



**Think-Tank  
Day 1**





## Moab – Tomorrow Together Think-Tank Workshop

# AGENDA

We are looking forward to your participation at the Moab – Tomorrow Together Think-Tank Workshop. This will be an engaging and interactive scenario-planning workshop that takes place over the course of 2 sessions.

**Date:** Wednesday, April 6, 2022

**Time:** 5:00pm – 8:00pm

**Location:** Grand Center, 182 N. 500 W.  
Moab, UT 84532

**Date:** Thursday, April 7, 2022

**Time:** 5:00pm – 8:00pm

**Location:** Grand Center, 182 N. 500 W.  
Moab, UT 84532



**Phases and  
TIMELINE**

# Moab – Tomorrow Together



## PHASE 1

### Future Visioning

- COMMUNITY SURVEY
- THINK-TANK
- VISION SURVEY
- ENGAGEMENT WORKSHOPS

February to June

## PHASE 2

### Action Planning

- FOCUS GROUPS
- FUTURE SUMMIT

August and September

## ROAD MAP

MOAB VISION AND  
STRATEGIC PLANNING  
REPORT

October





## HIGH LEVEL AGENDA:

### Wednesday, April 6

|        |   |
|--------|---|
| 4:30pm | Registration  |
| 5:00pm | Welcome and Introduction                                    |
| 5:10pm | Future Trends and Emergent<br>Issues and Connection to Moab |
| 6:15pm | Break   |
| 6:30pm | Identification of Key Drivers Shaping the Future            |
| 7:30pm | Ranking Key Drivers   |
| 8:00pm | Finish  |

### Thursday April 7

|        |  |
|--------|--|
| 4:30pm | Registration                                     |
| 5:00pm | Recap of Day One                                 |
| 5:30pm | Scenario Narrative Development (breakout groups) |
| 6:30pm | Break  |
| 6:45pm | Scenario Presentations                           |
| 7:30pm | Plausibility Mapping                             |
| 7:45pm | Next Steps                                       |
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# The Importance of Future Thinking



# The key to effective future thinking...

- Explore and anticipate a range of plausible futures.
- Consider both trajectory (direction of change) and velocity (speed of change).
- Explore the combined impacts of multiple potential trends.

The magic is how it alters our perceptions of how certain decisions might play out over time.







## The challenge for today

- Explore the future -
- Ask the hard questions -
- Think creatively -

The outcome might create a new view of the future.

# With the current pandemic, and in a time of uncertainty....

- Which trends are being amplified and accelerated?
- What changes might be more elastic?
- Where are the potential tipping points?





# Which trends are being amplified and accelerated?

- Reinvention of cities
- Outdoor recreation and use of public spaces
- Application of automation and robotics
- Workplace and workforce transformation
- On-line commerce and retail





**Forces impacting the  
world (and regions)**

**What are the emerging  
macro drivers...**



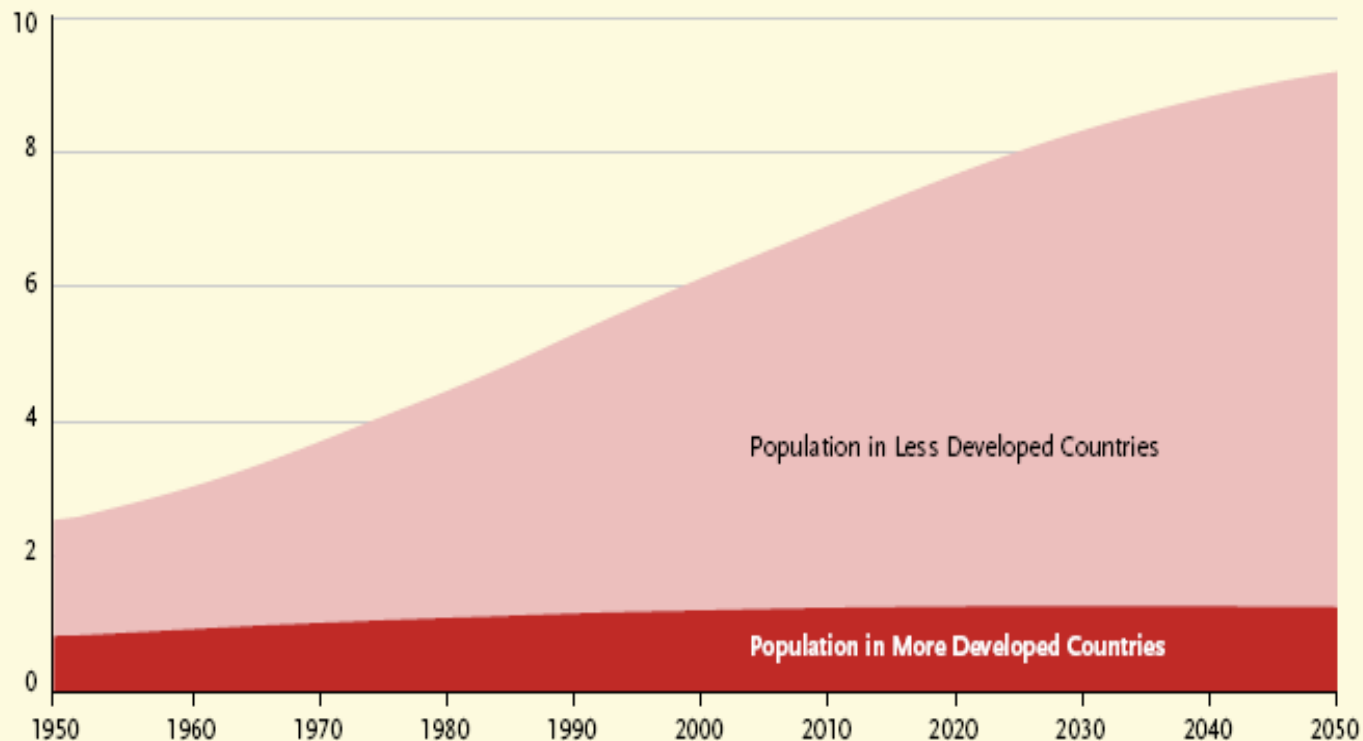


# Demographics, population and mass urbanization

future→iQ

## Global Population Growth Is Driven By Developing Countries.

World population in billions, 1950-2050 (projected)

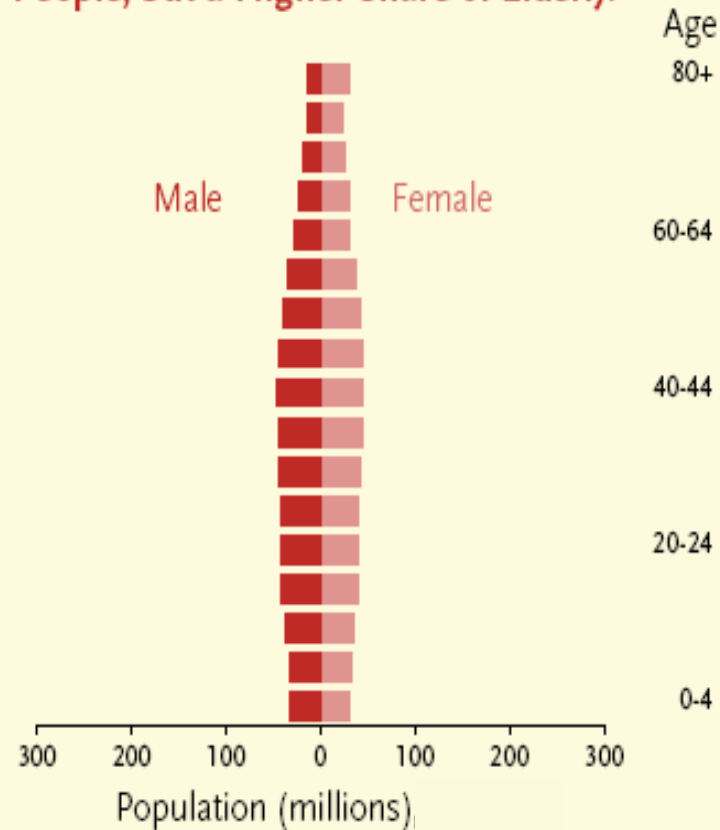


**Global  
population**

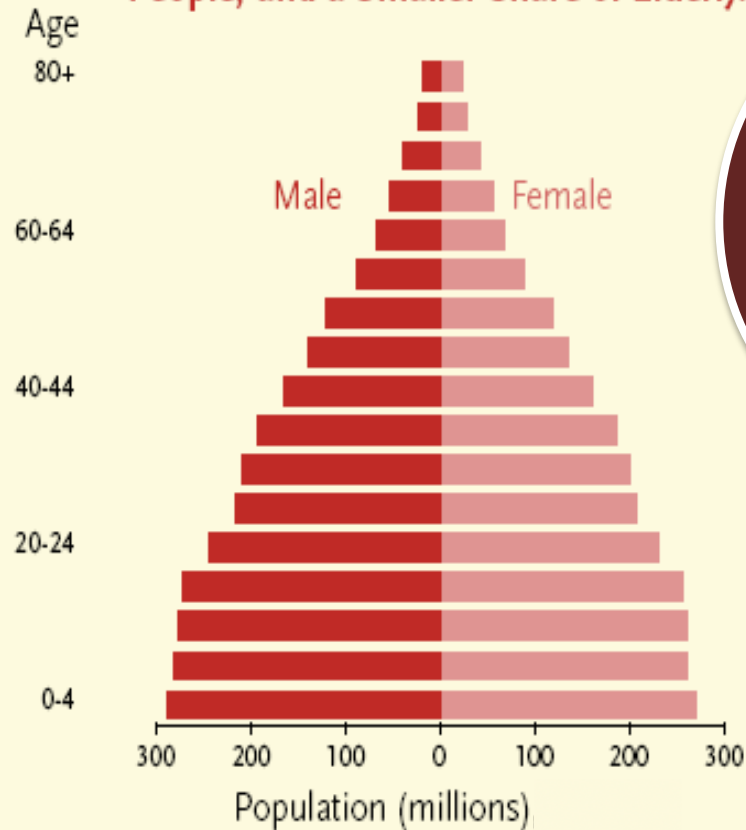
SOURCE: United Nations, *World Population Prospects*.



Developed Countries Have Fewer Young People, but a Higher Share of Elderly.

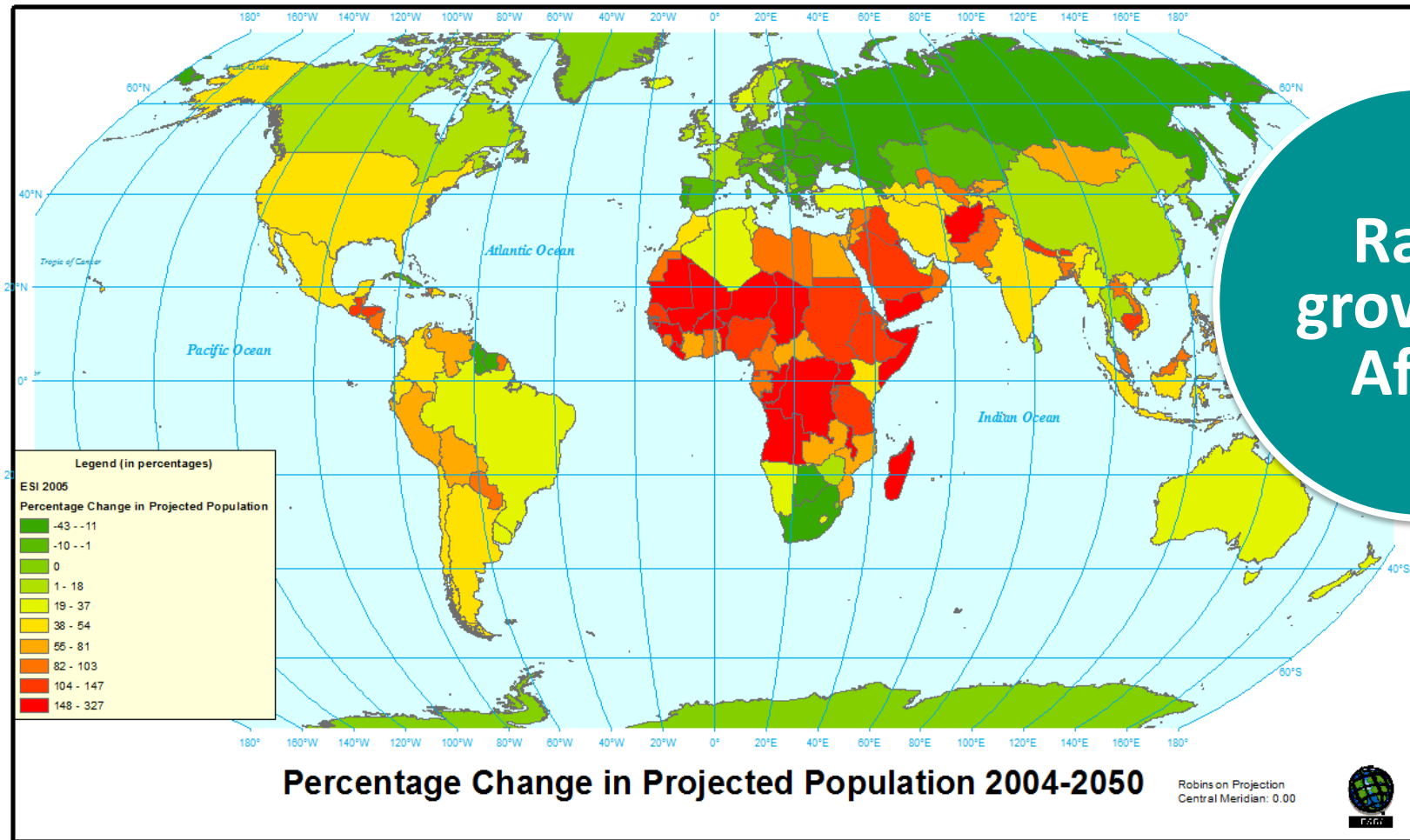


Developing Countries Have More Young People, and a Smaller Share of Elderly.



