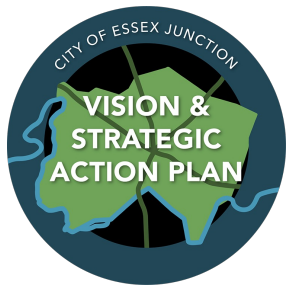




# City of Essex Junction Vision and Strategic Action Plan Future Think-Tank PART 2





# City of Essex Junction Future Think-Tank

## Part 1 – Explore Future Trends

- Macro trends shaping the future
- Key drivers shaping the future
- Rating future impact of drivers

## Part 2 – Build scenarios

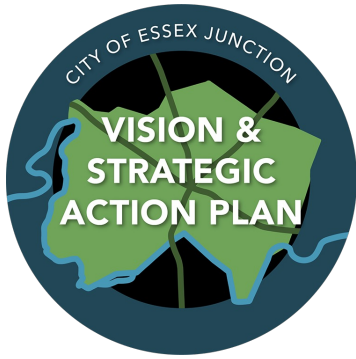
- Develop plausible scenarios of the future
- Identify expected and preferred futures
- Build strategic pillars

November 2



November 4





## **Key Drivers:**

What key drivers do you think are most important for the future of the City of Essex Junction?

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

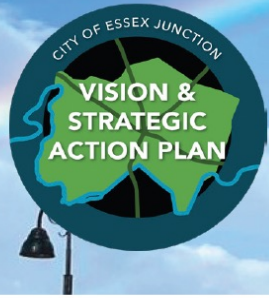


## Key Drivers

1. Housing Constraints and Development
2. Lack of Interpersonal Engagement
3. Technology driving Social Isolation
4. Climate Driven Migration
5. Technology Shift and Industry
6. Demographic Shifts – younger & diverse
7. Traffic Congestion
8. Federal Investment Priorities
9. Future Resource Extraction
10. Transportation
11. Brain Drain
12. Innate Appeal
13. Political Refugees
14. Ability to Adapt
15. Lack of Economic Opportunity
16. Escalating Cost of Living
17. Impact of Remote Workers
18. Fear of Change
19. Flexibility of Infrastructure
20. Community Incentivized Investment







