Littleton Comprehensive Economic Development Strategy (CEDS)
Think-Tank
PART 2
Littleton CEDS Think-Tank

**Part 1 – Explore Future Trends**
- Macro trends shaping the future
- Key drives shaping the future
- Rating future impact of drivers

**Part 2 – Build future scenarios**
- Develop plausible scenarios of the future
- Identify expected and preferred futures
- Build strategic pillars

July 17 | July 18
The Importance of Future Thinking

The key to effective future thinking...

Consider both trajectory (direction of change) and velocity (speed of change).
The challenge for the Think-Tank

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

The outcome may be a new view of the future.
Key Drivers:
What key drivers do you think are most important for the future of economic development in Littleton?

(Key drivers are events, trends, developments, catalysts or forces that actively influence or cause change.)
<table>
<thead>
<tr>
<th>Key Drivers – [list developed in Think-Tank]</th>
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<tbody>
<tr>
<td>1. Transportation, Connectivity and Traffic</td>
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<td>2. Housing Affordability-Full Range</td>
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<td>3. Natural Resources</td>
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<td>5. Infrastructure – electrical/grid/fiber</td>
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<td>6. Aging population</td>
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<td>7. Building location and zoning</td>
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<td>10. Future community needs and desires</td>
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Key Drivers – Future Impact Score

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

<table>
<thead>
<tr>
<th>DRIVER</th>
<th>DRIVER NAME</th>
<th>Community Fabric</th>
<th>Economic Development</th>
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<tbody>
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Scenario-shaping cluster of drivers

- Diversity of Population
- Cultural Fluency
- Mental Health
- Aging Population
- Future Community Needs
- Natural Resources
- Future of Work
- Small Business / Entrepreneurs
- Infrastructure
- Technology Trends
- External Legislation
- Recreation / Entertainment
- Transportation, Traffic, Connection
- Mass Urbanization
- Housing Affordability
- Building Location / Zoning
- Redevelopment Trajectory
- Supporting Business / Adaptation
- Sales Tax Revenue
- Primary Jobs/Talent

Economic Development vs. Community Fabric
Future-splitting themes – based on clusters of drivers

Development approach

• Transportation, Connectivity, Traffic
• Building location and zoning
• Redevelopment trajectory
• Supporting business / adaptation
• Sales tax revenue
• Primary jobs / Talent

Community character

• Housing affordability
• Diversity of population
• Recreation and entertainment
• Mass urbanization
• Cultural fluency
• Aging population
• Mental health

Key drivers were clustered under future splitting themes – based on data in scatter plot. There are part of the data set used to formulate the scenario matrix
Scenario A
Development
Protect and buffer
Create policies and approaches that buffer the community and economy from rapid change and works to keep the rate of growth ‘slow and manageable’. There is strong preservation of green spaces and heritage features. The focus is on supporting existing businesses and job types and guiding the gradual redevelopment of existing commercial and business areas. The residential focus remains primarily on single family homes, and transit is predominately car oriented as people commute to work.

Approach

Scenario B
Proactive adaptation
The community intentionally works to proactively absorb and manage growth by facilitating affordable housing and building community services. Enhanced community recreation and entertainment amenities help forge stronger community connectivity. There is a focus on being future-ready with lifelong learning and continued high levels of workforce and community participation. The community works to embrace diversity, foster new ideas and to ensure everyone feels at home and belongs.

Scenario C
Leverage and lead
Strong focus on leveraging and repurposing unique features in creative ways, that preserve and enhance - while creating business innovation and renewal. Technology and smart infrastructure helps optimize resource use and drives sustainability. The city has a regional leadership role, as a forward-looking creative community. Housing is more diverse with deliberately selected zones of higher density. The community nodes are connected by a strong network of multimodal corridors.