**Global  
population age  
profiles**

SOURCE: United Nations, *World Population Prospects*:

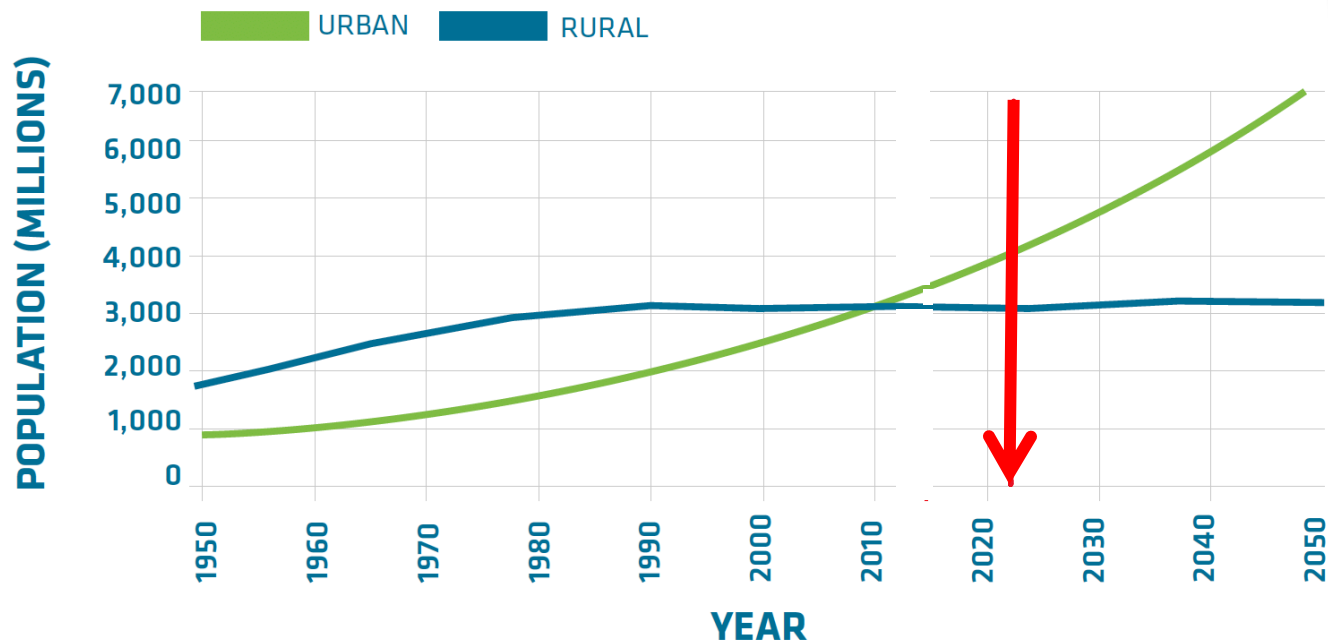




*“The urban population in 2014 accounted for 54% of the total global population, up from 34% in 1960, and continues to grow.”*

*World Health Organization (2015)*

*URBAN AND RURAL POPULATION OF THE WORLD, 1950-2050*



**Becoming  
more urban**

# AN URBAN WORLD

This graphic depicts countries and territories with 2050 urban populations exceeding 100,000. Circles are scaled in proportion to urban population size. Hover over a country to see how urban it is (percentage of people living in cities and towns) and the size of its urban population (in millions).

## Urban Population

- Greater than 75%
- 50% - 75%
- 25% - 50%
- Less than 25%



1950



# AN URBAN WORLD

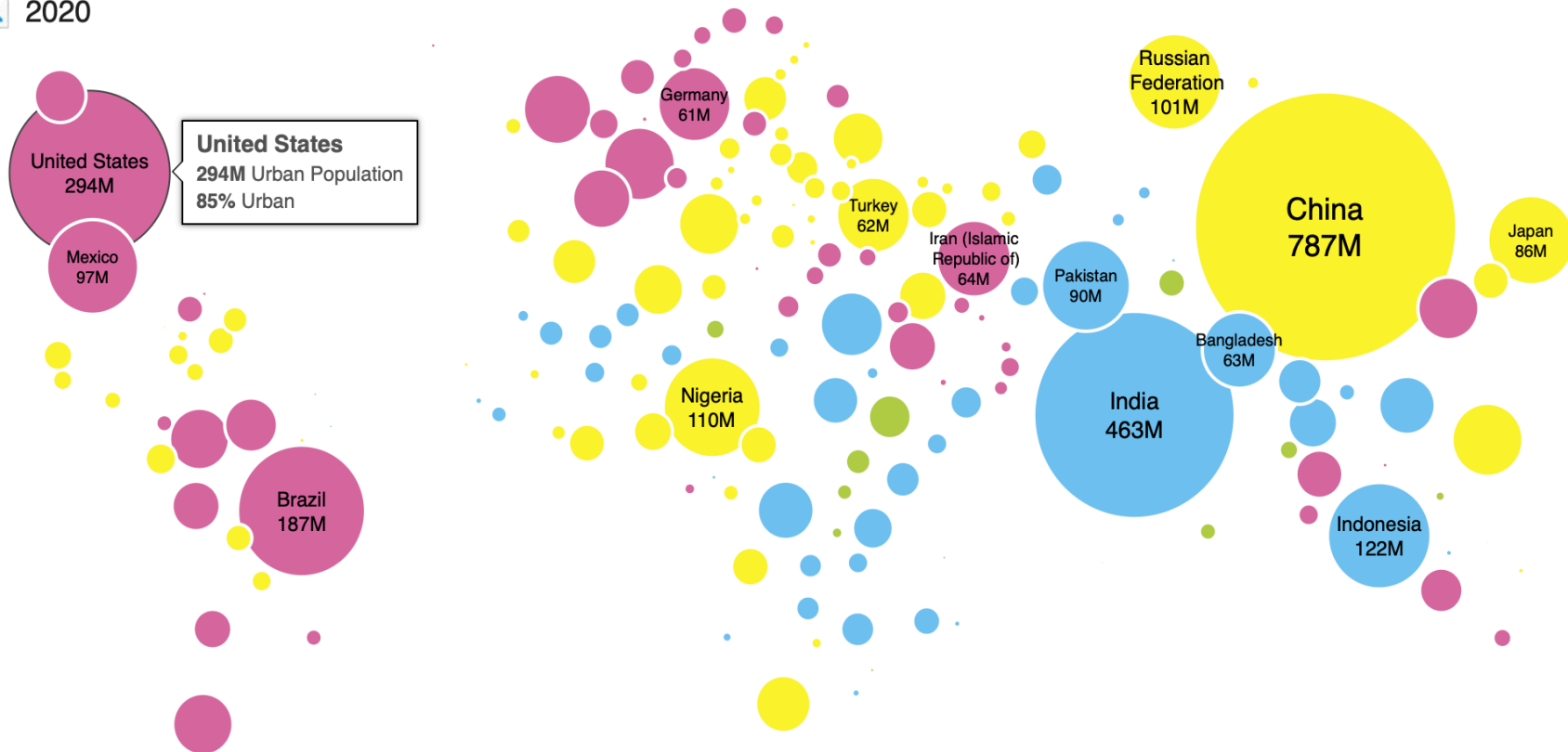
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2020





# AN URBAN WORLD

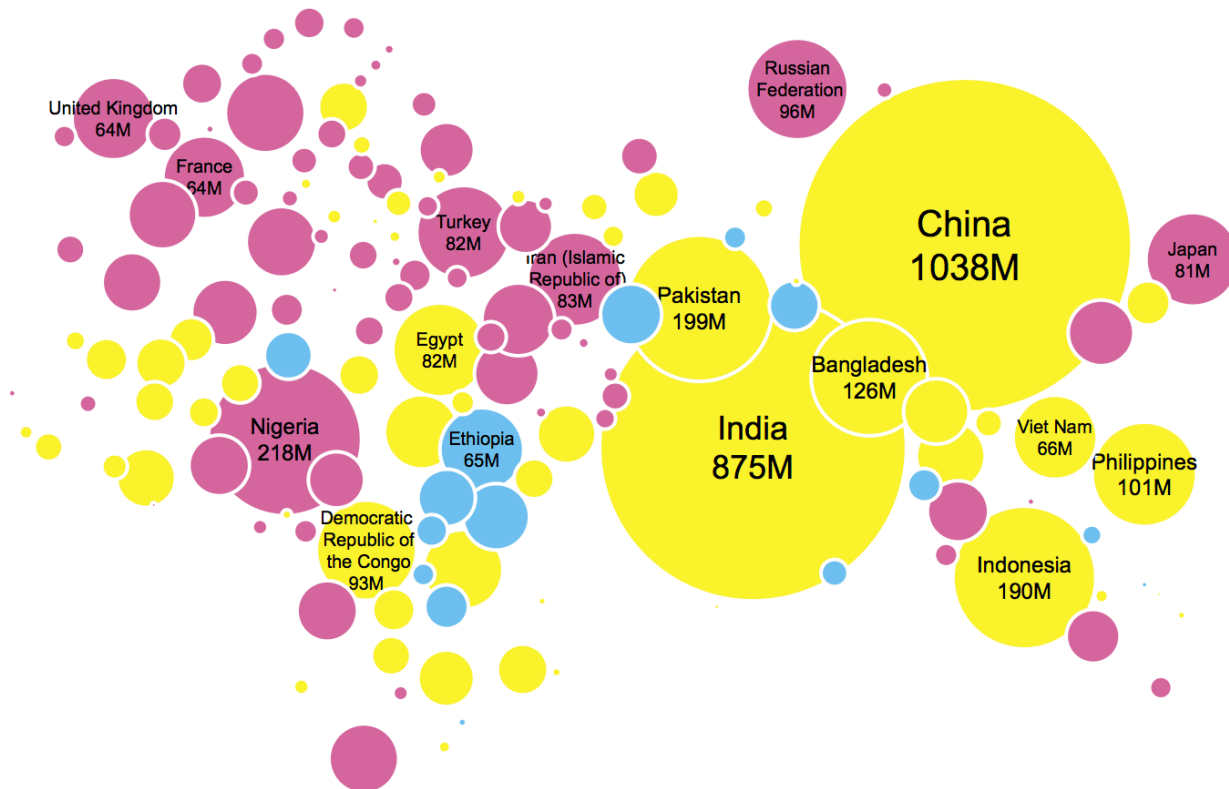
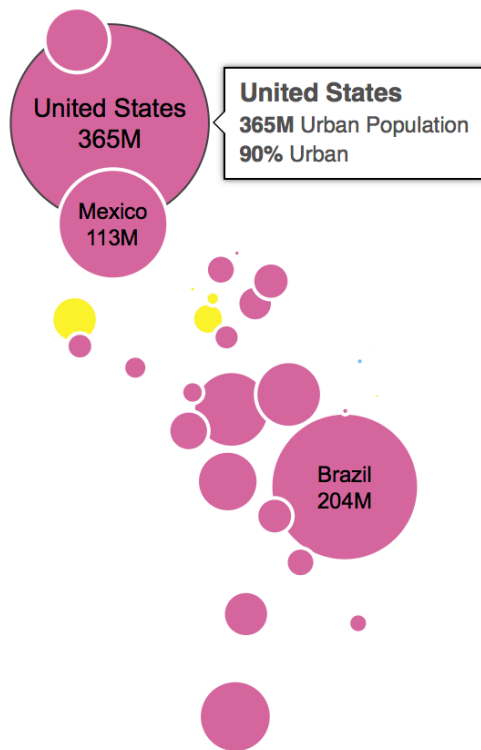
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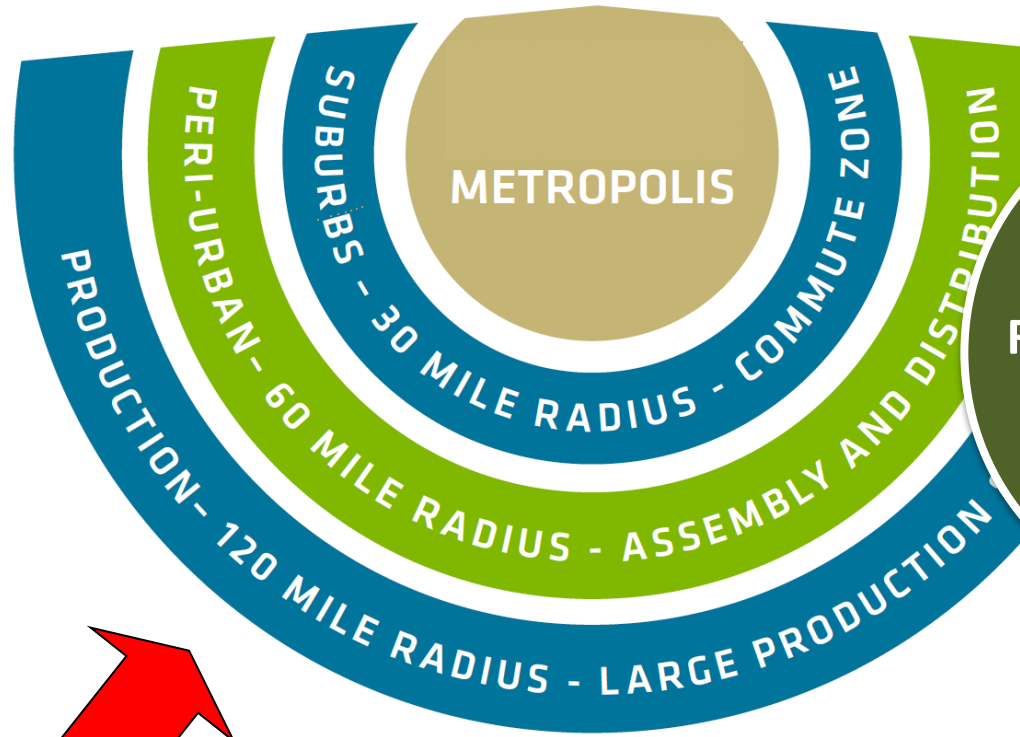