# City of Essex Junction Vision & Strategic Action Plan KEY DRIVERS HANDOUT

Think-Tank Workshop Day 1

November 2, 2023

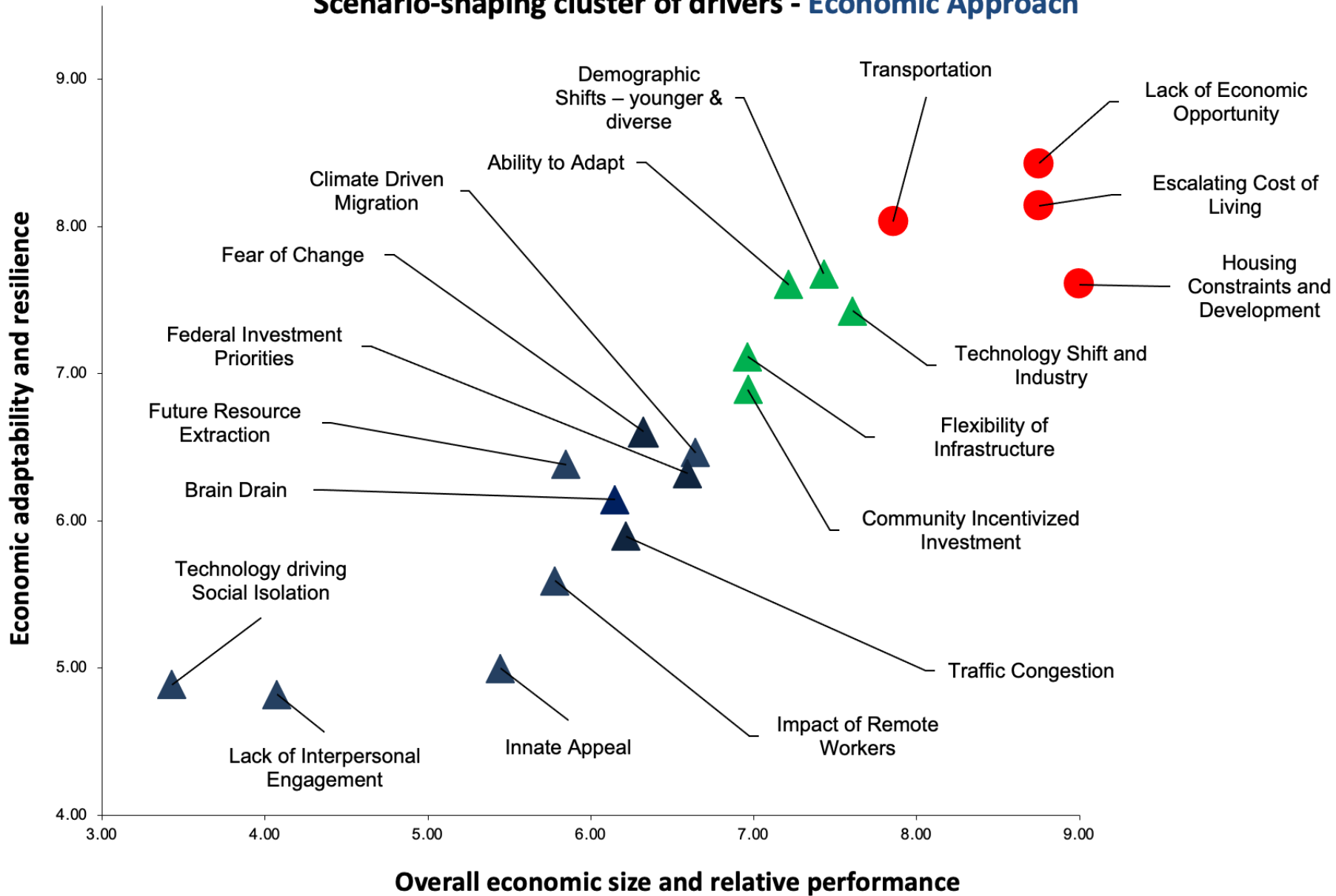
Rate each driver in terms of likely future impacts on the following dimensions for Essex Junction.

IMPACT SCALE: 1 = Low relative future impact; 10 = Very high relative future impact

