



Green Ribbon Commission for Wisconsin
Working Session

08.04.2023

Agenda

1. Welcome and Roll Call
2. Commissioner Interview Review
3. Guiding Principles: Methodology
4. Guiding Principles: Small Groups
5. Guiding Principles: Drafting
6. Guiding Principles: Alignment
7. Adjourn

Other items:

- Public participation
- Parking lot

Green Ribbon Commission Timeline



GRC: Green Ribbon Commission
GIF: Green Innovation Fund

Why Are We Here?

In April, Gov. Tony Evers issued Executive Order #195 creating the Green Ribbon Commission on Clean Energy and Environmental Innovation. Your appointment to this commission means that you are responsible for advising the Governor on how to create the state's first-ever Green Innovation Fund. This fund and its partners will leverage public and private financing to invest in projects that provide environmental and clean energy solutions to businesses, reduce pollution, lower energy costs for families, and expand access to clean, affordable energy options.

“Wisconsin is ready for bold and urgent solutions to the climate crisis, and creating the Green Innovation Fund will not only help propel our state forward towards our clean energy goals and enable our state to leverage federal funding available under the Inflation Reduction Act, but it will establish Wisconsin as a leader in innovative technology and clean energy,” said Gov. Evers. “This commission is an important step forward in doing that and to ensuring this Fund is successful in building a sustainable, clean energy economy for the future.”

Check In: Who Are You + How Are You Feeling?

- Go around the room
- Share your name and one word that sums up how you are feeling

Interview Findings

Framing the Commission's Role

Describe the commission's primary objective	Aid the transition to green	Frame-work for investment	Capture federal dollars	Produce a more equitable WI	Stand up a green bank	Guard rails	Footprint for sustainable future	Renewable and sustainable energy	Lay the foundation	Move the needle
Why are you excited to join this commission?	Represent community	WI back into leadership on climate change	Build clean energy economy	Building on Pres goal on infrastructure	Focus on low to moderate income WI	Add realism	Community of color and small enterprises need a seat at the table	Future focused, it is the right thing	Key piece of climate action	Can add value
If you could use just one word to describe the commission, what would it be?	Equity	Diverse perspective	Diverse people from different places	Exciting	Energized and curious	Diversity in all forms	Siloed	Different points of view	Empowered	Disparate

Describe the commission's primary objective	Create a public private partnership	Create the frame and brand	Hear from a variety of voices	Leverage fed dollars to meet climate goals	Framework and recommendations	Keep WI competitive	Accelerate progress with financing mechanism	Ensure underserved get access to resources
Why are you excited to join this commission?	This is a pivotal moment	Move the needle, take action, jumpstart this issue	Learn from others	Shape program that builds the future	Help everyone have access to de carbonization dollars	All voices matter – not just one segment	Ripe moment to make real progress – chance to make concrete change	Equity
If you could use just one word to describe the commission, what would it be?	Outcome	Energetic and accelerated	Diverse thinking and experience	Diverse	Energetic	Focused	Forward thinking	Disjointed

Identifying Focus Areas

Focus #1	Inclusive (invite everyone to use)	Creating access	Internal controls, process and structure	Sustainable beyond initial injection	Right partners	Federal dollars	Opportunity for all communities	Leverage federal money	Get federal dollars
Focus #2	Easy (make it easy)	Removing barriers	Product to market – make it easy	Non-profit and non-political	Wholistic thinking	Framework and guide-lines	Make sustainable	Be inclusive of low and moderate income	Protect workers esp. displaced ones
Focus #3	Transformative, not just loans	Educating	Ensure these are guarantees and not direct loans	Define equitable	Right deliverables	Get utilities on board – especially coops	Put worker first to build green careers	Make Wi a leader	Make sure everyone can access

Focus #1	Ensure equity and justice	Fair distro and wide coalition	Engage under served voices	Understand the land scape	Distribute \$ across sectors and state	Define our goals	Diversify funding	Ensure ease of use and equitable access	Prioritize implementation funding
Focus #2	Be aggressive and visionary	Clear success metrics and ROI	Act fast	Work to address needs	Create win-win-win, not winners and losers	Partner with industry	Deploy efficiently	Develop a framework that can be sustained	Ensure equal access
Focus #3	Frame in a way to bring others along	Leverage private funds and make market ready	Build relationships	Champion solving for the gaps	Execute efficiently	Execute on that partnership	Ensure it is easy	Execute efficiently	Remove barriers to applying – make it easy