2050



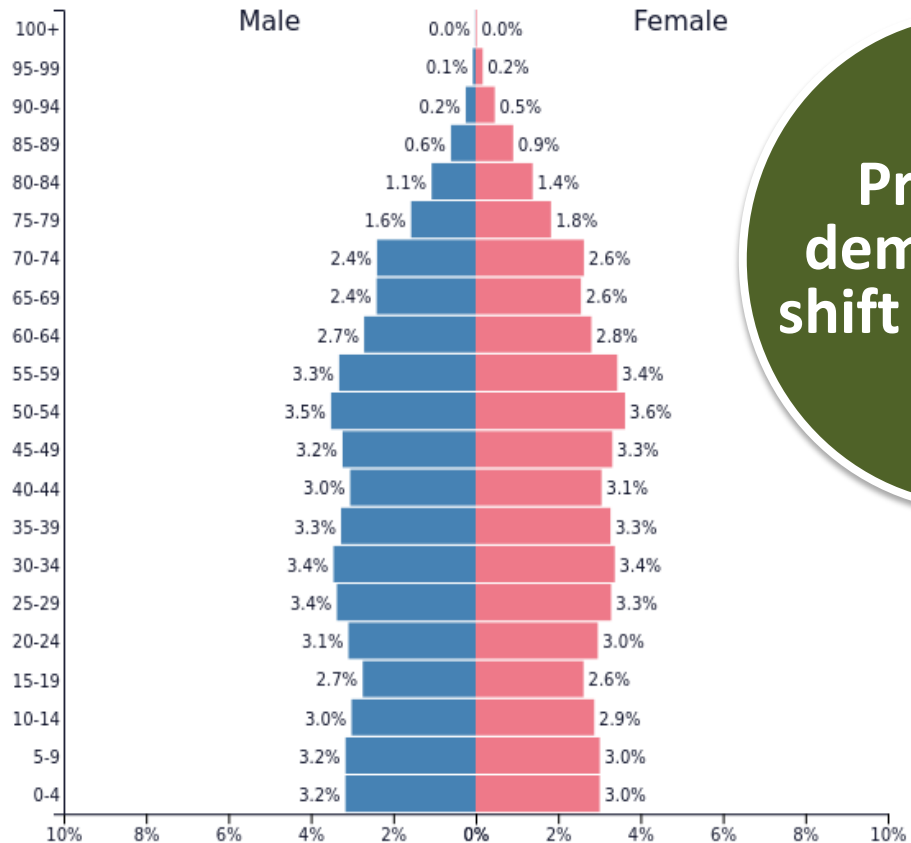


Future-Splitting  
Questions™



Outdoor  
Recreation Areas:  
Wonderland or  
Blast Zone?

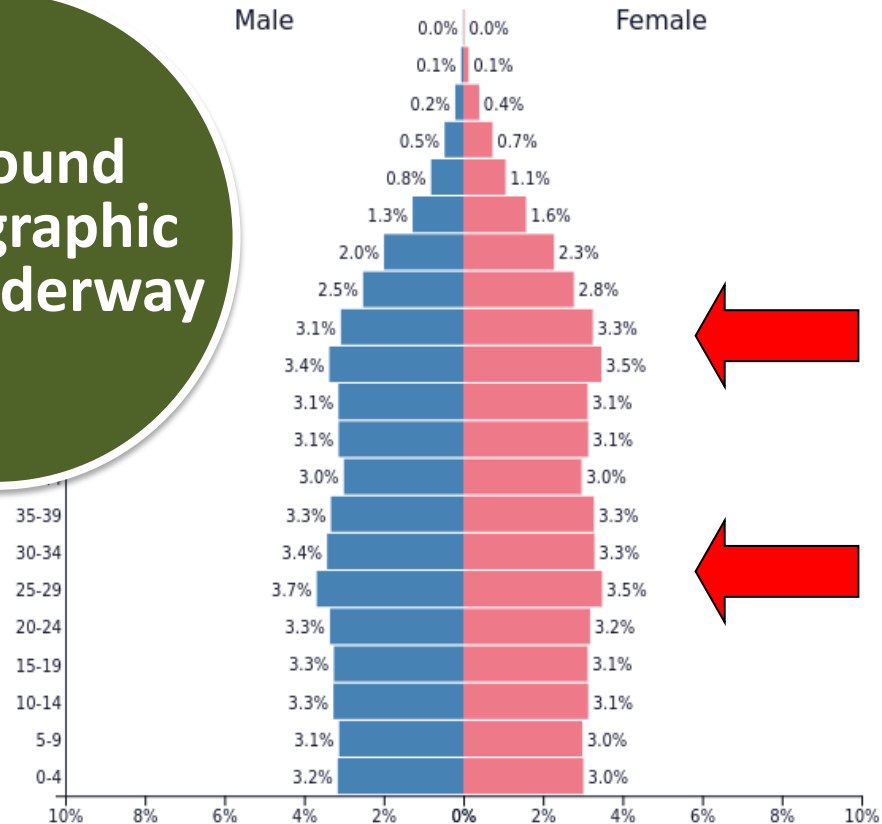
What does this mean for the  
future of Moab?



PopulationPyramid.net

**United Kingdom - 2019**  
Population: 66,310,254

**Profound  
demographic  
shift underway**



PopulationPyramid.net

**United States of America - 2019**  
Population: 331,195,364





Blow in her face and she'll follow you anywhere

Hit her with tangy Tipalet Cherry. Or rich, grape-y Tipalet Burgundy. Or luscious Tipalet Blueberry. It's Wild! Tipalet. It's new. Different. Delicious in taste and in aroma. A puff in her direction and she'll follow you, anywhere. Oh yes.... you get smoking satisfaction without inhaling smoke.



New from Muriel.

About 5 for 25¢.

Smokers of America,  
do yourself a flavor.  
Make your next  
cigarette a

**Tipalet**



For a better start in life  
start **COLA** earlier!

- Promotes Active Lifestyle!
- Boosts Personality!
- Gives body essential sugars!

### How soon is too soon?

Not soon enough. Laboratory tests over the last few years have proven that babies who start drinking soda during that early formative period have a much higher chance of gaining acceptance and "fitting in" during those awkward pre-teen and teen years. So, do yourself a favor. Do your child a favor. Start them on a strict regimen of sodas and other sugary carbonated beverages right now, for a lifetime of guaranteed happiness.

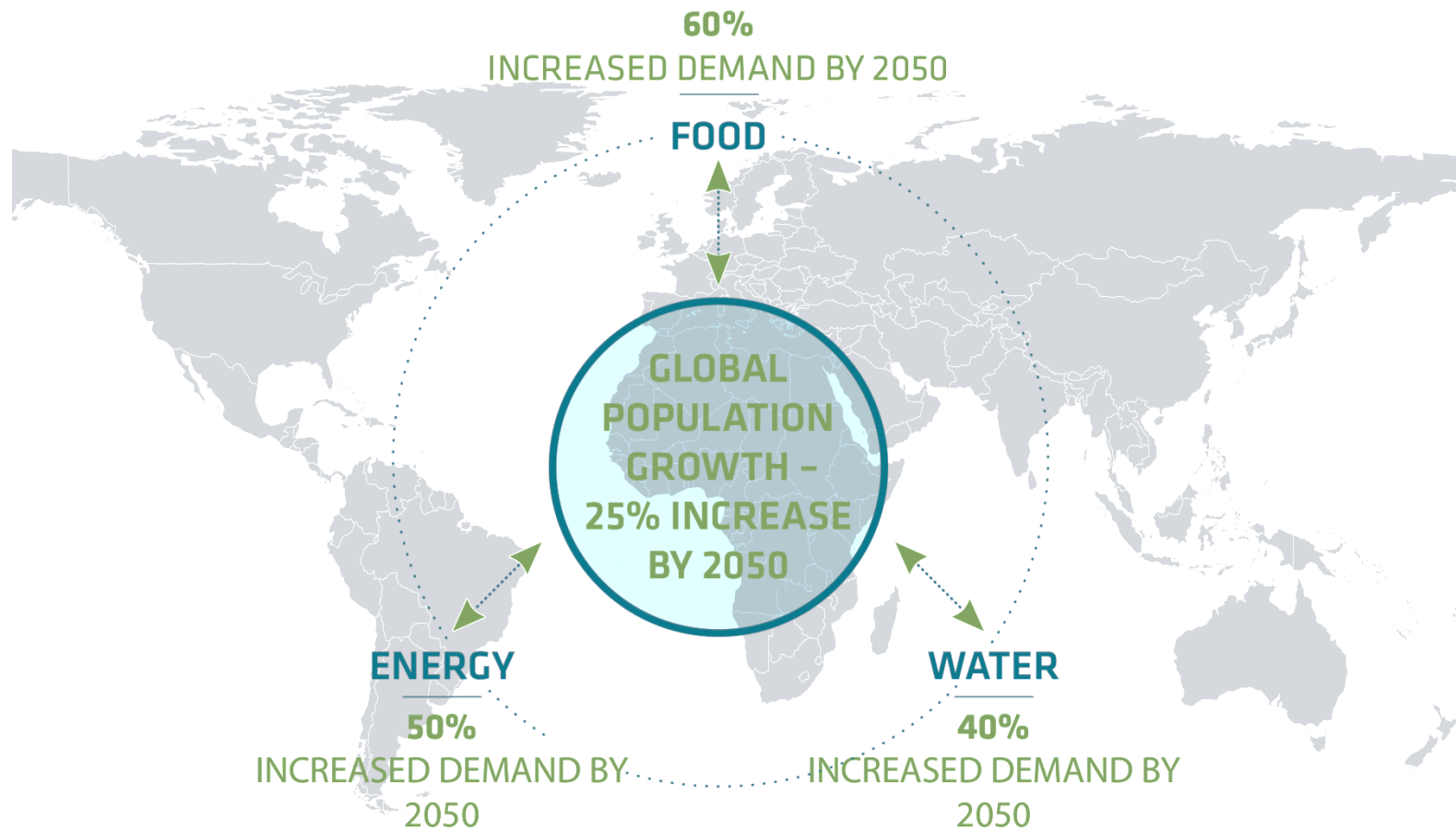
The Soda Pop Board of America  
1515 W. Hart Ave. - Chicago, ILL.

