

Local Government **REIMAGINED CONFERENCE**

JUNE 5-7, 2024 PALM DESERT, CALIFORNIA

A Futurist for the Small City

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ICMA | conference



Futurist Thinking

What is it? Why do I need it? What are the challenges?

What is a futurist?

A futurist studies long-term trends from a global perspective, identifying their implications for business and society.

A futurist's work can range from creating industry forecasts and policy agendas to speculating about how our work, education, healthcare, and families are poised to change.

This is called Strategic Foresight.

What can Strategic Foresight do for my organization & community?

- While no one can predict the future, foresight allows us to mine the external environment for trends and issues and leverage those insights to create maps of the emerging landscape.
- These well-informed maps of the future will enable us to test our current strategy, develop breakthrough innovations, and create transformative change.

Why Think Like a Futurist?

- Telos Thinking – Greek means ultimate aim or purpose
- Are you Vision and Mission Driven?
- To What End?
- Athenian Oath

**Why is it difficult
for most people to
think like a
futurist?**

PERMANENT PRESENT

NOSTALGIA

CULTURAL LIFE SCRIPT

EXTREME POSITIVITY BIAS

What Futures Are Coming Soon to You?

SOCIAL * ECONOMIC * POLITICAL * ENVIRONMENTAL *
DEMOGRAPHICS * TECHNOLOGY * EDUCATION ETC

ICMA | conference

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REIMAGINED CONFERENCE

APRIL 12-14, 2023 | BURLINGTON, VERMONT

Look for Signals

2024

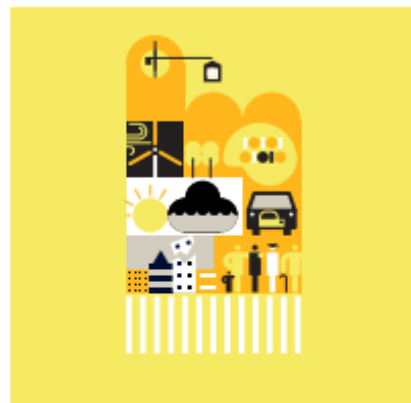
APA FORESIGHT

Trend Report for Planners

Use the future when preparing for uncertainty and helping communities navigate change. Stay a step ahead of the issues impacting the future of planning and our communities. Brought to you by the American Planning Association and the Lincoln Institute of Land Policy.


American Planning Association
Creating Great Communities for All


LINCOLN INSTITUTE
OF LAND POLICY



Act Now

The [AI Era](#)

Looming [Climate Impacts](#) and Adaptation Challenges

[Climate Mitigation](#): Skilled Workers, Tech, and Policies

[Housing](#) Challenges and Solutions

[Political Polarization](#) and Societal Division

Persisting [Transportation](#) Inequities

The Value of [Youth](#)



Prepare

[Global Dynamics](#) and a New Economic Landscape

[Immersive City](#) for and by the People

[Job Evolution](#) and Revolution

Moving Toward a [Polycrisis](#)

Emerging Forms of [Transportation](#)

Continuing Changes in [Work and Retail](#)



Learn and Watch

Innovations in the [Energy](#) Sector

Mitigating Climate Change Through [Geoengineering](#)

Curiosities and Game-Changing [Innovations](#)

The New [Space](#)

TRENDS ARTIFICIAL INTELLIGENCE

Our devices already talk to us and provide information when requested.

Computers are learning to think and perform more functions than humans.

Robotics and artificial intelligence in various types of jobs humans do today will likely change the way we live and work.

TRENDS THE AMERICAN WORKFORCE IS BECOMING MORE DIVERSE

One in four of today's workers in the USA will reach retirement age by 2030. The workers that replace them will be more racially and ethnically diverse. If current growth trends continue, the U.S. workforce will be majority minority by 2038.

TRENDS INCREASING RATES OF AUTOMATION OR "DEMANING"

Automation will put 47% of U.S. jobs at a high risk of being automated by 2033, with more jobs in sales, office administration, retail, and manufacturing in greatest peril.