Surfacing What Success | Failure Looks Like

What is the most important thing for this commission to accomplish?	Make long term and ensure it can be sustained	The art of the possible, change the conversation the Wisconsin way	Building capacity for longevity	Set up guidelines and guard rails for long term	Broad reach – both urban and rural	Put the structure in place	Narrow the gap	Help the planet and help the workforce	Make sustainable and not just this injection
What does success look like to you?	Executing, not just planning	Be a model – a state that leads and gets ready	Broad – not just for those at the top	Move the needle	Be bipartisan or no- partisan	Addressed policy bias	Help communities of color be sustainable	Projects going	Build jobs and trades
What does failure look like to you?	No consensus or lack of alignment	Give away dollars, squander investment, play to interest groups and not larger good	Status quo	Just a program, that is under utilized	Just a report without movement Don't get federal money	Fail to do loans for those of low or moderate incomes	Too much talk, not enough action; too many siloes	Talk, no action, infighting	One and done, dollars did not create jobs

What is the most important thing for this commission to accomplish?	Be open and get results	Spread \$ equitably	Make it actionable	Longevity and make this sustainable	Broad and bipartisan	Make this work look like the state – and make it last	Focus on the workforce and a public / private partnership	Equity	Get resources to where they were intended
What does success look like to you?	Get money, stand up fund, have many winners	Under served are a part of this (rural, tribal, POC)	Action, progress, all over the state	Have nots got to participate	Partners across the state, fair distribution	Longevity and not just public sector	Bipartisan look and feel	Every corner of the state and every resident sees themselves in this program	Things are happening as planned
What does failure look like to you?	Normal winners keep winning	Gov't imposed this on us	Meetings, words and a report that sits on a shelf	Big corps and big biz and big players get help	Hyper partisan, all buzz words and no action	Lack of consensus	Too partisan	Don't get funding out the door	Same people are getting benefits

Ranking our Confidence | Compromise Appetite

	TOTAL	AVERAGE
I'm confident this commission will be productive	65.25	3.625
I'm confident we will get federal funding for our efforts	78.5	4.3611
I'm committed to making our vision a reality, even if that requires compromise	86.5	4.805

Sharing Additional Thoughts

- There is always politics, always the haves and have nots
- Make sure all voices get heard
- No voice on this commission has more impact than others
- We all must compromise, and the only right answers are shaped by all of us
- Focus on economic impacts
- Climate impacts poor communities more than others
- Make this about more than a loan program
- Bring in others, make this about jobs and the trades
- This is about the future – helping farmers, businesses and communities get ready for it
- Make it transformation, change mindsets and change how “programs” are run, make it sustainable and not bureaucratic
- Help people see this as help, support to shift to a new economy; don’t let language turn off people. This is about economic advancement
- Train at colleges, tech colleges and involve the trades
- Make sure we get the federal dollars; make sure we focus on low and moderate incomes, focus on small projects in communities
- Leverage every community, build generational wealth, make Wisconsin the place to live, work and visit
- Make sure small businesses fair well, not just large ones
- Focus on bringing people together, frame as economic or jobs narrative, benefiting climate goals and Justice 40
- Be strategic in how we tell our story and frame our narrative – include others, make this about Wisconsin Leading Again
- Ensure there are no losers – make winners from industries that are changing; in communities across the state, esp. underserved
- Create the right frame and brand; focus on Wisconsin jobs, lower costs of energy for Wisconsin, Wisconsin lead the way (not China or CA)
- Commissions are difficult by nature, and this is a large one representing many stakeholders and we will all have to compromise
- Wisconsin can get back on track; be a leader helping diverse stakeholders think about the future
- Must quit digging ourselves a deeper hole
- Watch out for silos
- Frame this for the big tent – create a big umbrella
- Think big picture – this isn’t about “access” to the loans or dollars, it is actually getting them
- Make this work look like Wisconsin – create winners across the state and across sectors
- Frame a building a future Wisconsin – better jobs, better energy, lower costs
- Involve industry and ensure that this is a public/private partnership
- Focus more on economic benefits and workforce upsides than solving climate crisis
- Have this not be another governmental program
- Wisconsin has water and will be a climate crisis oasis – let’s get future ready
- Let data drive our decisions

Exercise #1

Interview Findings

Review Findings

Break into three teams

Badgers:

Brewers:

Bucks:

Round 1: 1-5 rankings

Round 2: One-word answers

Round 3: Top focus areas

Round 4: What success | failure looks like

Where You Stand: Confidence + Compromise

Confidence level (using 1-5 scale)

1. I'm confident this commission will be productive 1 2 3 4 5.

2. I'm confident we will get federal funding for our efforts 1 2 3 4 5.

3. I'm committed to making our vision a reality, even if that requires compromise 1 2 3 4 5.

Where You Stand: Goals

One-word answers (or use two or three if you must!)