Shifting  
societal  
values

# Emerging generations will have different values and expectations

Future  
travelers will  
be different







# Renewable Energy

Potential for  
unlimited  
cheap energy

# FRESH WATER

- Nearly 450 million people in 29 countries now face severe water shortages
- As much as 2/3 of the world population could be water-stressed by 2025
- Half the world's rivers and lakes are seriously polluted

# Projected impact of climate change on agricultural yields

Increases  
and  
decreases

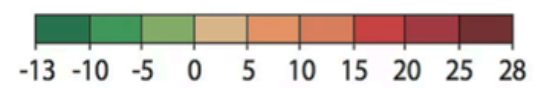
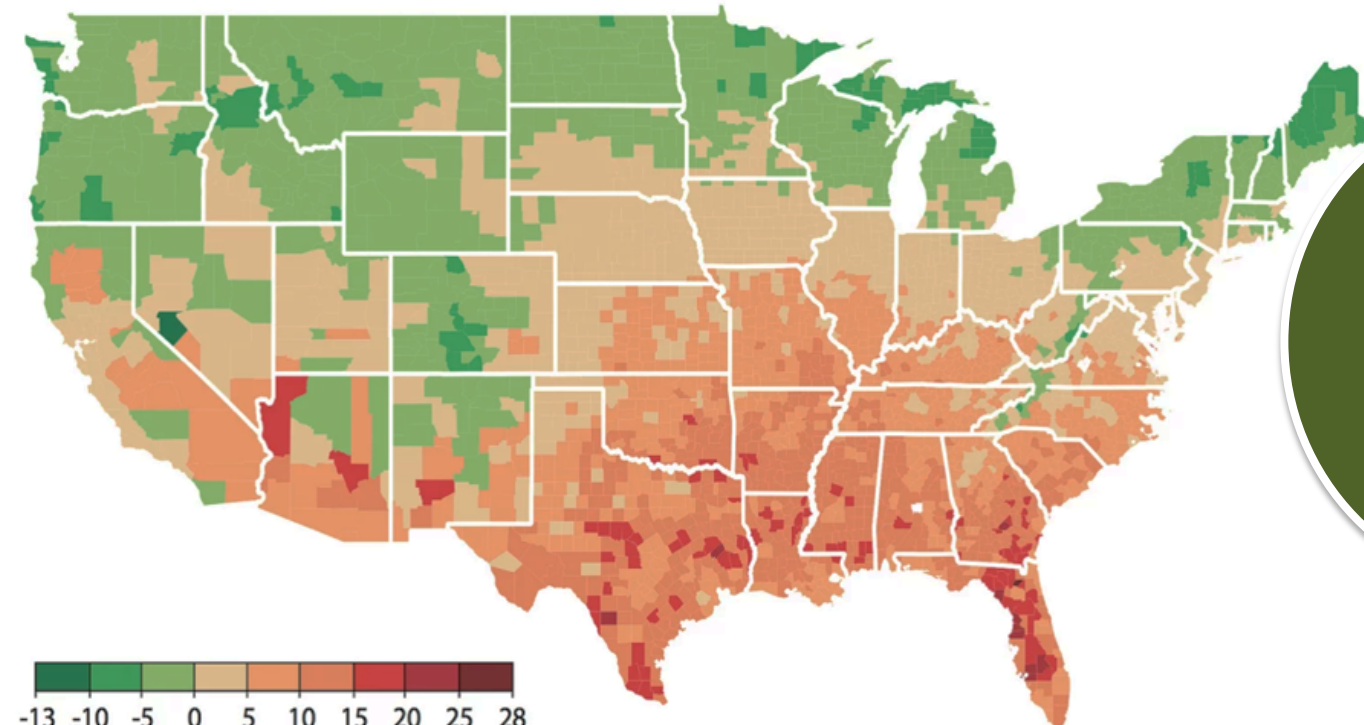
"A key culprit in climate change – carbon emissions – can also help agriculture by enhancing photosynthesis in many important (...) crops such as wheat, rice, and soybeans. The science, however, is far from certain on the benefits of carbon fertilisation."

This map represents the case of beneficial carbon fertilisation processes.

Change in agricultural productivity  
between 2003 and the 2080s







Total economic damage (% county GDP)

Long term  
GDP impact  
positive in  
north

Potential economic damages are shown at the county level in a scenario in which emissions of greenhouse gases continue at current rates. Green indicates areas that could see economic benefits. To see an interactive version of this map, click [here](#).

Hsiang, Kopp, Jina, Rising, et al./Science

Source: [Christopher Joyce, MPR News, June 29, 2017](#)

# Technology and the speed of change

future→iQ

Create Future Intelligence™



# What makes this industrial revolution different?

- Machine learning / Artificial Intelligence
- Converging technologies
- Exponential impacts



1.0

◆ **1780 – Mechanisation**  
Industrial production based on machines powered by water and steam

2.0

◆ **1870 – Electrification**  
Mass-production using assembly lines

3.0

◆ **1970 – Automation**  
Automation using electronics and computers

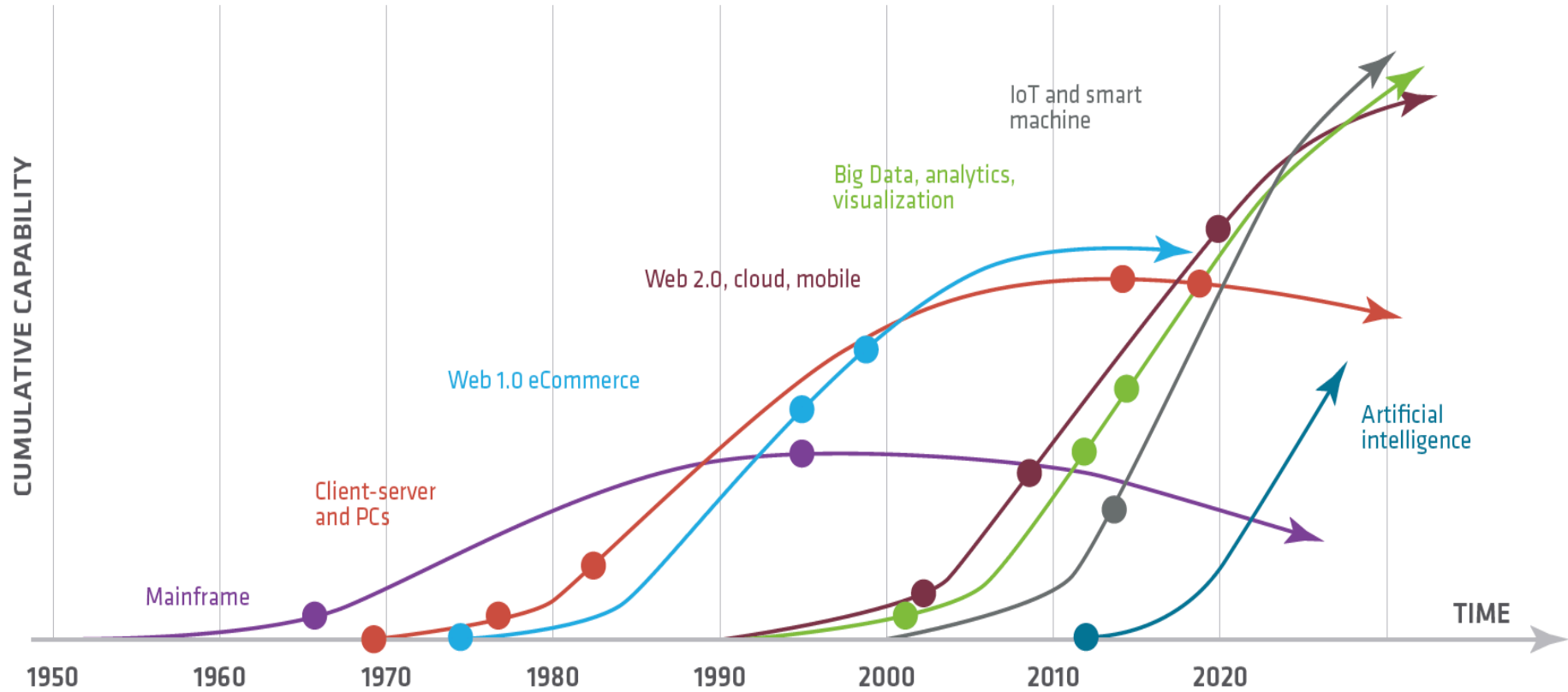
3.5

◆ **1980 – Globalisation**  
Offshoring of production to low-cost economies

4.0

◆ **Today – Digitalisation**  
Introduction of connected devices, data analytics and artificial intelligence technologies to automate processes further

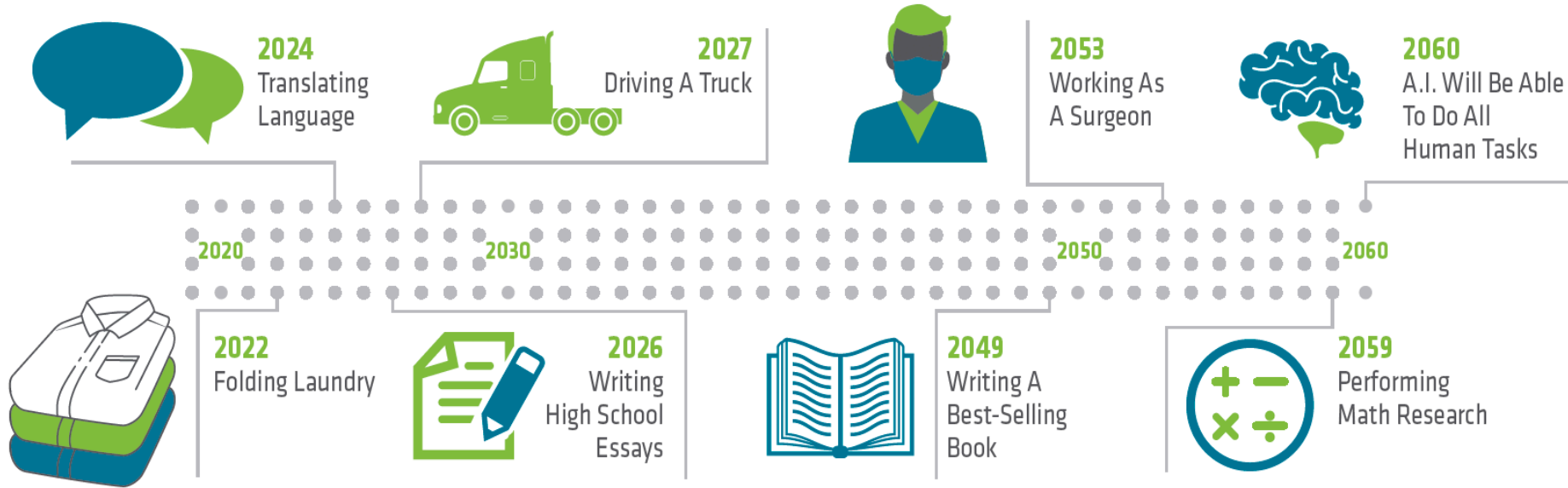
## THE INCREASING CAPABILITY OF DIGITAL TECHNOLOGIES





# When will AI outperform people?

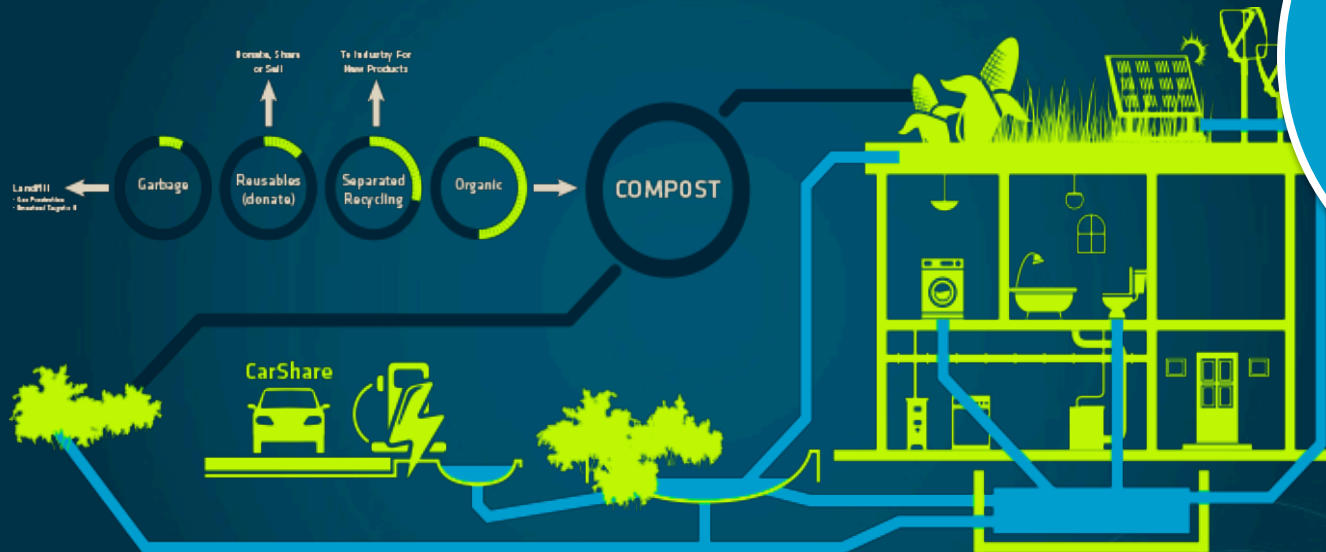
AI WILL LIKELY OUTPERFORM HUMANS AT...