TRENDS DRIVE

Autonomous vehicles are on their way and will make driving less stressful and enhance safety. They don't get tired or distracted, and they don't have car hassles, congestion, environmental issues, or infrastructure costs. Car-free districts are becoming a reality.

TRENDS DECLINE OF HEALTH & LIFESPAN

It's often said that today's children will have shorter average life spans than their parents, because so many suffer from obesity. But there is another view that says they will live longer - at the risk of spending their twilight years in poor health.

Studies suggest Americans are sicker than in previous generations.

TRENDS HOMEOWNERSHIP DECLINING

Today's generation gap in homeownership may lead to tomorrow's housing glut. Millennials will own homes at a significantly lower rate than older generations. Even younger buyers who wish to purchase have more difficulty accessing the credit market because of extensive student loan debt. These factors have pushed the number of first-time homebuyers to the lowest levels since the 1980s. Baby Boomers are selling their homes and downsizing often into places that they rent rather than own.

TRENDS AFFORDABLE STARTER HOMES

Rising costs, regulations and neighborhood opposition have made the economics of an affordable home harder for builders. That's led to many homebuilders focusing on the higher-end market to maximize profits making it more difficult for people to purchase starter homes or affordable homes later in life.

TRENDS MULTI-GENERATIONAL HOMES

Demand for multigenerational housing is on the rise. Older people are choosing to age in place - stay in their homes as long as possible. We are seeing more "granny pads" - people building on to their existing home or as an accessory unit places for their parents to live or their children. As our community becomes more diverse, many immigrant cultures have multiple generations living under one roof.

TR CONTIN STAC

In Greater Kansas earning about \$26 describes 70% of wages decline 5.2% and 2012, adjusted the wages of full-time than \$26 per hour both groups are down counterparts elsewhere the bottom 70% of declines, on average greater increases.

TREND NEW MODELS LEARNING

The driver for education and learning never disappear; educational model delivery will just take different form future of education is will focus on collaboration.

Schools will have both traditional and only students. E-Learning is already used where students use technology curriculum outside of the traditional Virtual Learning, where teachers provide course content through course management applications, is in its infancy.

Individualized learning technology a new wave of interest-driven curriculum around the specific interests of students

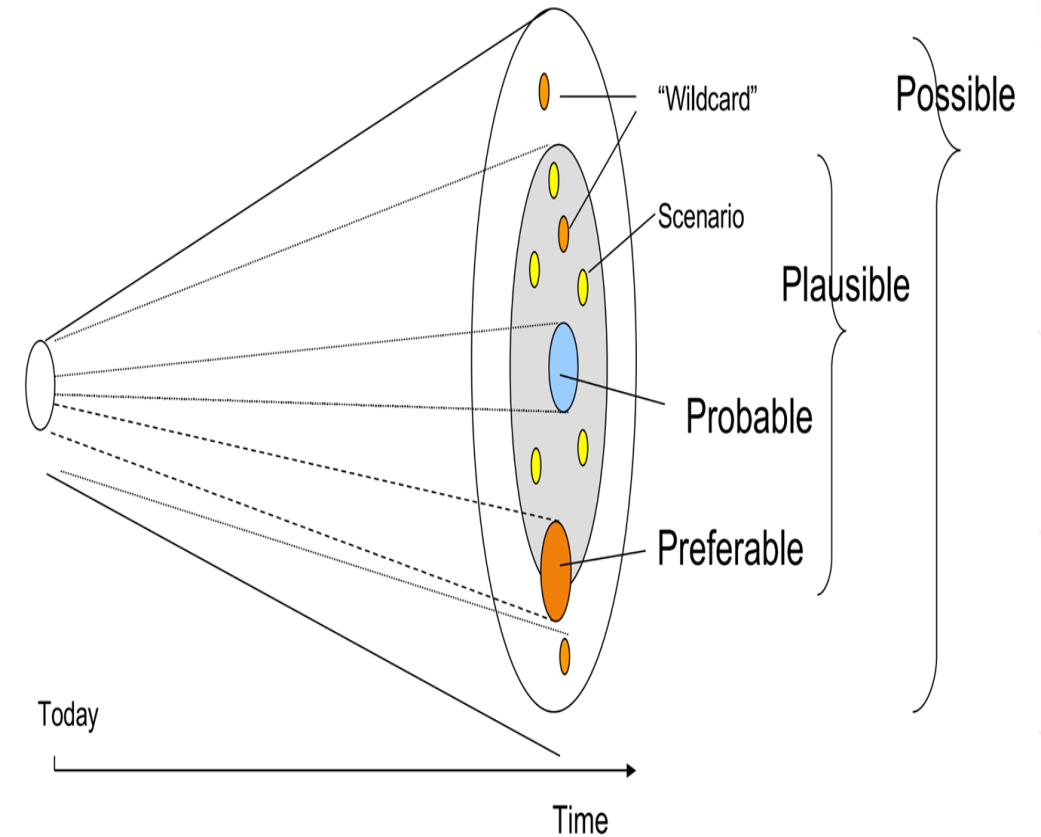
Skills will be assessed based on performance and students will learn with tools that

