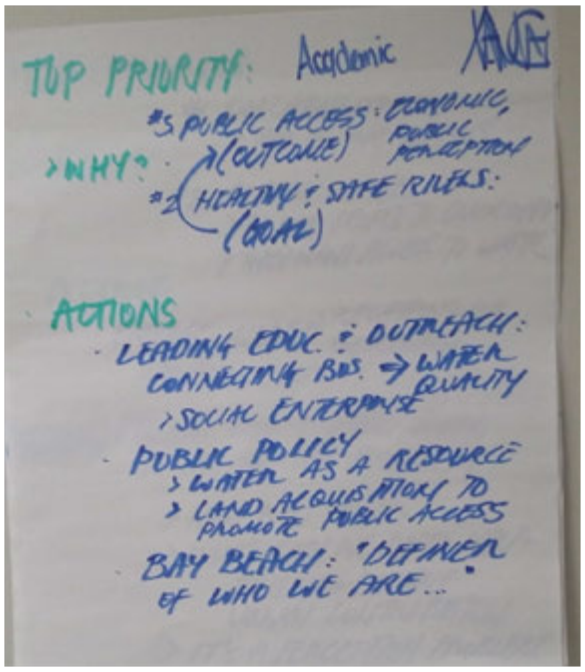
Education and Outreach

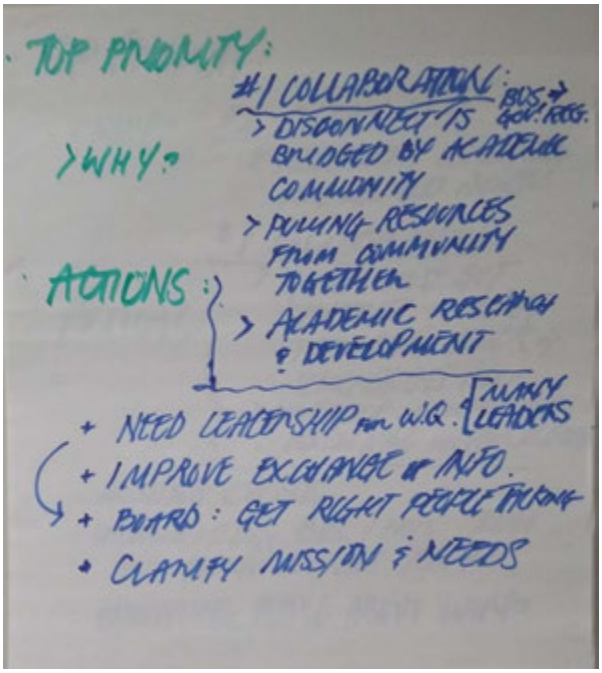
- Connect business to water quality (social enterprise)
- Lead education and outreach – educate people about why
- Highlight businesses and industries that are doing things right (leverage competitive advantage for participating)
- Host events
- Celebrate our connections with water
    - Bay Beach: "Definer of who we are…"

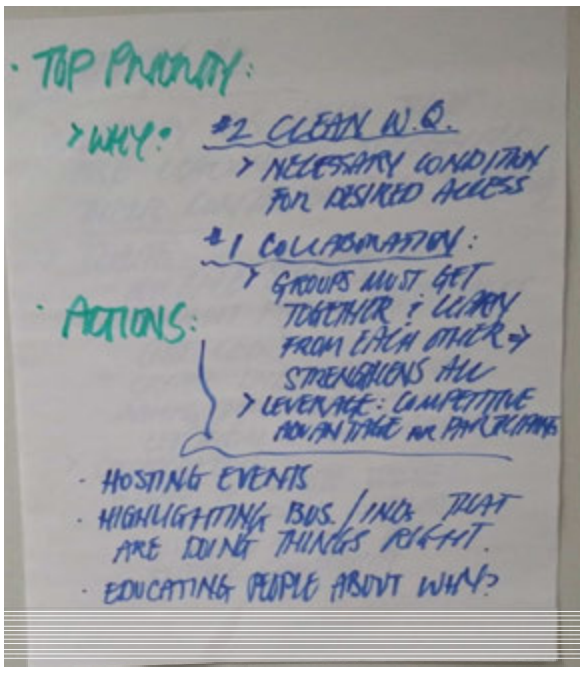
Multi-Sector Leadership Team

- Need leadership for water quality (many leaders)
- Get the right people talking
- Improve exchange of information
- Engage in relationship-building
- Clarify mission and needs