Source: 'You Will Lose Your Job to a Robot--and Sooner Than You Think': Kevin Drum, Mother Jones, November / December Issue, 2017. (adapted from 'When will AI exceed human performance? Evidence from AI Experts', Oxford and Yale University 2017) <sup>12</sup>

*Reproduced from Next Industrial Revolution, Future iQ, 2018*

# Closed loop and 'Cradle to cradle'



New 'local  
systems'

**CITIES OF THE FUTURE**  
ANTICIPATING TRENDS AND POSSIBILITIES

# Rapid systemic change and technology integration

Adapted from: Source: Deloitte. 2014. Industry 4.0 Challenges and solutions for the digital transformation and use of exponential technologies

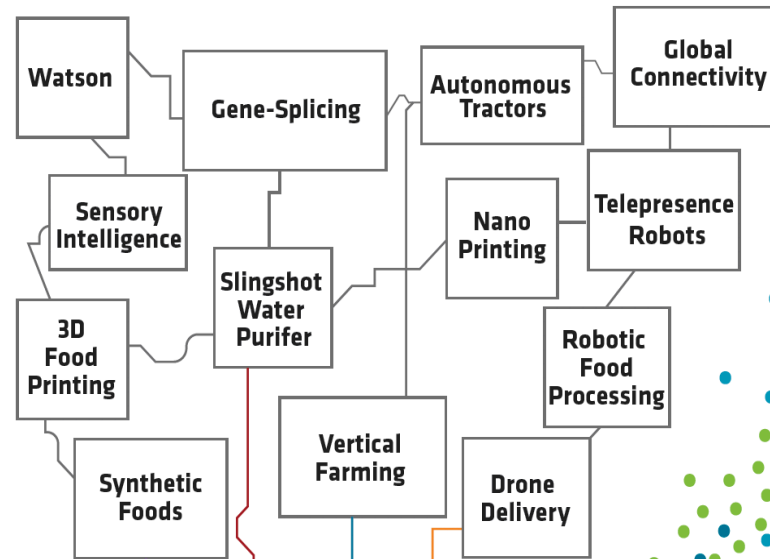
SPEED OF TECHNOLOGICAL CHANGE

EXPONENTIAL TECHNOLOGIES

**Technological Development**  
Moore's Law: The power of chips, bandwidth and computer doubles appr. every 18 months.

**The Human Factor**  
Technological dev. feeds and enables various trends in society: Democratisation, Social Connection, DIY, Decentralisation.

Biotech  
Neurotech  
Nanotech  
New Energy & Sustainability  
ICT & Mobile Technology  
Sensing  
3D Food Printing  
Artificial Intelligence  
Robotics  
Drones



FROM LINEAR TO EXPONENTIAL GROWTH TRAJECTORY



Source: New Yorker Oct 23, 2017, and Max Planck Research 2009



# Where are macro-tipping points?

- Societal values
- Humans living in insular bubbles
- Environmental awareness
- Workplace and workforce reinvention
- Transformation of global industrial systems



Future-Splitting  
Questions™



# The growth paradox: can tourism ever be sustainable?



**Massive  
're-think' going  
on in tourism  
industry**

'Travellers tend to arrive in increasing numbers and flock to the same locations'

Image: REUTERS/Stringer

**INDY/GO**

# ITALY BANS HUGE CRUISE SHIPS FROM VENICE CITY CENTRE

Giant cruise ships that dwarf the city have long been a bone of contention in Venice ( *AFP/Getty Images* )

Ships over 55,000 tonnes will have to dock in Marghera, on the mainland

“At the end, this story is just a numbers problem,” Mr. Tourtellot said. He noted that in 1960, when the jet age began, around 25 million international trips were taken. Last year, the number was 1.3 billion.

As for the cities that are the major destinations? They are “the same size they were back in 1959, and they’ll probably stay that way,” he said.

New York Times August 2018

**28****Like**

CLICK TO FOLLOW  
THE INDEPENDENT TRAVEL



## SUSTAINABLE TOURISM

Finding the correct balance  
for local communities and  
destinations.

Now, and in the future.

Finding the  
right balance

INDUSTRY  
VALUE

BALANCE OF  
INTERESTS

COMMUNITY  
IMPACTS

Perceived to  
be extremely to  
very important -  
creates economic  
activity / jobs

Concern about  
environmental  
impacts - especially  
for landowners  
and residents

Tourism product  
is largely built  
on local values  
and traditional  
industries

People,  
communities and  
services are struggling  
to cope with rate  
of influx

High quality  
abundant  
underlying resource  
of natural  
landscape

Emerging  
disruption to  
peoples' 'quality  
of life' and  
contentment

TOURISM INDUSTRY  
AND ITS IMPACTS

SUSTAINABLE TOURISM

The way out of the 'growth paradox' is to  
build the industry on a sustainable tourism  
model where it is viewed through the lens of:

- Pivot to impact management
- Seek collaborative solutions





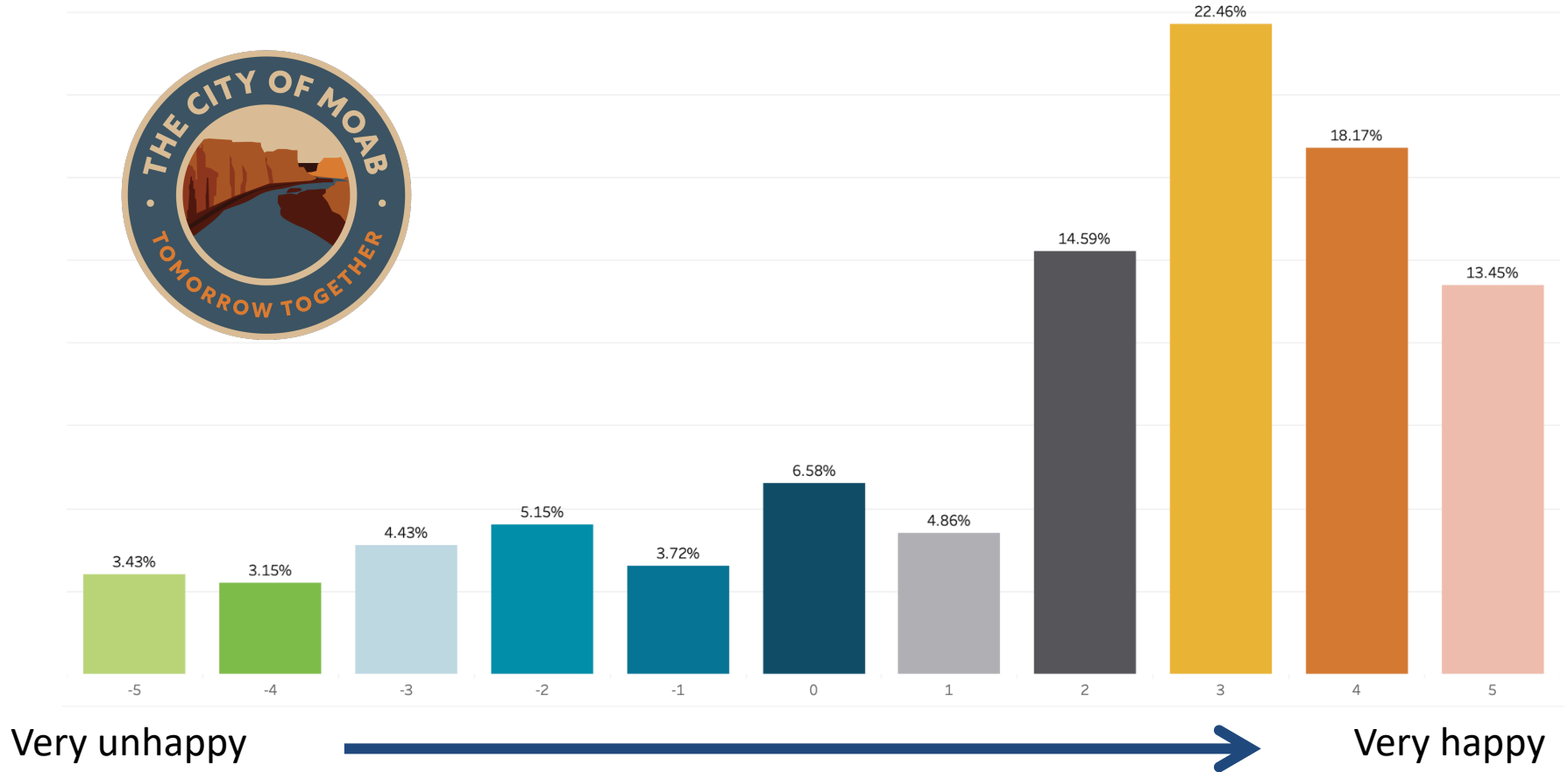
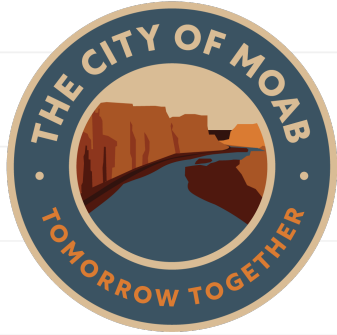
## Table Discussion

**What is your 'take-away' from the macro-trend discussion?**

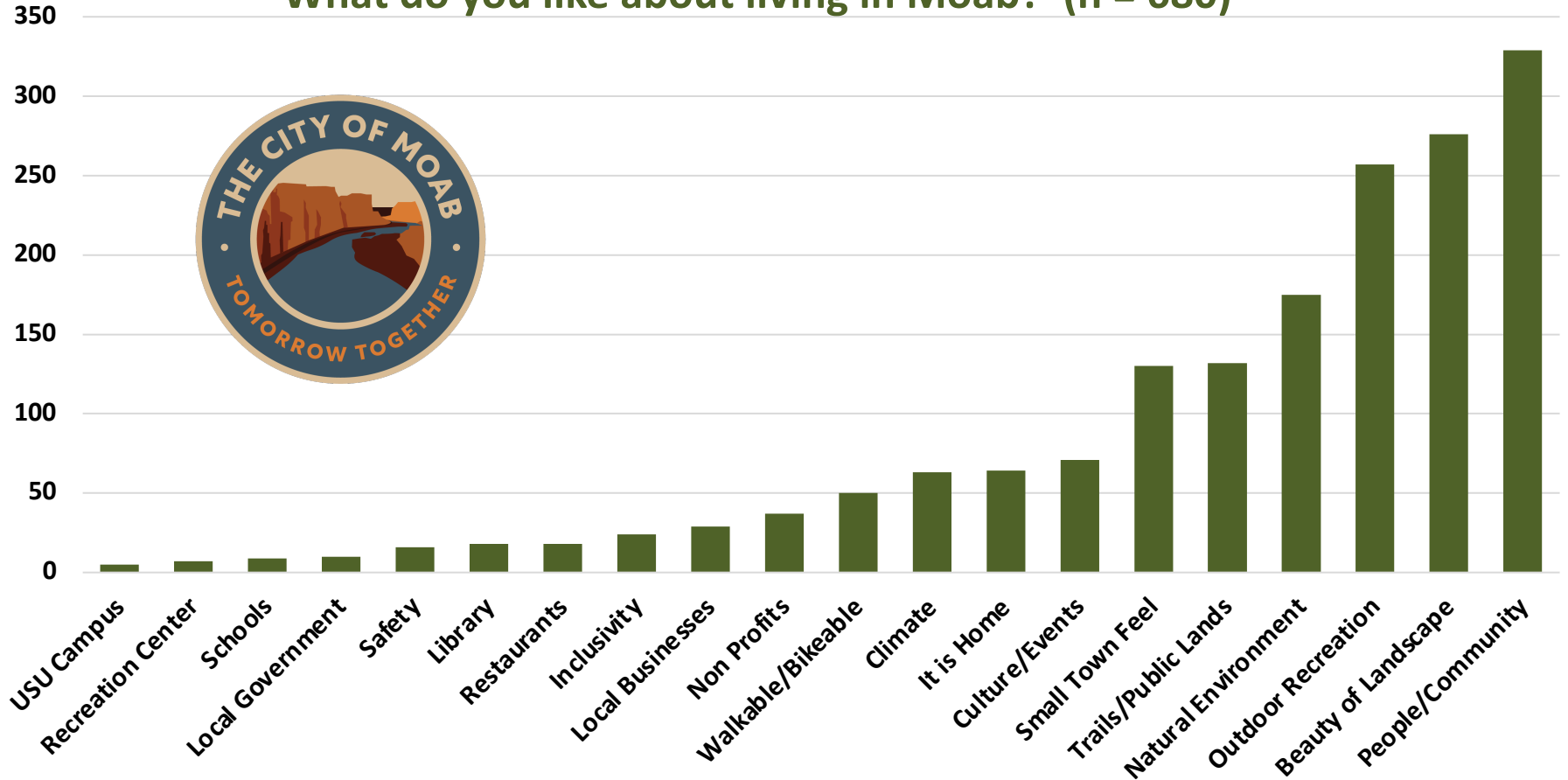
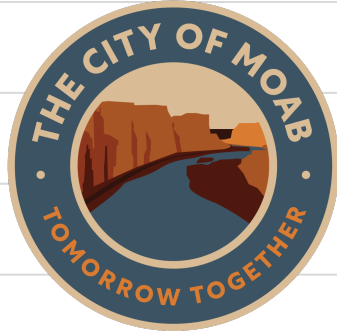
# COMMUNITY SURVEY