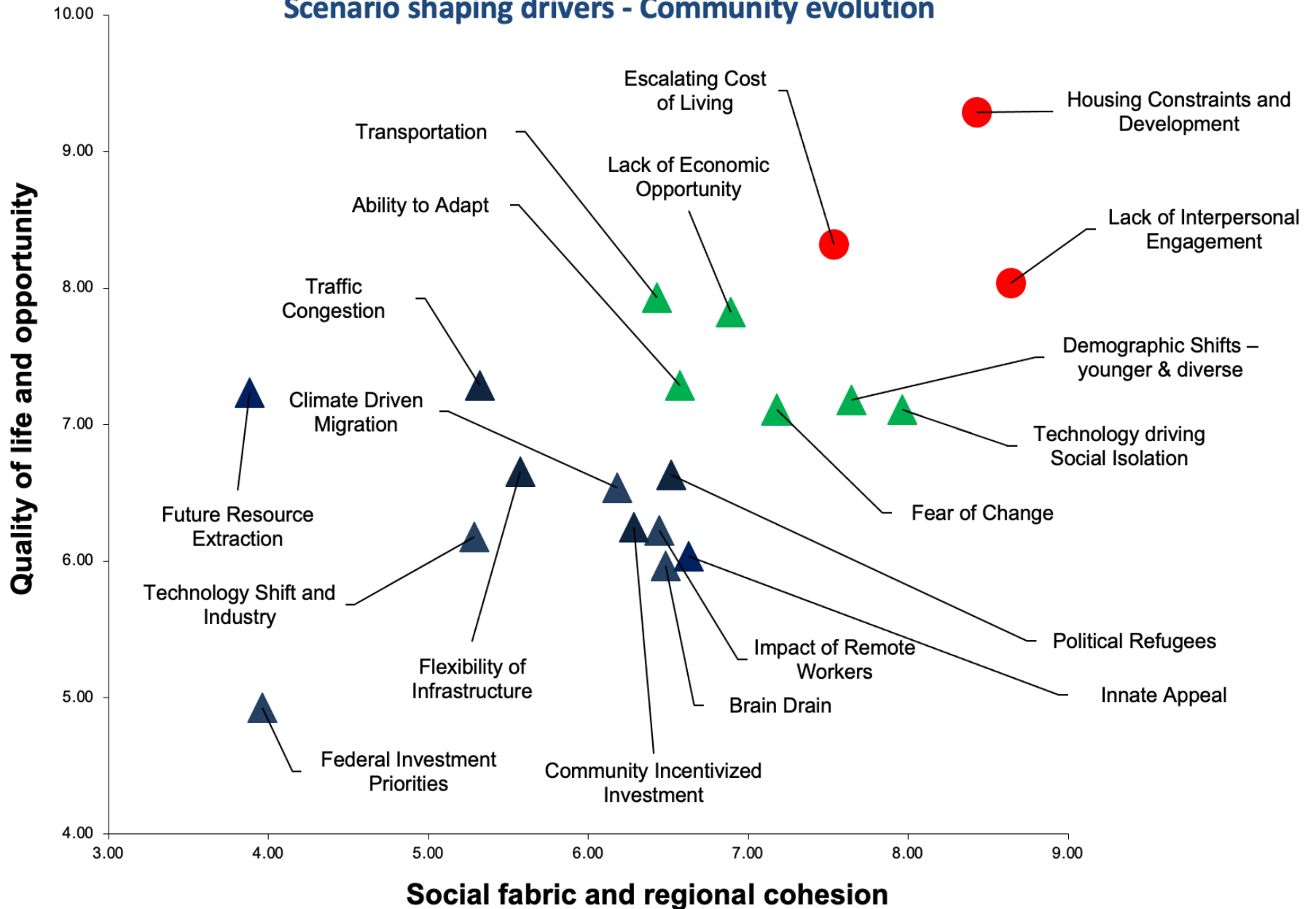
Driver	Dimensions			
	Overall economic size and relative performance	Adaptability and resilience of the economy	Social fabric and cohesion	Quality of life and opportunity
1				
2				
3				
4				
5				
6				
7				
8				

**Scoring future impact of each driver – individual scoring**

# Scenario-shaping cluster of drivers - Economic Approach



# Scenario shaping drivers - Community evolution



# Future-splitting themes – based on clusters of drivers

## ECONOMIC APPROACH

- **Lack of economic opportunity**
- Escalating 'Cost of Living'
- Housing constraints and development
- Transportation

## COMMUNITY EVOLUTION

- Housing constraints and development
- **Lack of Interpersonal Engagement**
- Escalating 'Cost of Living'

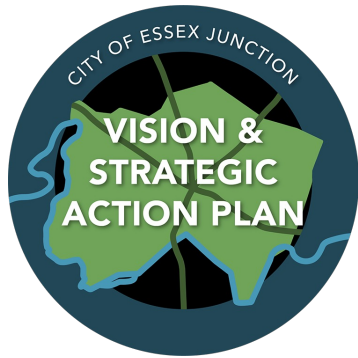
## ADDITIONAL DRIVERS

- Demographic shifts – younger and diverse
- Ability to adapt
- Flexibility of infrastructure
- Technology shift and industry
- Community Incentivized Investment

- Demographic shifts – younger and diverse
- Technology driving social isolation
- Fear of change
- Ability to adapt
- Transportation
- Lack of economic opportunity