Scenario D
Insular bubble
The community works aggressively to retain the ‘urban haven’ feel as part of the community character. The community is more inward looking, with a focus on traditional amenities, education and schools, and supporting a high quality of life for residents. There is a high value placed on stability, and the ‘unique Littleton character’. This is protected by resisting rapid demographic change and cultural shifts.
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Scenario Characteristics - Dimensions to Consider

Social Fabric and Community Characteristics
- Population makeup / demographics
- Key social infrastructure – housing, childcare, schools, parks, amenities
- Community safety and wellness
- Workforce and skills profiles, workplace models and opportunity
- Community vitality and celebration of history; arts and culture - feel and ‘vibe’
- Community inclusiveness and values
- Access to healthcare assets and healthy foods
- Role of educational institutions and models of education

Local Economy and Industry Characteristics
- Businesses and industry sectors (manufacturing, logistics, retail, education, health, technology, recreation, tourism)
- Type and size of industries - distribution across Littleton
- Hard infrastructure (roads, water, transport, energy systems)
- Development patterns in the community
- Level of innovation and investment
- Regional appeal and competitiveness
- Small business ecosystem

Built Environment and Landscape Characteristics
- Housing types, retail availability, affordability
- Neighborhood character
- Transportation systems, mobility, and geographic location
- Natural resource usage and river access
- Adaptation to climate change / severe weather events
- Streetscapes, parks, green spaces, and recreation amenities
- Green economy implementation, energy systems and sources
- Key buildings and assets – what’s being preserved, uplifted, catalyzed on
## Headline News (Scenario A)

<table>
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<tr>
<th>Social Fabric and Community Characteristics</th>
<th>Local Economy and Industry Characteristics</th>
<th>Built Environment and Landscape Characteristics</th>
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<tbody>
<tr>
<td>2025</td>
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<td>2030</td>
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<td>2040</td>
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Avoiding potential pitfalls.....

- Stay in your swim lane (your scenario)
- Don’t try to ‘fix’ the scenario
- We are doing objective forecasting and predictive - don’t get emotionally hooked
- We are exploring possible futures; not deciding on preference
- Scan and predict widely – don’t get micro-focused
- Make it a group discussion, everyone has a perspective to contribute
Key Roles

• Facilitator
• Timekeeper
• Recorders
• Presenter(s)
Suggested Scenario Group Timeline
(elapsed time - minutes)

0:00 min  Group to meet and scope out scenario (10m)
0:10 min  Develop Characteristics & Narratives (35m)
0:45 min  Develop Headlines News – 2025, 2030, 2040 (10m)
0:55 min  Short scenario name and description (5m)
0:60 min  Return; ready to present
### Plausible Scenario Matrix 2040

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<th>Community character</th>
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<td><strong>Proactive adaptation</strong></td>
<td><strong>A Creative Cutting Edge Small Town</strong></td>
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1. **LEAST DESIRABLE FUTURE** - The Least Desirable Future is the future that you think will be most undesirable (or least optimal or least desired) future in 2040.

2. **EXPECTED FUTURE**: The Expected Future is the future you expect most likely to eventuate by 2040, if existing trends and trajectory persists.

3. **PREFERRED FUTURE**: The Preferred Future is the future you think is optimal and creates the best outcome for Littleton economic development in 2040.
FUTURES

- LEAST DESIRABLE FUTURE (L)
- EXPECTED FUTURE (E)
- PREFERRED FUTURE (P)
Possible High-Level Strategic Themes

What are some of the high level strategic themes or actions that could be pursued to achieve the preferred future for economic development in Littleton over the next 10 years?

1.

2.

3.
City of Littleton, Colorado
Comprehensive Economic Development Strategic Planning Process

STEP 1
Explore Perceptions
- Evaluation of existing economic conditions
- Market trends analysis
- Key stakeholder interviews

Benchmark Report
April – July

STEP 2
Future Scenarios & Implications
- Stakeholder Survey
- Littleton CEDS Think-Tank
- Identify Preferred Future

Scenarios of the Future Think-Tank Report
July - August

STEP 3
Develop Draft Strategic Plan
- Business Survey
- Focus Groups
- Draft Plan and Recommendations
- Draft Toolkit

Draft Final Plan Report & Toolkit for Implementation
August – September

STEP 4
Strategic Roadmap
- Future Summit
- Final Economic Development Strategic Plan Report with Toolkit

Final Economic Development Strategic Plan Report
September – October

Final Presentation
October

Focus Groups

City of Littleton, Colorado
Comprehensive Economic Development Strategic Planning Process

• CEDS Plan
Littleton CEDS - Next Steps

Strategic Pillar Focus Groups

• Recap on Think-Tank Preferred Future
• Explore Strategic Pillar topic
• Identify key desired outcomes and objectives
• Identify key strategic actions and initiatives

• Bemis Public Library
• Morning, Afternoon and Evening Sessions
• August 7 & 9, 2023

August 7 & 9