**Great response  
and cross-  
section  
N= 775**

# How happy are you about living in Moab?

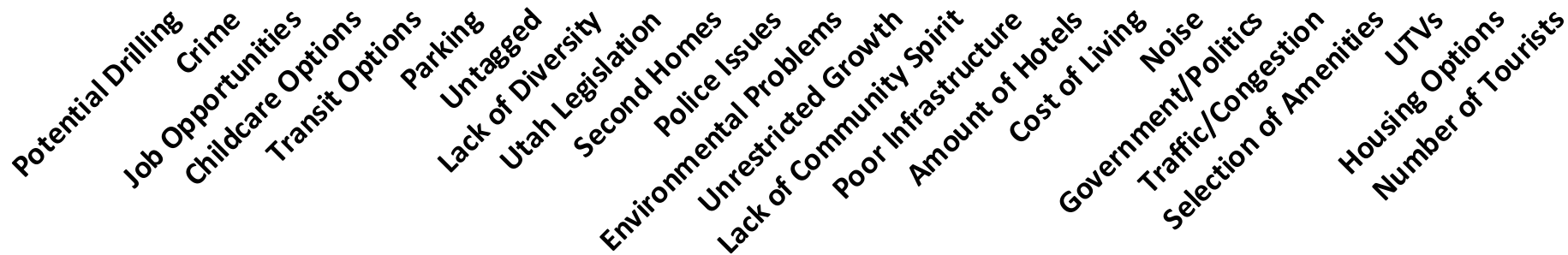


## What do you like about living in Moab? (n = 680)

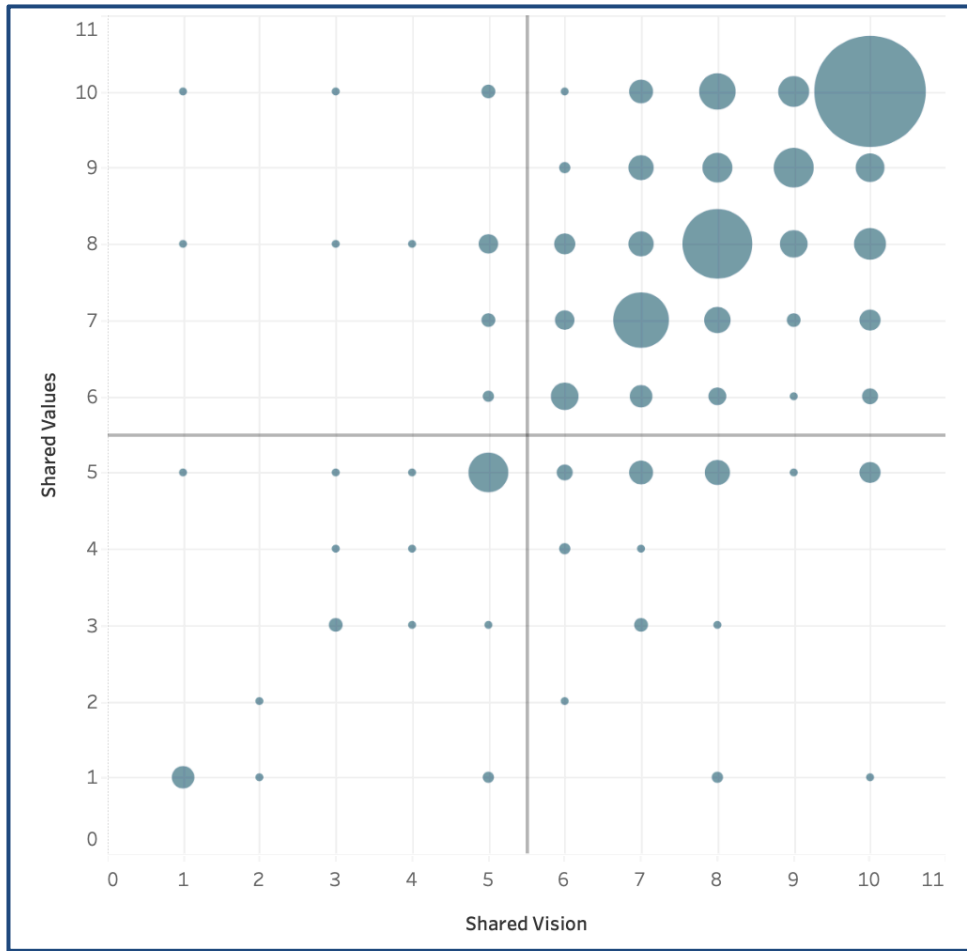




## What don't you like about living in Moab? (n = 677)



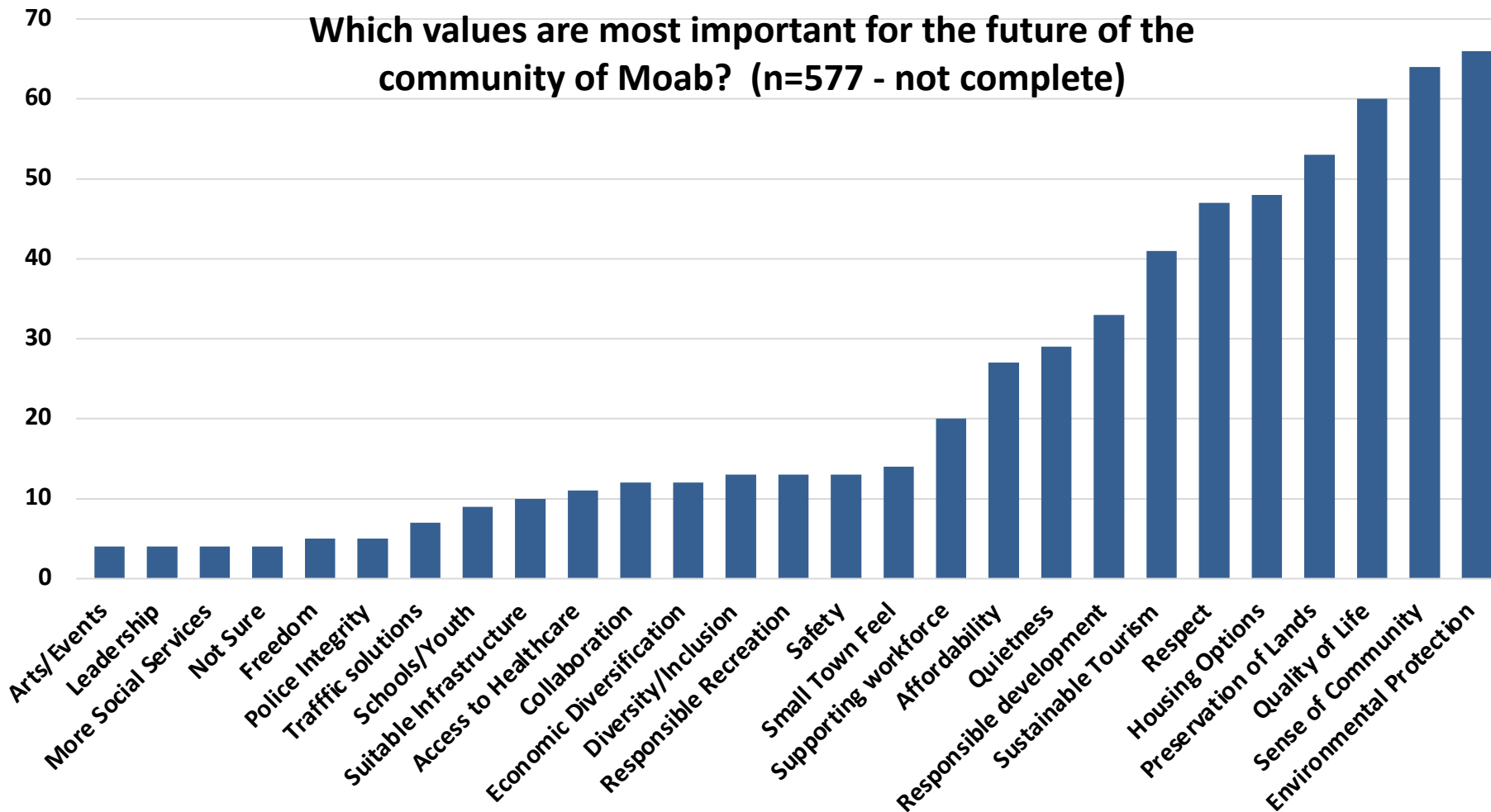
Importance of shared values



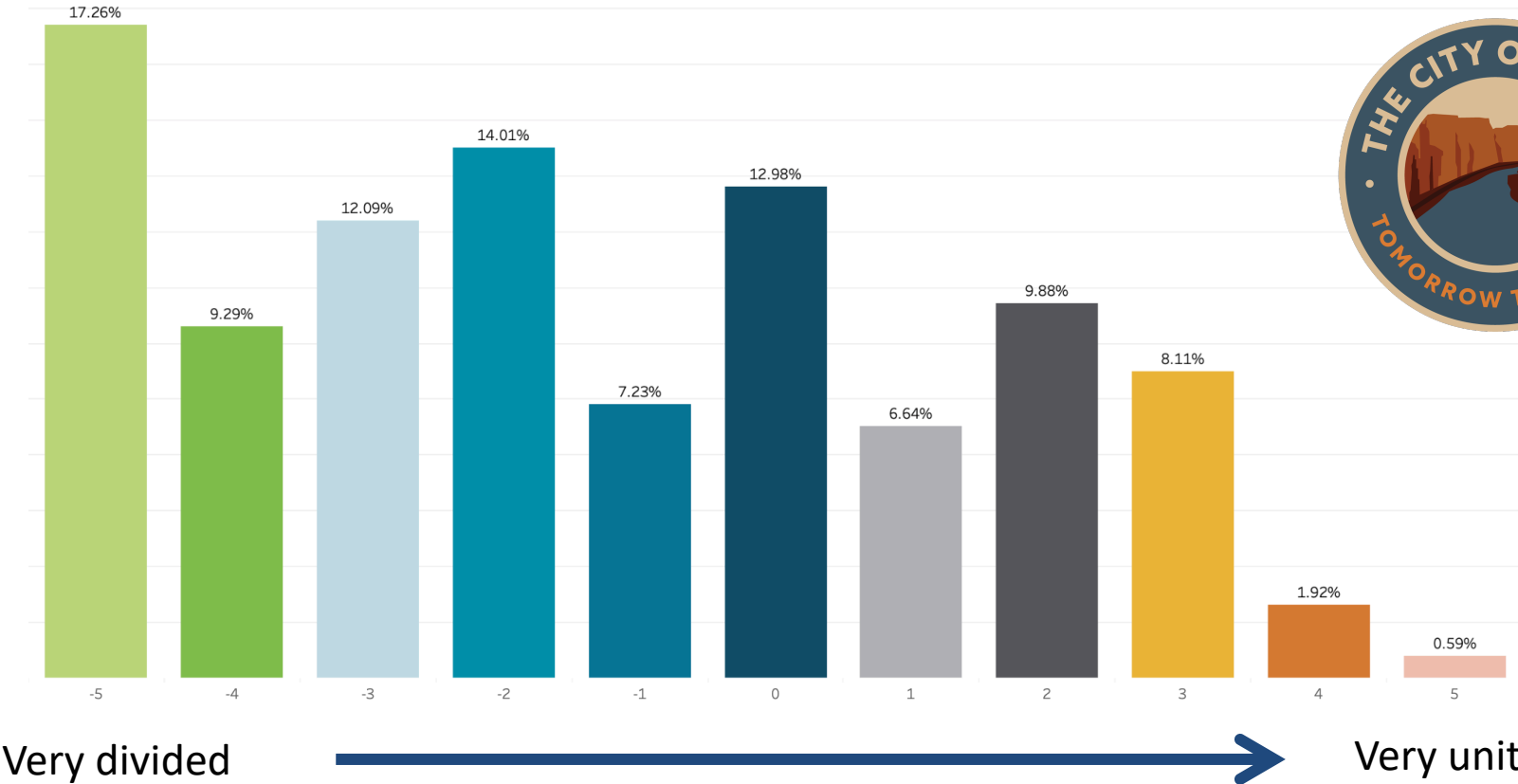