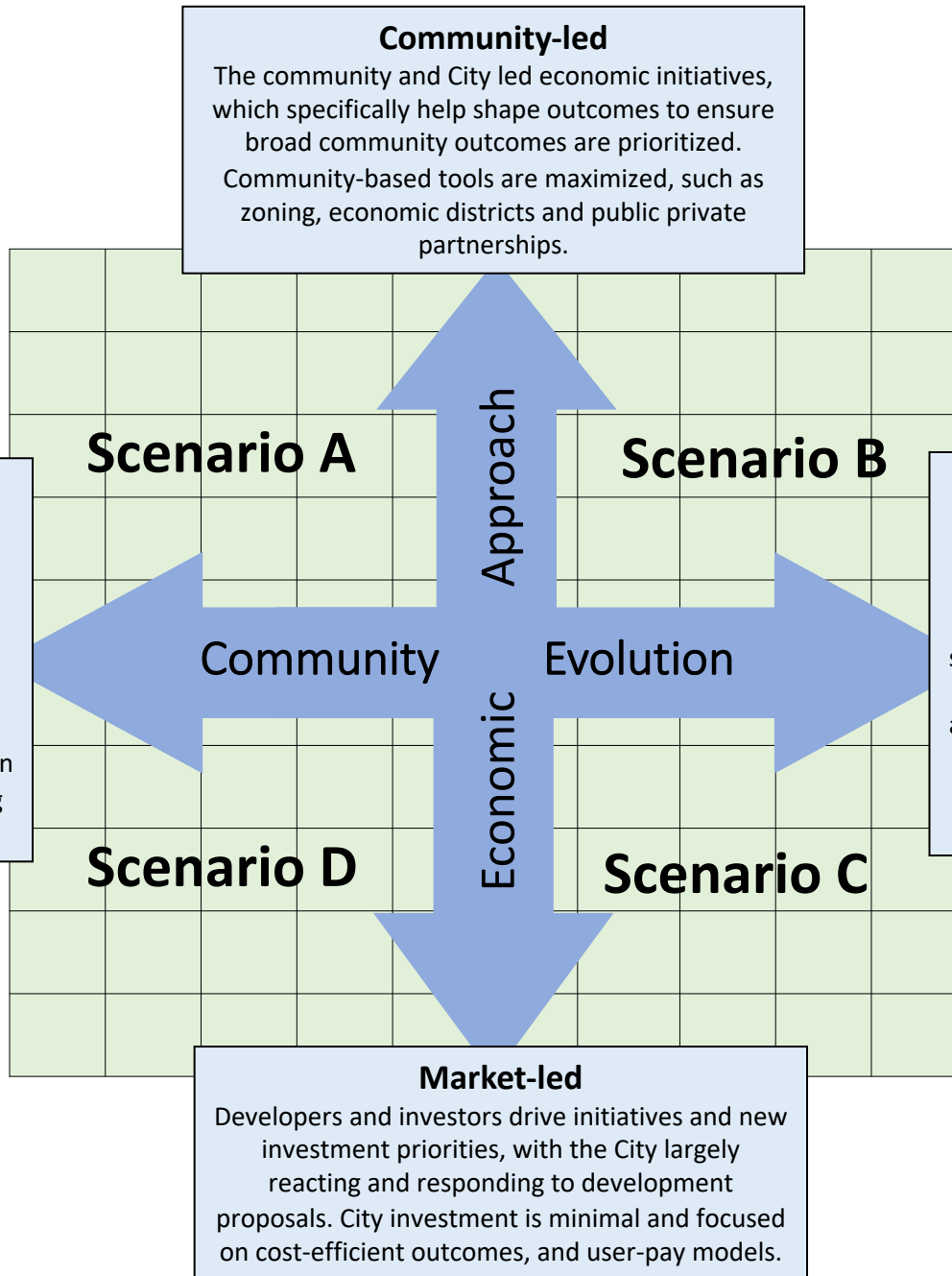






# Plausible Scenario Matrix 2035

**Protect and Preserve**  
There is a strong focus on preserving the traditional feel and scale of the community. Open space is maximized, and new residential and commercial development are resisted. There is a deliberate focus on slowing growth and limiting density.