1. Describe the commission's primary objective.
2. Why are you excited to join this commission?
3. If you could use just one word to describe the commission, what would it be?

Where You Stand: Priorities

Focus Area List three areas this commission should focus on

- 1.Focus area 1
- 2.Focus area 2
- 3.Focus area 3

Where You Stand: Successful Outcomes

1. What is the most important thing for this commission to accomplish?
2. What does success look like to you?
3. What does failure look like to you?

Where You Stand: Open ended

What do these tell you?

Purpose Pyramid

The Purpose Pyramid: **Why** You Do **What** You Do + **How** You Need to Do It



VISION
Future state goal

MISSION
Current approach to reach it

STRATEGIES
Top priorities to focus on

GUIDING PRINCIPLES
Behaviors + standards

PROJECT PLANS
Implementation details

The Purpose Pyramid: **WW2 Example***



VISION

Make the world safe + foster democracy

MISSION

Liberate Europe + the Pacific from tyranny

STRATEGIES

- 1. Aid our allies, arm + support them*
- 2. Open a second front in Europe when time is right*
- 3. Be the industrial powerhouse (massive shipbuilding)*
- 4. Conduct strategic bombing*
- 5. Island hop in the Pacific*

GUIDING PRINCIPLES

- Be the arsenal of democracy + its industrial engine*
- Protect US troop's lives to greatest extend possible*
- Win in Europe first, then the Pacific*
- Set stage for lasting peace*

** Purely my thinking*

Define Our Purpose

Get back into into three teams

Badgers:

Brewers:

Bucks:

Round 1: Purpose

Round 2: Mission

Round 3: Strategies

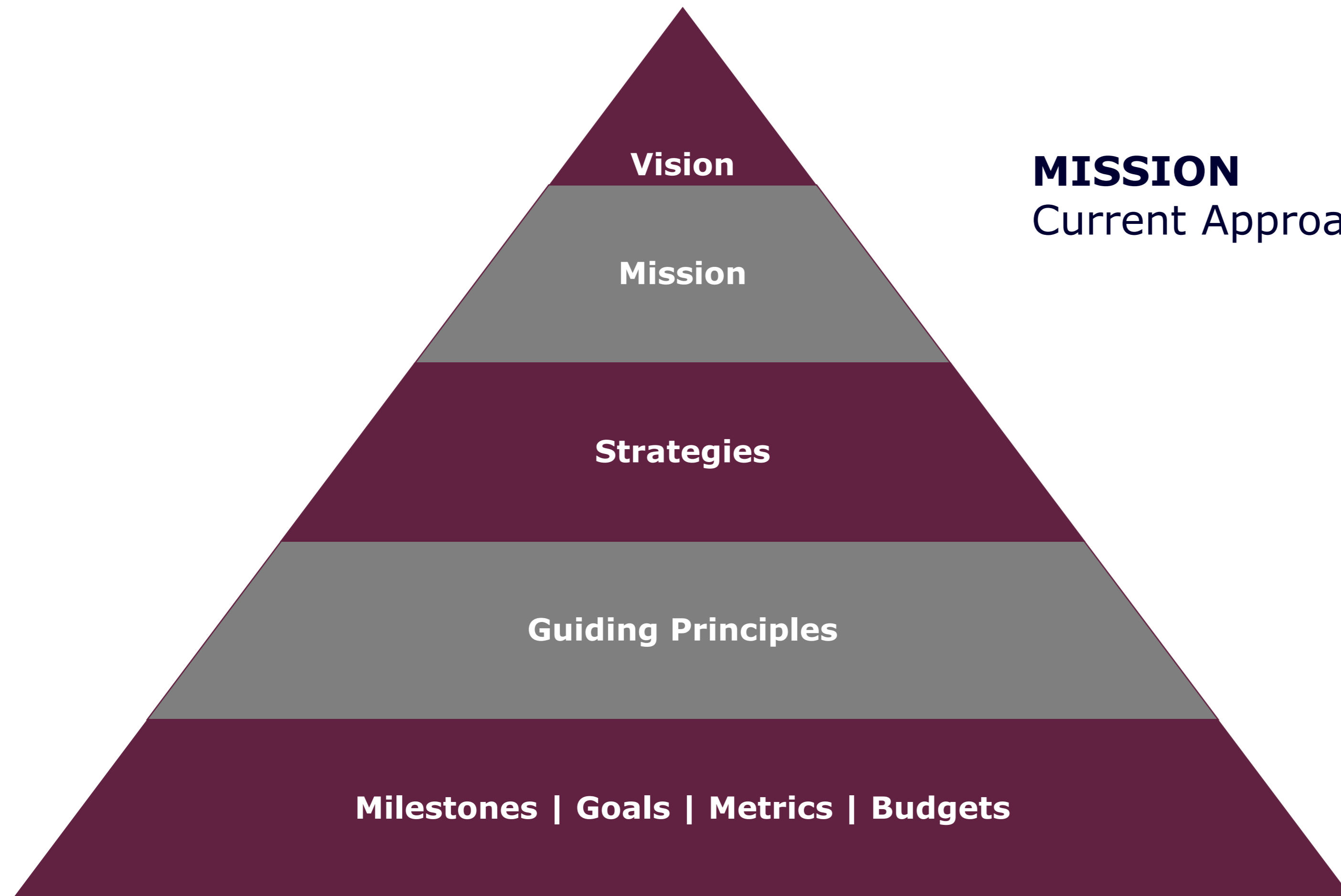
Round 4: Guiding Principles

Vision: Why Do We Exist

VISION
Future state goal:



Mission: How Will We Meet our Purpose Today



MISSION
Current Approach to Meet Our Vision

Strategies: Where Do We Focus



Strategies

Where do we focus / What do we prioritize (3-5)

Guiding Principles: How Will We Show Up



Guiding Principles
How do we behave?

Check Out: How Are You Feeling?

- Go around the room
- Share your name and one word that sums up how you are feeling

Appendix

Strategic Framework

Strategy	Definition	Goal	Stakeholders	Metrics	Milestones	Deliverables	Owner

Opening Session: Virtual

Abbey Corso	Chief Strategy Officer, Elevate	A green bank that works; accelerate goals, focus on housing building decarbonization is very expensive. Address the challenge for those folks who do not have to see solutions readily at hand.
Sandra Henry	CEO, Slipstream	
John Brogan	CEO of Bank of Kaukauna	Meaningful climate change in an economically sustainable way
Pamela Boivin	NiiJii Capital Partners Inc.	Mindful, mother earth, sustainability
Kamaljit Jackson	WWBIC	Leverage small business to achieve goals
Ty Rohloff	VP Food and Agribusiness Compeer Financial	Represent farmer and food suppliers in the conversation
Sam Dunaiski	ED, RENEW Wisconsin	Build a renewable future
Montre Moore	Public Involvement and Outreach, SE Wisconsin Regional Planning Commission	Ensure black and brown people are part of the conversation; remove barriers
Masood Akhtar	Founder and President, Clean Tech Partners	Bipartisan solutions
Rep Katrina Shankland	State Legislature	Think big; Ensure the Green Bank is a household name across state stakeholders
Sean Kennedy	Department of Natural Resources	Accelerate climate change
Kara Pennoyer	Public Service Commission	Share the PSC view and the role utilities play
Maria Redmond	Office of Sustainability and Clean Energy	Be strategic and innovative helping make the transition to a clean economy; equitable transition
Dean A. Warsh	IBEW State Council President, Milwaukee area	Retain, retrain workers now and in the future; esp those who may be displaced
Andy Buck	International Union of Painters and Allied Trades	Ensure workers are involved
Antonio Butts	ED, Walnut Way Conservation Corporation	None of us have to lose for all of us to win. Have transparency and trust in the process
Nicole Rakobitsch	Director of Sustainability, CROPP Coop/Organic Valley	Help farmers get climate smart; implement solutions address barrier that prevent expansion and adoption of clean energy that allows all people and business to recognize those efforts.
Sara Conzemius	Founder, Illume	
Mike Noreen	Conservation and efficiency coordinator and city forester for the city of River Falls, River Falls	Engage utilities in this process