Importance of shared vision



# Which values are most important for the future of the community of Moab? (n=577 - not complete)

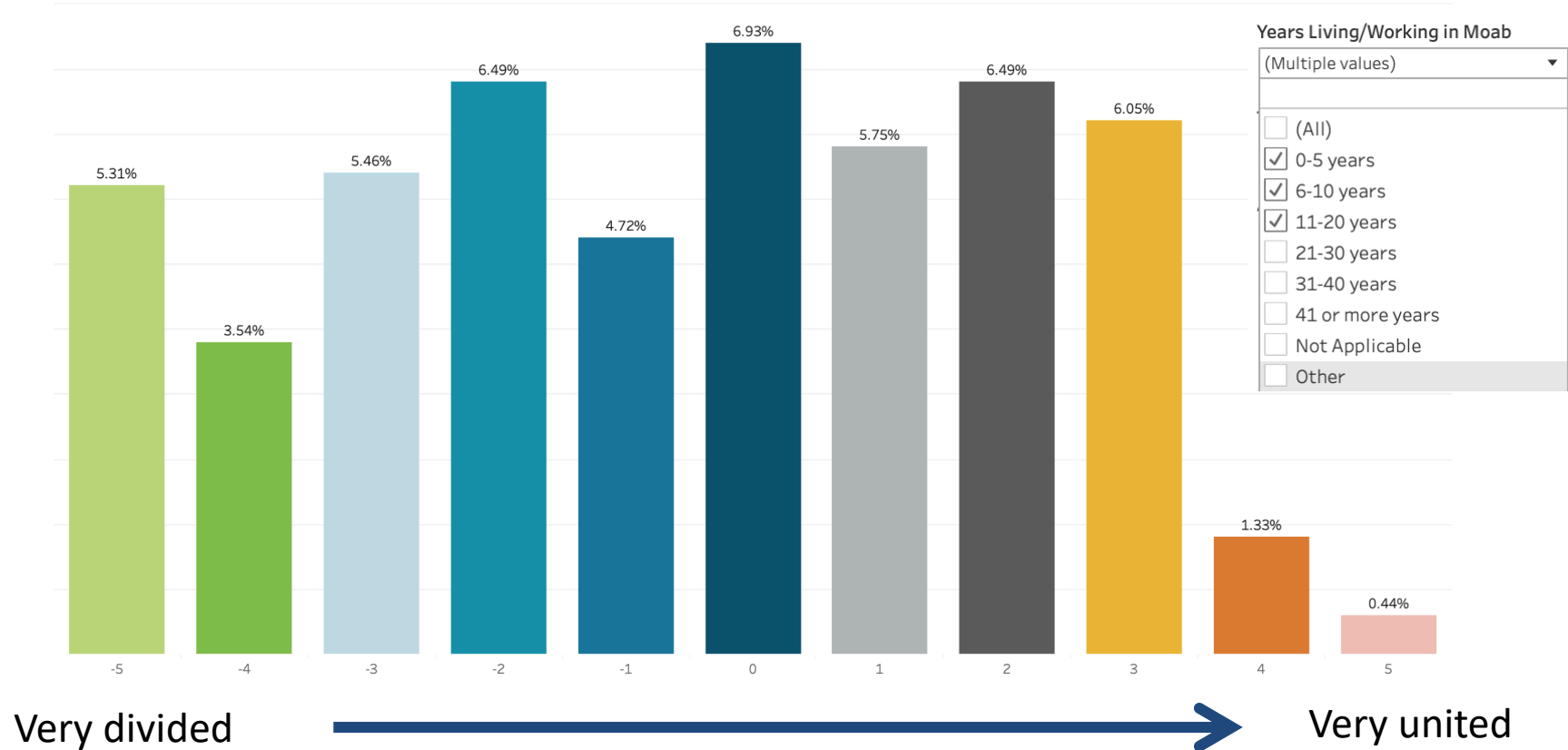


# How would you describe the current community dynamic of Moab?

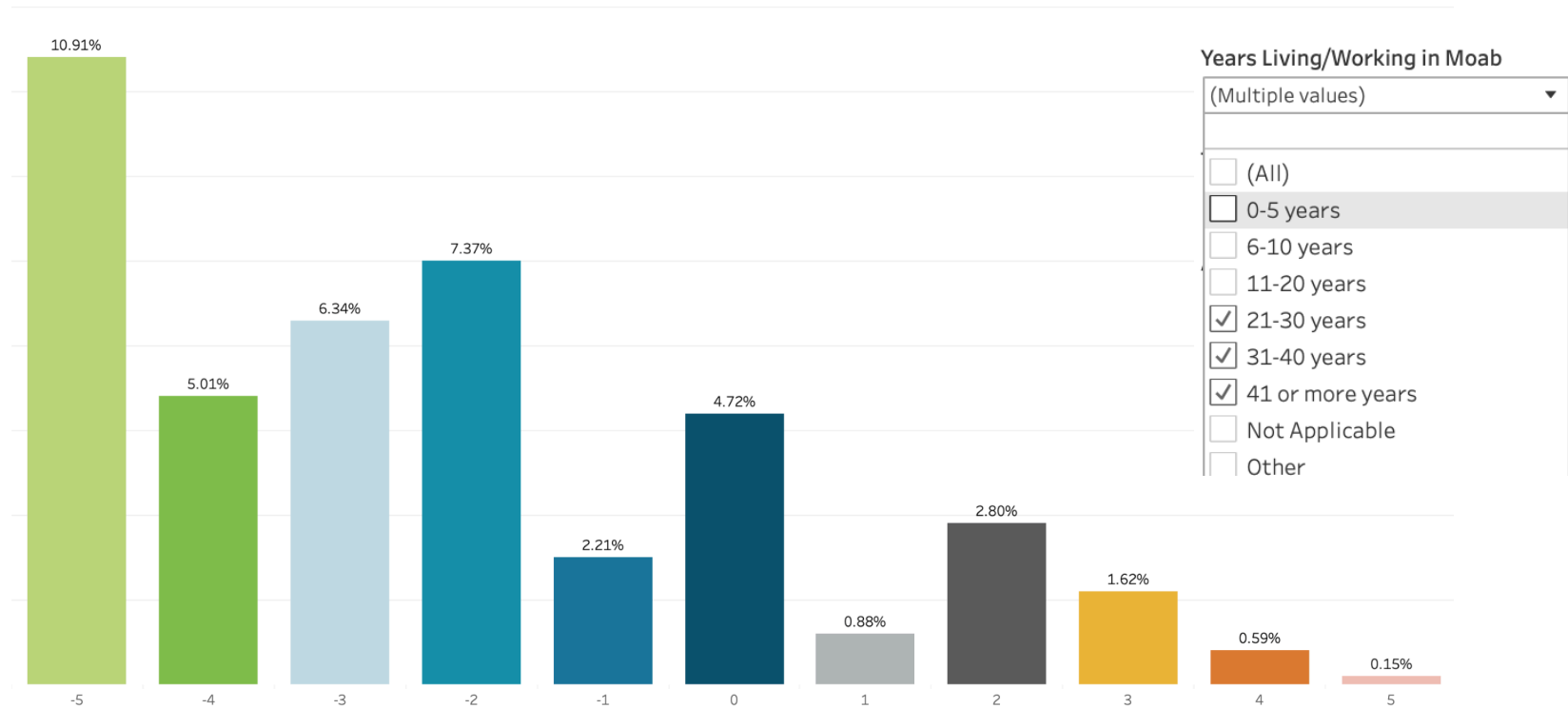




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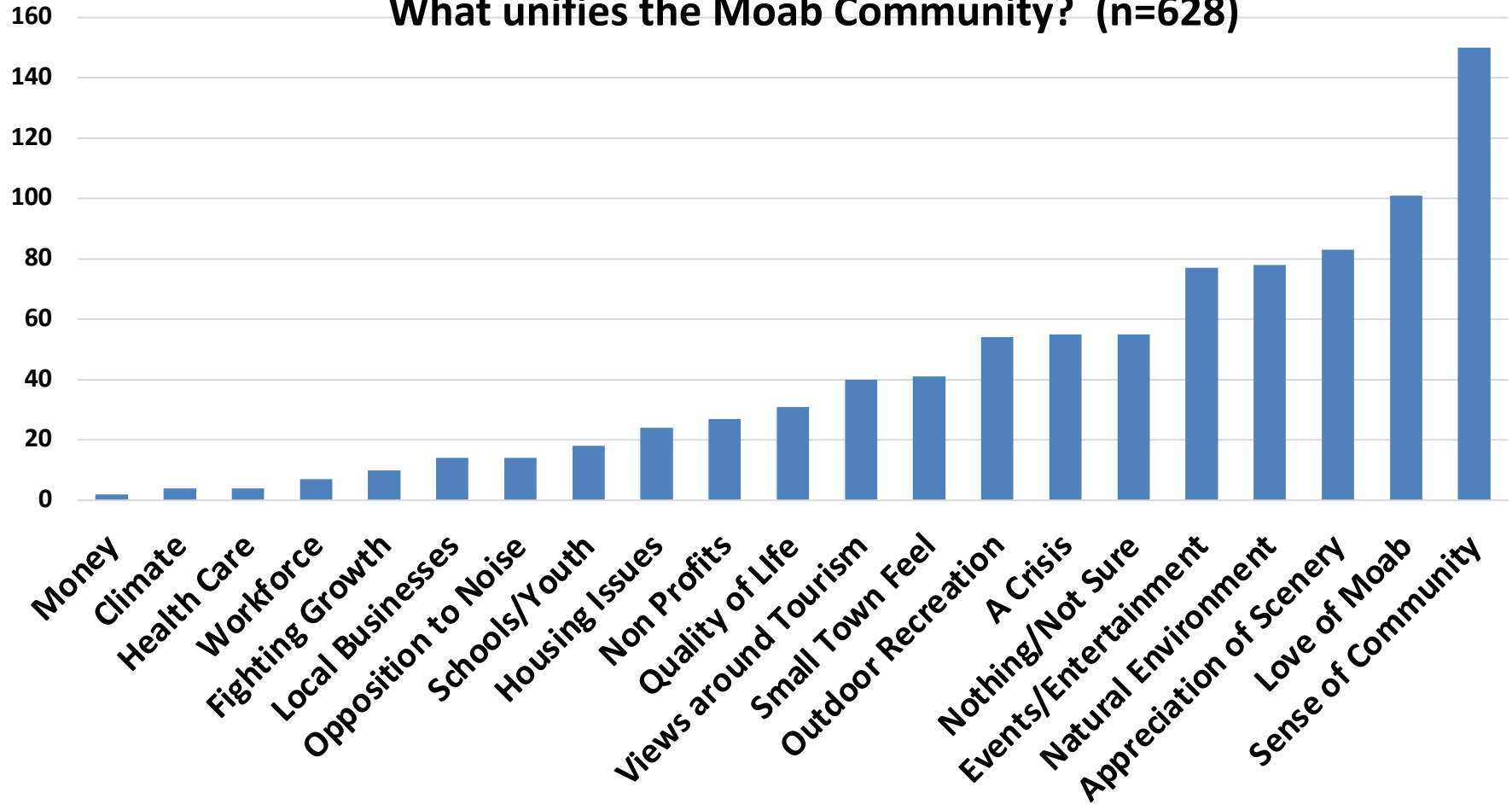