**Community-led**  
The community and City led economic initiatives, which specifically help shape outcomes to ensure broad community outcomes are prioritized. Community-based tools are maximized, such as zoning, economic districts and public private partnerships.

**Adapt and grow**  
There is a strong focus on strengthening community connectivity and embracing emerging trends and shifting social values. The community pursues efforts to boost attractiveness, relevance and affordability to a wider cross section of current and future residents.

**Market-led**  
Developers and investors drive initiatives and new investment priorities, with the City largely reacting and responding to development proposals. City investment is minimal and focused on cost-efficient outcomes, and user-pay models.

*Scenario matrix axes were developed using the key drivers developed in Think-Tank Part 1.*

# Scenario Characteristics - Dimensions to Consider

## Economy and Industry – Characteristics in 2035

- Businesses and industry types and locations
- Neighborhood and household prosperity levels
- Commercial development and density
- Housing types, sizes, prices and affordability
- Community amenities – types and locations
- Cost of living and services
- Connectivity, accessibility and transportation

SUGGESTED  
TOPICS

## Community and Social Fabric – Characteristics in 2035

- Population makeup, growth and locations
- Underlying community values and ethos
- Community engagement and social fabric
- Levels of collaboration and partnership
- Workforce profiles and commuting patterns
- Role and performance of the educational system
- Community reputation and outlook

## Built Environment and Landscape – Characteristics in 2035

- City and neighborhood character
- Land use allocation, use of green and open spaces
- Ecological and environmental health and quality
- Water quality, preservation and access
- Resource management systems and waste levels

# SCENARIO CHARACTERISTICS

City of Essex Junction Day 2 | November 4, 2023

SCENARIO NAME: \_\_\_\_\_

**Economy & Industry - Predicted Characteristics in 2035:**

**Community & Social Fabric - Predicted Characteristics in 2035:**

**Built Environment & Landscape - Predicted Characteristics in 2035:**

# HEADLINE NEWS - SCENARIO: \_\_\_\_\_

City of Essex Junction Think-Tank Day 2 | November 4, 2023

## Economy & Industry

2025

2030

2035

## Community & Social Fabric

2025

2030

2035

## Built Environment & Landscape

2025

2030

2035



## 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







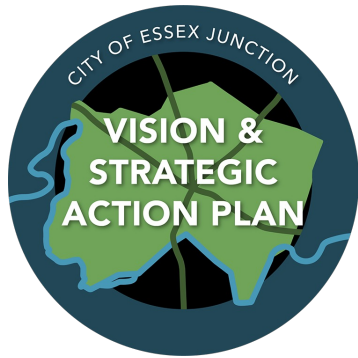
## Key Group Roles

- Facilitator(s)
- Recorders
- Timekeeper
- Presenter(s)

