

## Millennials

Size: 85 million  
Born: 1983–2001  
Formative years: 1995–2015  
Age in 2019: 18 to 36

Raised by doting parents and awarded praise and trophies just for showing up, Millennials suffer from no lack of self-esteem. Yet coming of age during the Great Recession has affected their views of money, company loyalty, and planning.

Millennials are technology-dependent and hyper-connected, through mobile devices, instant messaging, and texting. Being online is second nature to them. Further, as social libertarians in their outlook, Millennials are comfortable with diversity in race, culture, and sexual orientation.

With many still living at home, Millennials today have experienced a prolonged adolescence. Though they remain largely untested, the cohort shows promise. In fact, they are known “joiners” — a sign that shows that Millennials may even engender a renaissance in civic participation and the rebuilding of social capital.

## Generation Z

Size: 70 million (and counting)  
Born: 2002–2020ish  
Formative years: 2015–2025  
Age in 2019: -1 to 17

While Gen Z is not yet fully formed, early signs point to overprotective parenting in a world growing more dangerous by the week. Exposed frequently to the horrors of terrorist attacks and gun violence, Gen Zs are being imprinted right now with the need to stay safe and secure.

Gen Zs are also seeing a world where the desire to belong shapes cultural norms and creates new concepts like gender fluidity and self-identification.

The result should be a generation with a big-tent perspective, where everyone has a place and the plurality of minorities sets the agenda. Personalized technology and content will enable this generation to self-educate and pursue lifelong growth.

Keep in mind, Gen Zs will be shaped as a generation by the next 5–10 years. Hold on to your hats!

# 10 TRAITS THAT WILL DEFINE WINNING REGIONS OF TOMORROW



### BEYOND BORDERS

Advancing collaboration across and outside the region



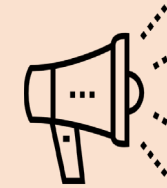
### BIG TENT

Being a welcoming and inclusive community



### SHARED STORY

Arriving at a relevant and unique narrative



### POSITIVE BUZZ

Inspiring and scaling positive word of mouth



### DYNAMIC WORKFORCE

Facilitating job placement and training / reskilling at every level



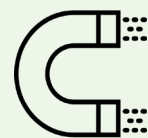
### LIVABLE PLACES

Portfolio of Safe 15-minute livable neighborhoods



### EDUCATIONAL VILLAGE

Collaborating and innovating at all levels



### MILLENNIAL MAGNET

Becoming a hot spot for young professionals and new families



### HYPER-CONNECTED

Offering convenient transportation options



### AFFORDABLE SPACES

Meeting the rising demand for affordable housing for everyone