TOP PRIORITY:
#1 COLLABORATION
> THIS IS THE MEANS
> WHY?
#2 CLEAN WATER
> BRING PEOPLE TO COMMUNITY
> THEY WANT ACCESS TO WATER
ACTIONS
· ENGAGE MORE ⇒ RELATIONSHIP BUILDING
> PUBLIC OPINION
(BUSINESS) PEOPLE DON'T KNOW HOW TO DEFINE THE PROBLEM
> HOW BAD IS IT?
> WHAT CAN WE DO TO HELP
· BUILDING DESIGNS
· URBAN CONTAMINATION
> IT'S A PERCEPTION PROBLEM


TOP PRIORITY: Academic
#3 PUBLIC ACCESS: ECONOMIC, PUBLIC PERCEPTION
> WHY? (OUTCOME)
#2 HEALTHY & SAFE RIVERS: (GOAL)
ACTIONS
· LEADING EDUC. & OUTREACH: CONNECTING BDS. ⇒ WATER QUALITY
> SOCIAL ENTERPRISE
· PUBLIC POLICY
> WATER AS A RESOURCE
> LAND ACQUISITION TO PROMOTE PUBLIC ACCESS
· BAY BEACH: "DEFINER OF WHO WE ARE..."


· TOP PRIORITY:
#1 COLLABORATION:
> DISCONNECT IS BRIDGED BY ACADEMIC COMMUNITY
> WHY?
> POOLING RESOURCES FROM COMMUNITY TOGETHER
· ACTIONS:
> ACADEMIC RESEARCH & DEVELOPMENT
+ NEED LEADERSHIP for W.Q. [MANY LEADERS
+ IMPROVE EXCHANGE of INFO.
+ BOARD: GET RIGHT PEOPLE FROM
+ CLARIFY MISSION & NEEDS


· TOP PRIORITY:
> WHY?
#2 CLEAN W.Q.
> NECESSARY CONDITION FOR DESIRED ACCESS
#1 COLLABORATION:
> GROUPS MUST GET TOGETHER & LEARN FROM EACH OTHER ⇒ STRENGTHENS ALL
· ACTIONS:
> LEVERAGE: COMPETITIVE ADVANTAGE FOR PARTICIPANTS
· HOSTING EVENTS
· HIGHLIGHTING BDS. / INDS. THAT ARE DOING THINGS RIGHT.
· EDUCATING PEOPLE ABOUT WHY?

Collaboration

As a final activity, participants were asked to reflect on opportunities to collaborate to advance their watershed goals. Following are their responses.

How can you collaborate to advance the goals we discussed today?

- Approach to collaboration
  - Promote value of collaboration, shared mission
  - Identify common goals that benefit the entire community
  - Prioritize goals and look for leaders to take on

- Develop multi-sector board or teams that meet to share and collaborate
  - Identify leaders/conveners
  - Capitalize on existing CEO roundtables
  - Recruit from employees (not just CEOs)
  - Create understanding among low and mid-level employees – let them grow and take on issues together

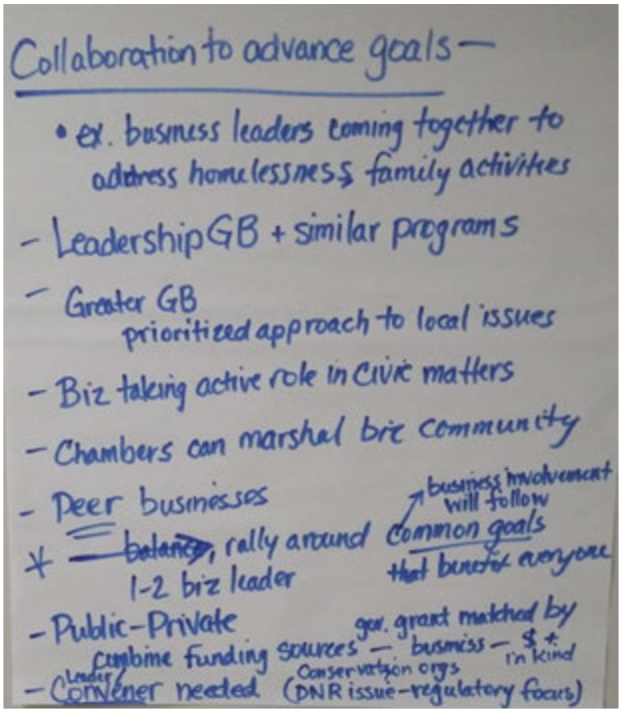
- Business involvement
  - Businesses are already taking an active role in civic matters and want to continue to do so – they see themselves as problem solvers
  - Identify existing business leaders and recognize their contributions (unified marketing)
  - Look for one to two business leaders to take on priority community issues
  - Explore public-private funding opportunities (i.e. match government and academic grants with business donations, in-kind services, etc.)
  - Chambers can help marshal the business community