Very divided

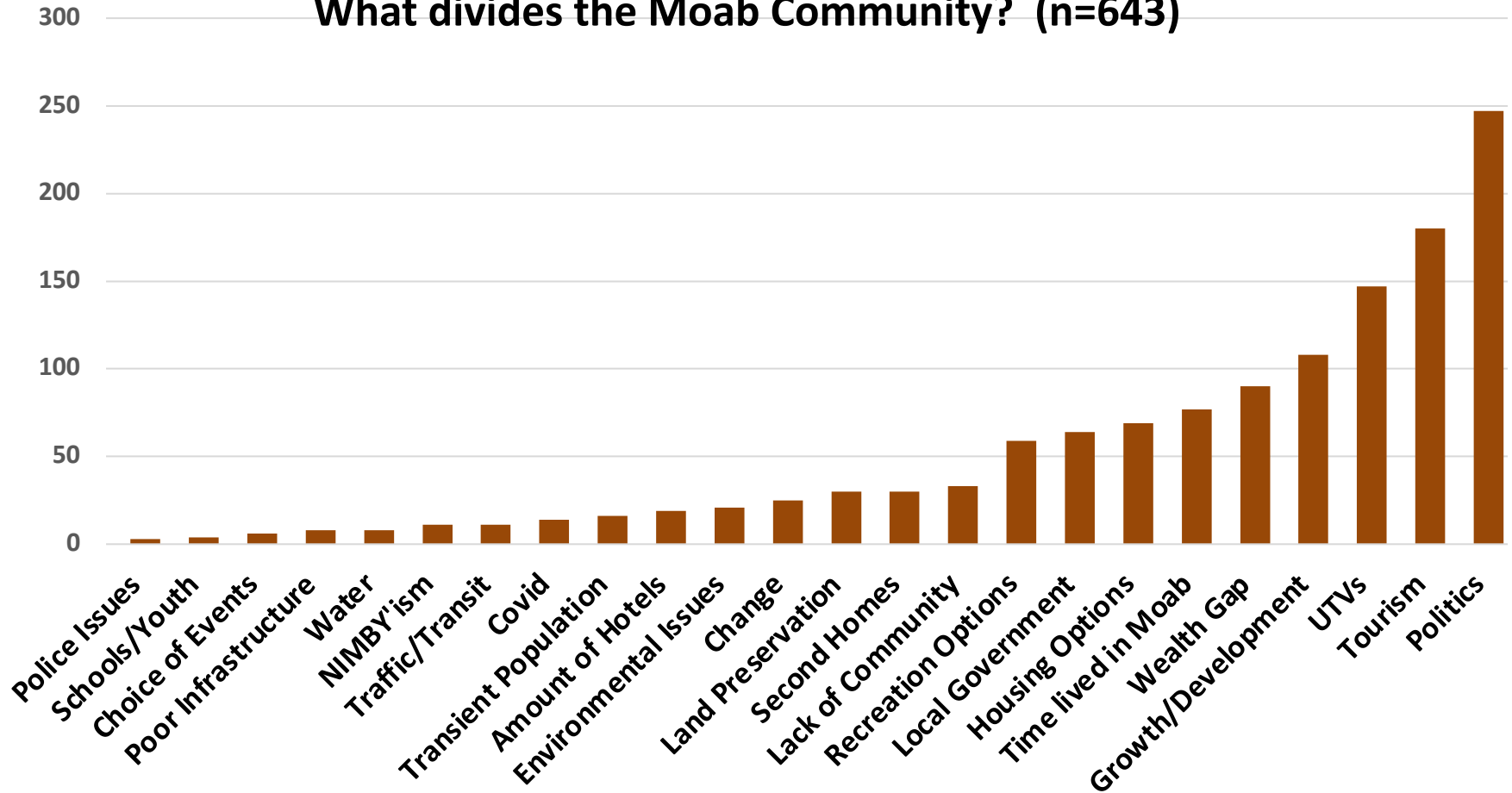


Very united

## What unifies the Moab Community? (n=628)



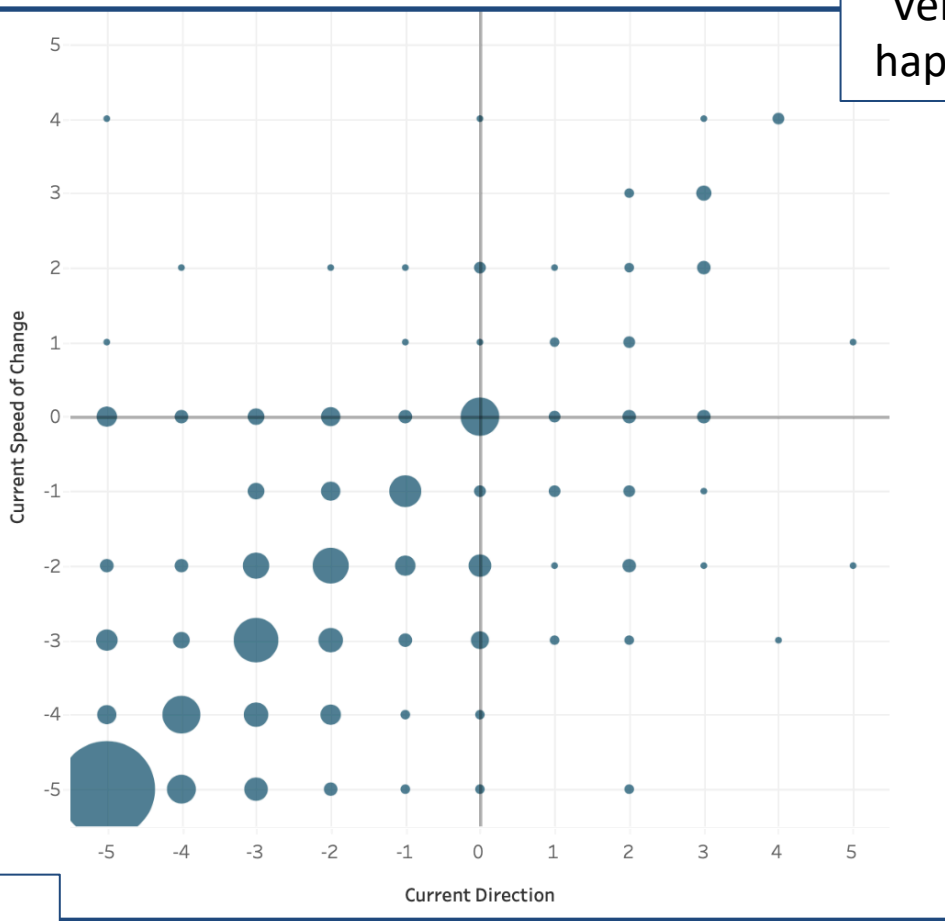
## What divides the Moab Community? (n=643)







Current speed of change



Very happy

Very concerned

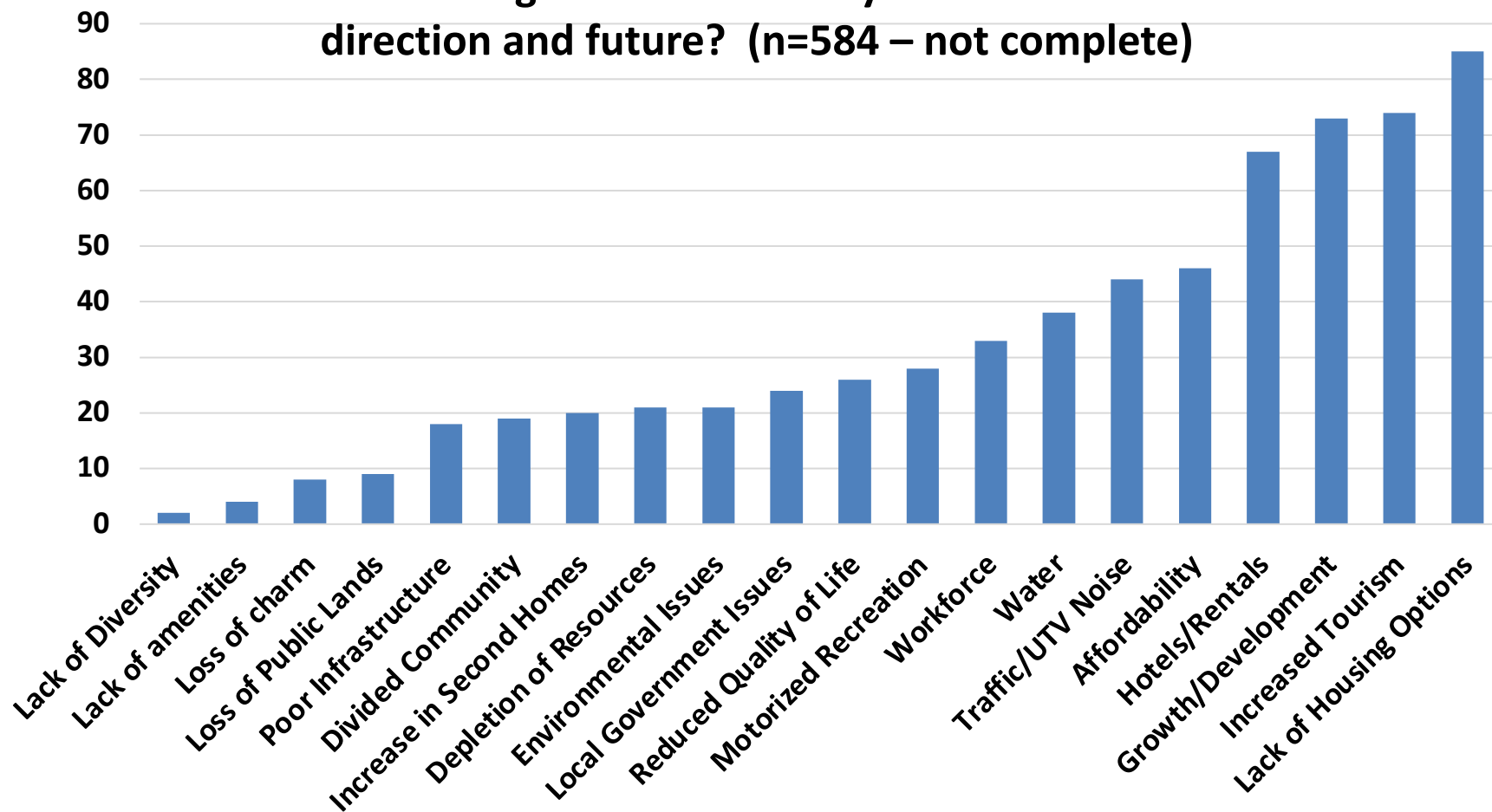
Current direction



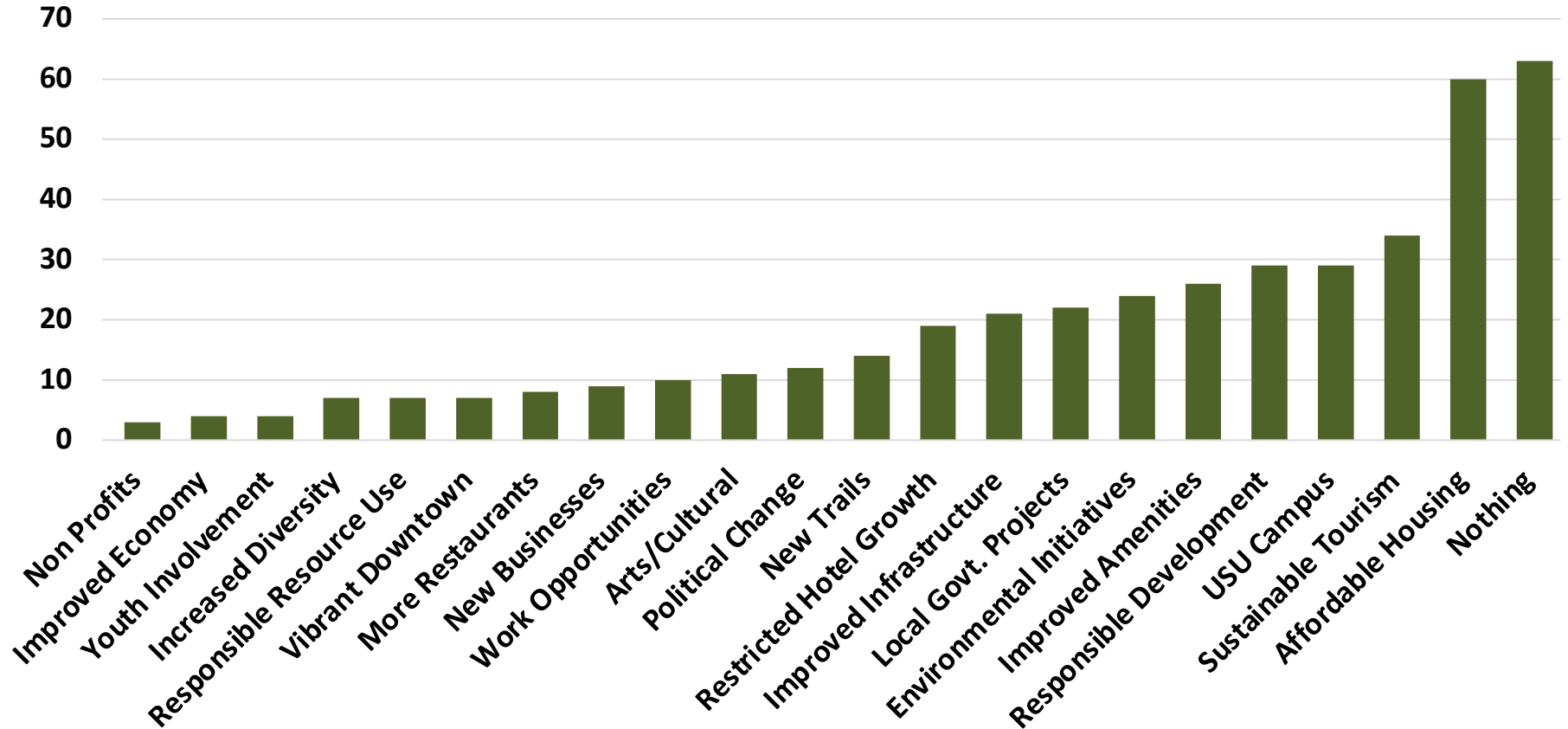
Trajectory  
and velocity



# What changes most concern you about Moab's direction and future? (n=584 – not complete)



# What changes most excite you about Moab's direction and future? (n = 577 – not complete)





## Table Discussion

**What is your ‘take-away’ from the survey data discussion?**



# Key Drivers:

What key drivers do you think are most important for the future of Moab?

(Key drivers are events, trends, developments, catalysts or forces that actively influence or cause change.)



# Key Drivers Identification

1. Community Well Being and Prioritization
2. Housing Supply
3. Growing Wealth Gap
4. Changing Public Land Management
5. Popularity of the West
6. Community Vision of Tourism
7. Development of Private Land
8. Impact of Outside Corporate Interest
9. Impact of State Control
10. Electrification of the World
11. Climate Change
12. Shifting Trends of Visitation
13. Uncertainty of Water Usage and Availability
14. Economic Diversification
15. Adaptability and Flexibility
16. Transportation Management
17. Sustainable Design and Development
18. Increase of Remote Work
19. School Performance
20. Anti-Globalization
21. Inflationary Cycle
22. Access to Essential Services
23. Effectiveness of Local Government
24. Online Visitation and Reputation

# What do you think?

## Key drivers - future impact score



### Key Drivers – Future Impact Score

*Rate each driver on a 1 – 10 scale of future impact (1 = small impact; 10 = very large impact)*

| DRIVER | Community Fabric | Physical Environment |
|--------|------------------|----------------------|
| 1      |                  |                      |
| 2      |                  |                      |
| 3      |                  |                      |
| 4      |                  |                      |
| 5      |                  |                      |
| 6      |                  |                      |
| 7      |                  |                      |
| 8      |                  |                      |
| 9      |                  |                      |
| 10     |                  |                      |
| 11     |                  |                      |
| 12     |                  |                      |
| 13     |                  |                      |
| 14     |                  |                      |
| 15     |                  |                      |
| 16     |                  |                      |
| 17     |                  |                      |
| 18     |                  |                      |
| 19     |                  |                      |
| 20     |                  |                      |



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| 1      |                  |                      |
| 2      |                  |                      |
| 3      |                  |                      |
| 4      |                  |                      |
| 5      |                  |                      |
| 6      |                  |                      |





## Thursday April 7

|        |  |
|--------|--|
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**Think-Tank  
Day 2**