TRENDS CHANGING WEATHER WESTERN KANSAS WATER ISSUES

The western part of our state is facing water shortages and drought issues like never before, impacting agriculture and the livelihoods of many Kansans. As the "breadbasket" shrinks, more and more people from those regions will seek employment and housing here, in the more abundant eastern areas. This will potentially result in population growth, and increased demand for housing, jobs and other resources. Johnson County is already preparing for the steady growth its experienced during the past decade, but this eastward migration could pose a series of new challenges and

Types of Futures

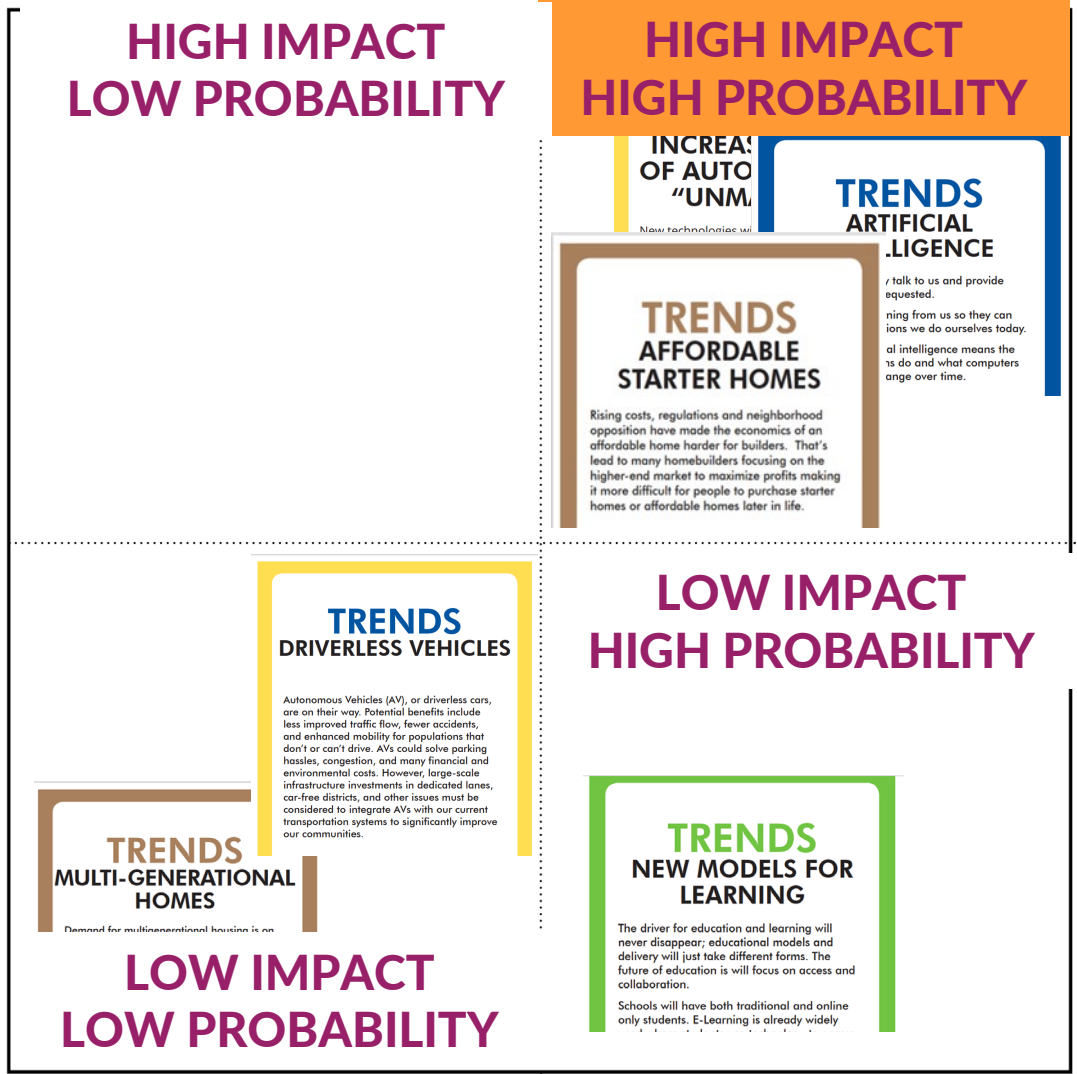
- Possible - “might” happen (future knowledge)
- Plausible - “could” happen (current knowledge)
- Probable - “likely to” happen (current trends)
- Preferable - “want to” happen (value judgements)