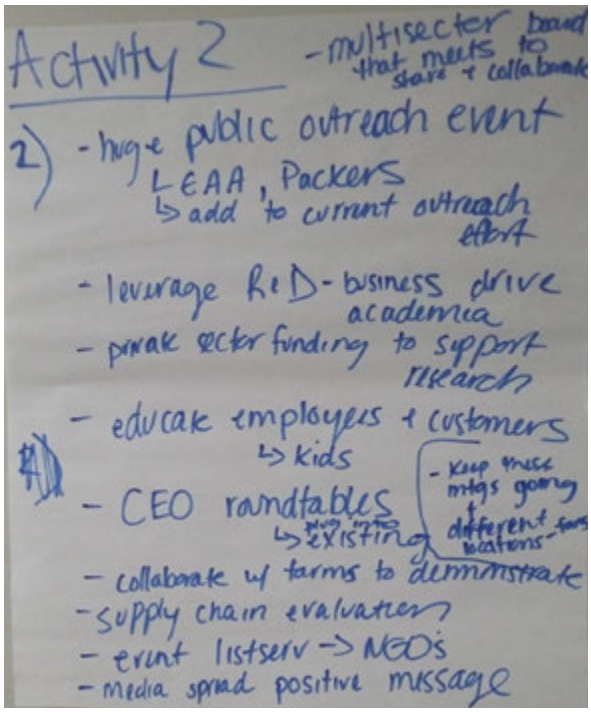
- Community involvement
  - Capitalize on existing groups, events and communication channels (i.e. Leadership GB, Live54218, develop NGO event listserv)
  - Recognize links and cross-promote events (i.e. housing helps healthcare)
  - Hold a Water Festival
  - Collaborate with farms to demonstrate conservation
  - NeighborWorks Green Bay can host workshops
  - Leverage natural resources and fishing tournaments
  - Identify speaker series or list of individuals who can speak to existing groups (i.e. business associations, professional clubs, Rotary, New North, Young Professionals, Bay Area Common Council, etc.)

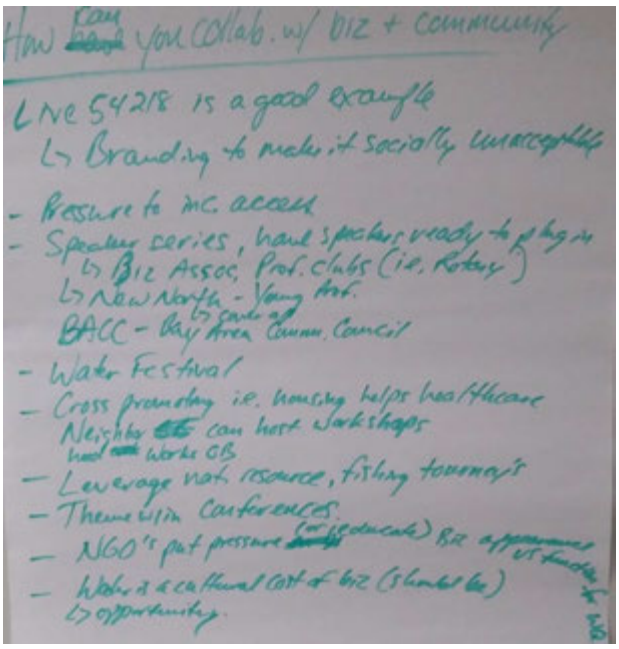
- Education and communication
  - Spread positive message through media
  - Spread messaging using a large existing public outreach event (i.e. EAA, Packers)

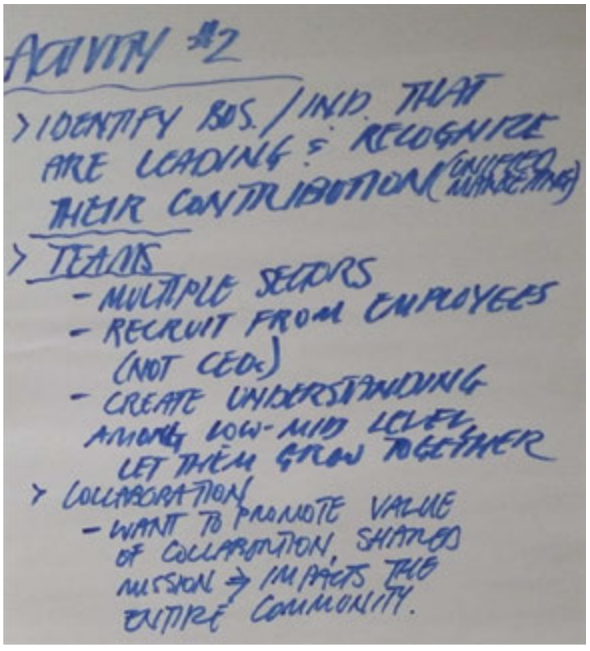
- Use branding and social marketing to advance desired behaviors and actions
- Potential messages – increase public access, water as a cultural cost of business, appearance vs. function for water quality
- Consider water theme within conferences
- Educate employees and customers (including their kids)