## Suggested Scenario Group timeline

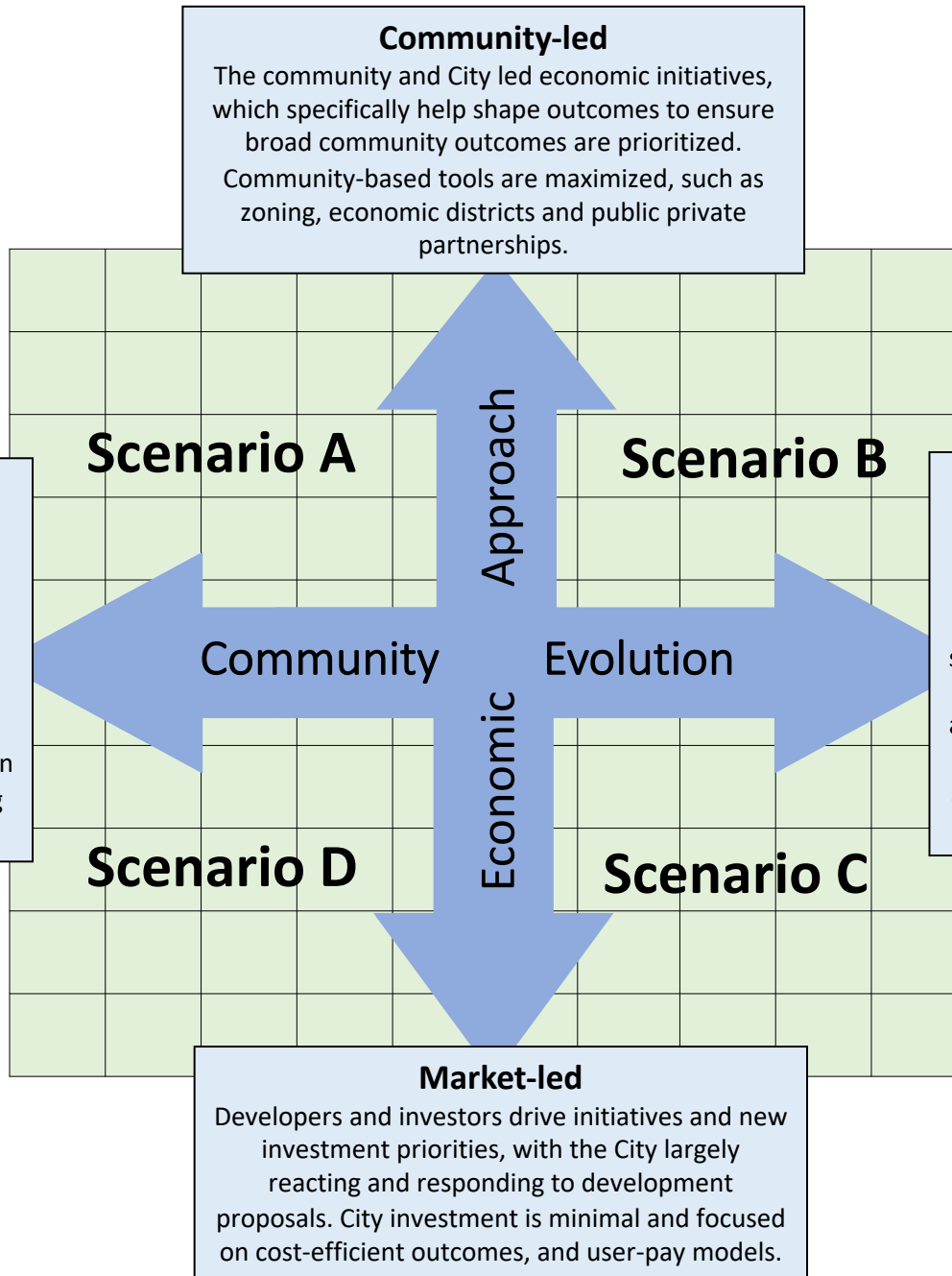
(elapsed time - minutes)

- 00 min Group to meet and scope out scenario (10m)
- 10 min Develop Characteristics & Narratives (30m)
- 40 min Develop Headlines News – 2025, 2030, 2040 (15m)
- 55 min Short scenario name and description (5m)
- 60 min Return; ready to present



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# City of Essex Junction Vision and Strategic Action Plan

## Expected, Preferred and Least Desirable Futures

### Heatmaps

Expected, Preferred and Least Desirables of the Future – What do you think?

- 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 2035.
- 2. EXPECTED FUTURE:** The Expected Future is the future you expect most likely to eventuate by 2035, 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 the City of Essex Junction in 2035.