Trend Sort

- Focus on “Act Now” Quadrant
- Don’t put in between – decide – you are likely to be wrong so embrace the unknown.
- Come to consensus

Impact



Probability

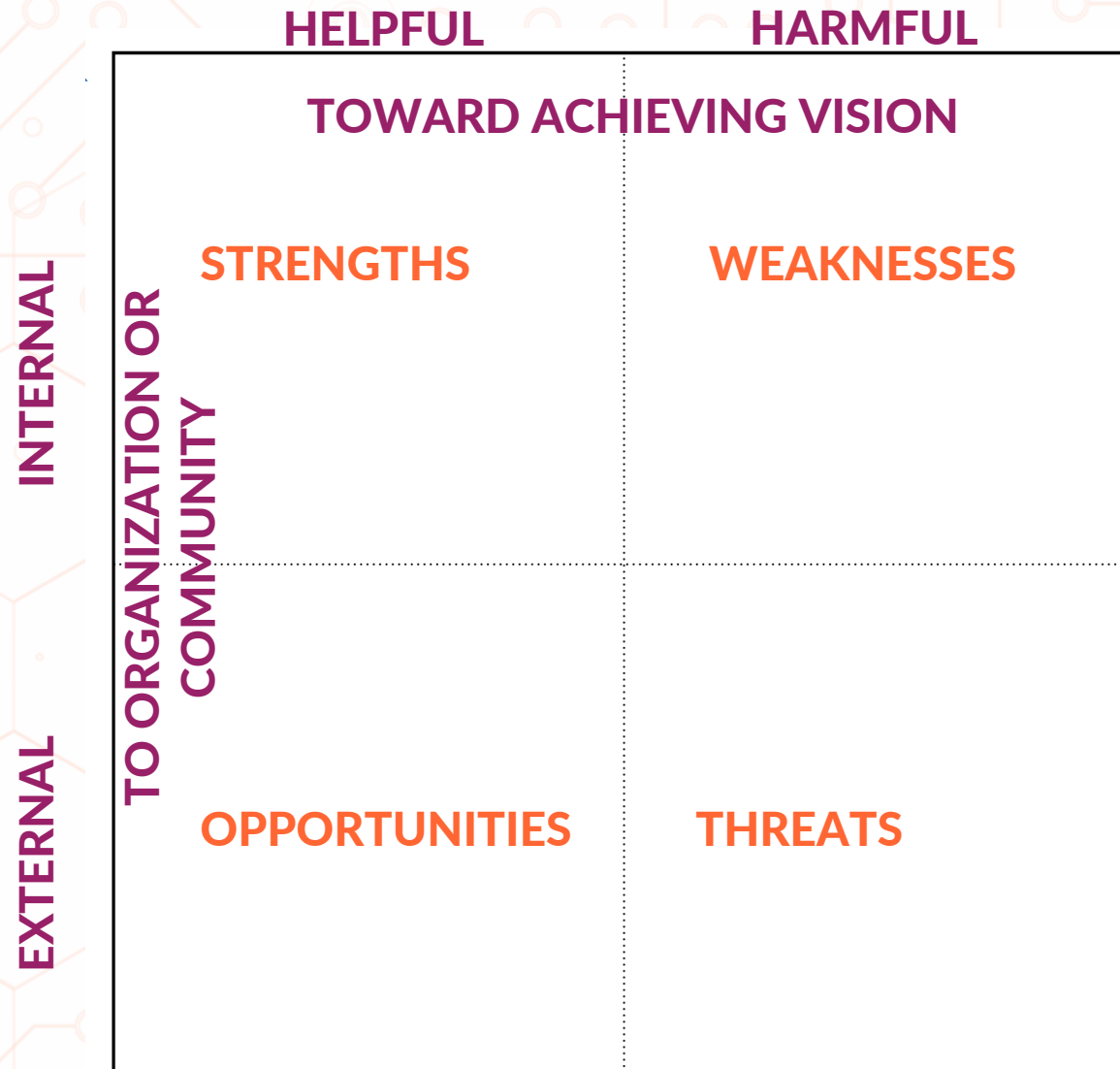
Trend Analysis

- Strengths, Weakness, Opportunities, Threats (SWOT)
- Goal Setting
- Transgenerational Thinking
- Scenario Planning

TRENDS AFFORDABLE STARTER HOMES

Rising costs, regulations and neighborhood opposition have made the economics of an affordable home harder for builders. That's lead to many homebuilders focusing on the higher-end market to maximize profits making it more difficult for people to purchase starter homes or affordable homes later in life.

SWOT To Analyze Trend



TRENDS AFFORDABLE STARTER HOMES

Rising costs, regulations and neighborhood opposition have made the economics of an affordable home harder for builders. That's lead to many homebuilders focusing on the higher-end market to maximize profits making it more difficult for people to purchase starter homes or affordable homes later in life.

Transgenerational Thinking

Generation Profiles

Builders



A.K.A:
The Silent
Generation
De Soto, KS
Population*:
319
Name:
Barbara
Age:
82

Barbara, age 82, has lived in Naperville her entire life. She married her high school sweetheart, Howard, with whom she had four children. Howard passed away 10 years ago. Three out of her four children now live outside of the Midwest and one son lives in downtown Chicago. Barbara still resides in the home that she raised her family in, but it has seen better days. Barbara, living alone at her age and on a fixed income, has a difficult time keeping up with the responsibilities of owning a 2,300 square foot two-story home. She still drives a car, but her eyesight is declining. She wants to remain independent and continue to stay active both physically and socially.

- wealthiest generation
- fastest growing age demographic is 85+
- coming of age during post-war happiness
- focused on careers rather than activism
- seen and not heard
- youngest of generations to marry and have children
- social marker:

Baby Boomers



A.K.A:
The Silent
Generation
De Soto, KS
Population*:
752
Name:
Richard
Age:
66

Richard, age 66, moved with his wife, Sherry, from the West Coast to Naperville five years ago to be closer to their daughter's family and newly born grandbaby in Joliet. They were attracted to Naperville because of the high quality of life. It is certainly an adjustment from the West Coast, but they are enjoying the parks and weekend events Naperville has to offer. Richard and Sherry purchased a smaller home within walking distance of downtown where they walk to for coffee and shopping. They would ideally like a maintenance-free home so they can travel and spend more time with their nearby family.