- Conduct supply chain evaluation

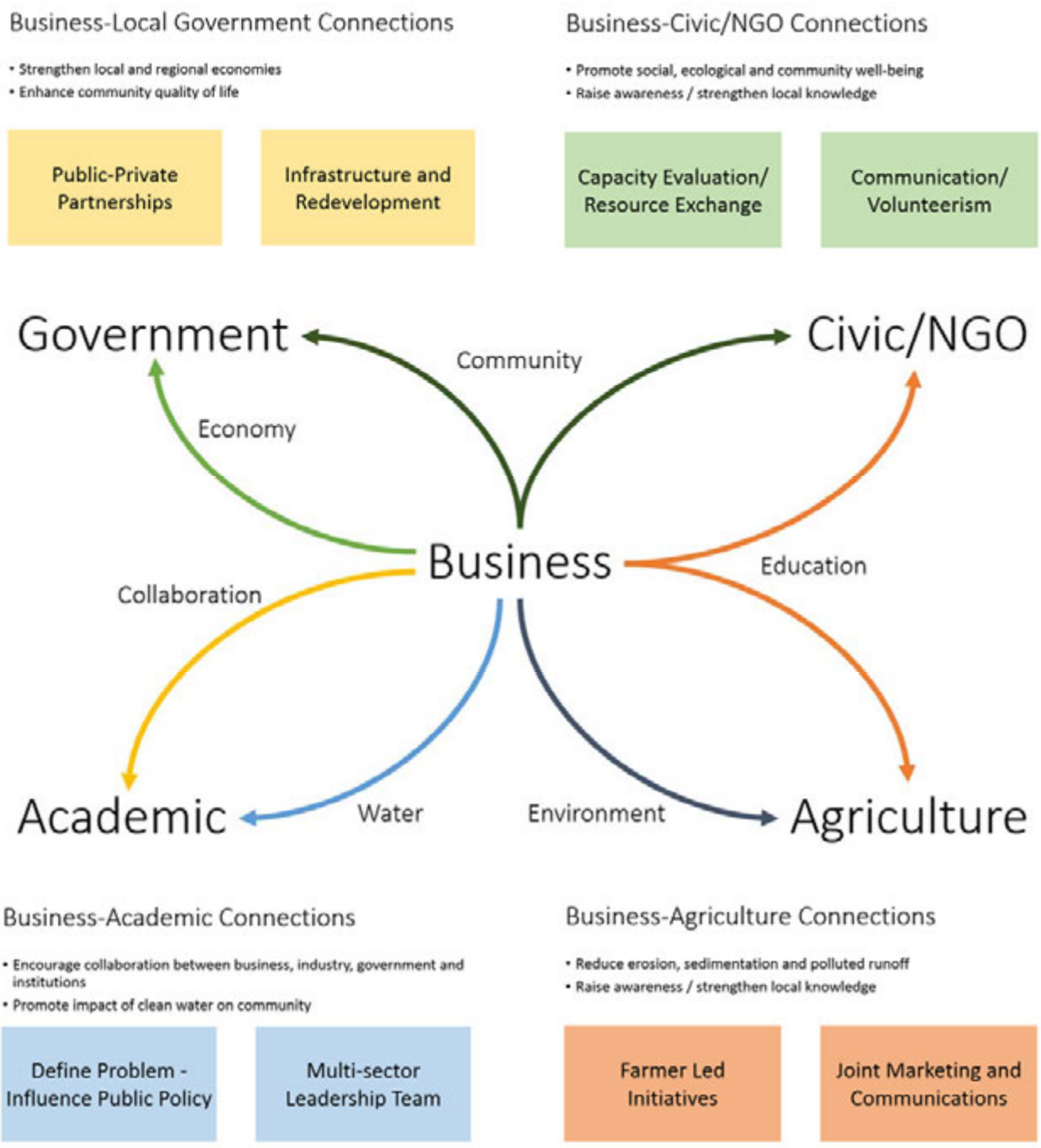








The following image captures shared goals and major opportunities for collaboration across sectors



References

Davenport, Mae A., and Erin Seekamp. “A Multilevel Community Capacity Model for Sustainable Watershed Management.” Society & Natural Resources 26, no. 9 (September 2013): 1101–11. https://doi.org/10.1080/08941920.2012.729650.

U.S. Environmental Protection Agency. (1995). Watershed Protection: A Project Focus (Office of Water Publication No. 4503F). Washington, D.C.: U.S. Government Printing Office.