- grew up during dramatic social change
- biggest spenders (70%) of consumer goods & services
- pushing up rental costs
- desire age-in-place options
- enjoy walkable, urban areas
- spend more time providing for their families
- amount may strain Medicare
- social marker:

Generation X



A.K.A:
Latchkey
Generation
De Soto, KS
Population*:
1,439
Name:
Lisa
Age:
45

Lisa, age 45, started her own business - an interior lighting shop in Aurora - after graduating from college in 1988. She is losing sales to online stores in recent years making it difficult to keep the business afloat. Lisa's parents have health issues and struggle to live on their own, so they have recently moved in with Lisa and her husband. Their daughter graduated college, but with the pandemic has had to move home as well. Lisa has cut back her hours to take care of everyone and struggles to find employees to work her shop. Lisa wishes they had an option to build an additional structure on their lot to house her parents.

- founders of 55% of start-ups
- 82% are homeowners
- generate 31% of U.S. income
- greatest purchasing power
- 25% are primary financial support for 1 Millennial child
- 23% of workforce in 2030
- more time on social media than Millennials
- highest education attainment level to-date
- social marker: stock market crash (1987)

Generation Y



A.K.A:
Millennials
De Soto, KS
Population*:
1,412
Name:
Emily
Age:
30

Emily, age 30, lives at home with her parents who moved to Naperville from Southeast Asia in the 80's. Her teacher's salary is barely enough to pay for housing expenses given her large student debt and car payments, so for now she is saving money until she can afford her own place. Ideally, she would like to rent an apartment or home near downtown to be close to shops, restaurants, and have access to trails so she can go running with her dog. To help make extra cash, she sells essential oils on social media, plays piano for local events, and makes and sells jewelry on Etsy.

- high student debt, difficulty building wealth
- half rent / half own homes
- most educated generation to-date
- 32% of workforce in 2030
- most diverse to-date (Gen X predominantly white)
- \$1.3 trillion in buying power
- postponing marriage & kids
- seeking smaller homes/condos with proximity to amenities & services
- spreading urban lifestyles to the suburbs
- social marker:

Generation Z



A.K.A:
New Silent
Generation
De Soto, KS
Population*:
1,401
Name:
Jake
Age:
21

Jake, age 21, struggles with the financial and time pressures of going to college and working part-time. Not having a clear career direction and stressing about the high cost of college negatively impacts his mental health. He suffers from anxiety and recently moved back home during the pandemic. Rather than taking classes for college credit, he is learning graphic design on his own by taking online non-credit training courses. He works retail at a nearby Downers Grove shopping center, but sales are declining. He will need to get a full-time job but doesn't have any job training or education beyond the high school level. Jake is thinking of starting his own business doing graphic design, TikTok videos, and managing social media for businesses.

- largest generation, will be 40% of U.S. consumers, dominant trend influencers
- never been without internet
- will be most educated, alternate education means more likely to save, concerned about debt
- 34% of workforce in 2030
- want job security
- socially & ethically conscious

Generation Alpha



A.K.A:
New Silent
Generation
De Soto, KS
Population*:
1,015
Name:
Xavier
Age:
7

Xavier, age 7, is a first generation American. His parents, sister, brother, uncle and grandma all moved to the Midwest ten years ago from Venezuela. They settled in Naperville because of the proximity to employment opportunities in nearby communities. His mother is a physician, his uncle works in Eola for a manufacturer, and his father is a financial analyst who commutes to Chicago. To Xavier, technology is not a tool but an integrated part of life. He commands Alexa in multiple languages to tell him about the weather and sports scores, to tell him jokes, to play music, and even order items online for his family. When asked what he wants to be when he grows up, Xavier answers a soccer star or a marketing mogul. He watches kids his age making millions of dollars reviewing toys and other products on YouTube and wonders why he can't be a star too.

- technology fully-integrated
- will be the wealthiest & most formally educated generation
- 11% of workforce in 2030
- will live longer but have more health problems due to sedentary lifestyles
- will live with parents longer, have children later in life

Put yourself in the shoes of others and think about what they need now and will need in the future!

Set Goals

GOAL STATEMENT			
Writing Action Oriented Goal Statements			
ACTION VERB	ACTIVITY	DESIRED OUTCOME HOW MUCH?	BY WHEN?

**TRENDS
AFFORDABLE
STARTER HOMES**

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Specific

Can the detail in the information sufficient to pinpoint problems or opportunities? Is the objective sufficiently detailed to measure real-world problems and opportunities?



Measureable

Can a quantitative or qualitative attribute be applied to create a metric?



Actionable

Can the information be used to improve performance? If the objective doesn't change behaviour in staff to help them improve performance, there is little point in it!



Relevant

Can the information be applied to the specific problem faced by the marketer?



Time-bound

Can objectives be set for different time periods as targets to review against?

Strategies & Actions

Education and Outreach

What education and outreach needs to take place to implement the strategy?

Plan Development

What other plans need to be developed to implement the strategy?

Policy and Code Adjustment

What are the policies that need to be enacted? What codes or regulations need revised?

Partnerships and Collaboration

What partnerships need to be formed? How can we better collaborate with our partners to implement the strategy?

Practice Improvements

How do we need to change our practices and procedures to implement the strategy?

Inventory, Assessment, or Survey

What type of inventory needs to be taken? Do you need to do any further assessment or survey to better understand the issue?

Enforcement and Incentives

What types of enforcement mechanisms or incentive programs would help reshape behaviors in the community?

Programs or Services

What new programs or services are needed? Are additional resources and staffing needed for existing programs and services?

Facilities or Infrastructure Improvements

What facilities or infrastructure investment is needed to support the implementation of the strategy?

Enhanced Efficiency and Augmented Workforce

In this scenario, AI is used to augment the workforce in city government, leading to significant improvements in efficiency and productivity. Routine and repetitive tasks are automated, allowing city employees to focus on more complex and strategic activities.

Workforce Reduction and Redeployment

In this scenario, the adoption of AI leads to significant downsizing within city government. Many administrative and operational roles are automated, resulting in a reduction in the workforce.

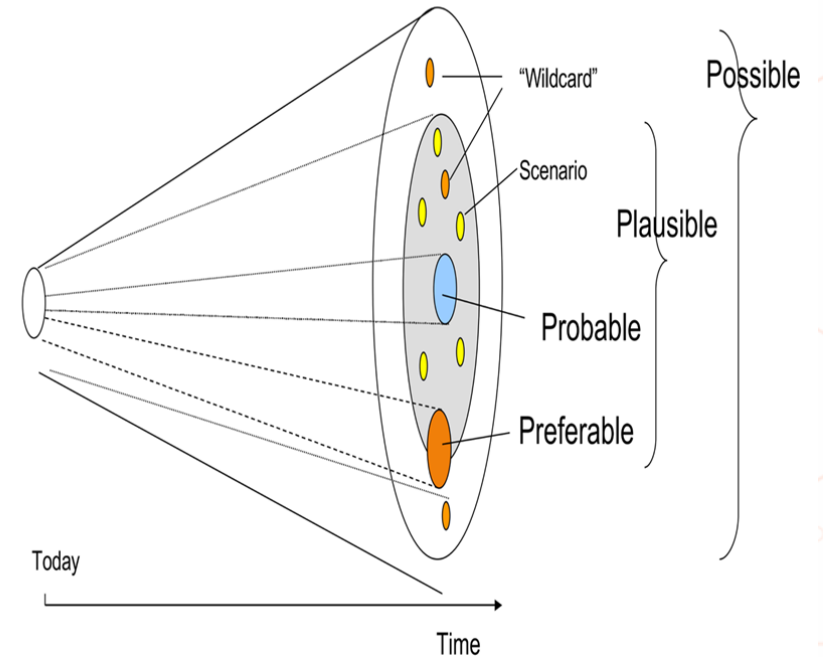
Strategic AI Integration

In this scenario, AI is integrated into the decision-making processes of city government, providing data-driven insights and recommendations to improve policy and management.

AI-Driven Community Interaction

In this scenario, AI plays a central role in enhancing citizen engagement and participation in local government. AI-powered platforms facilitate communication, feedback, and collaboration between the government and residents.

Scenario Planning



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Let's Connect!



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