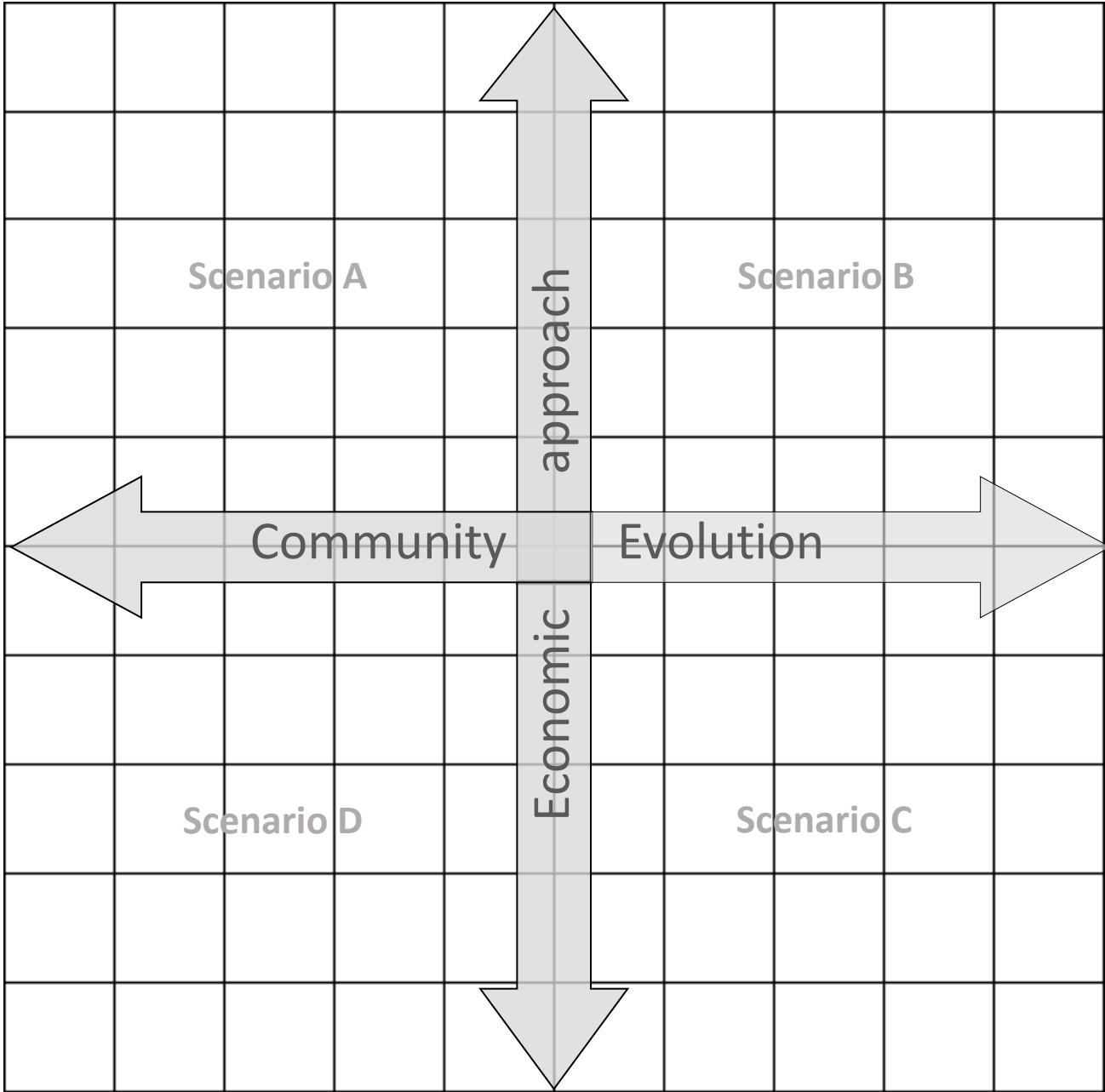


# Plausible Scenario Matrix 2035

## FUTURES

- LEAST DESIRABLE FUTURE (L)
- EXPECTED FUTURE (E)
- PREFERRED FUTURE (P)

Adapt and grow



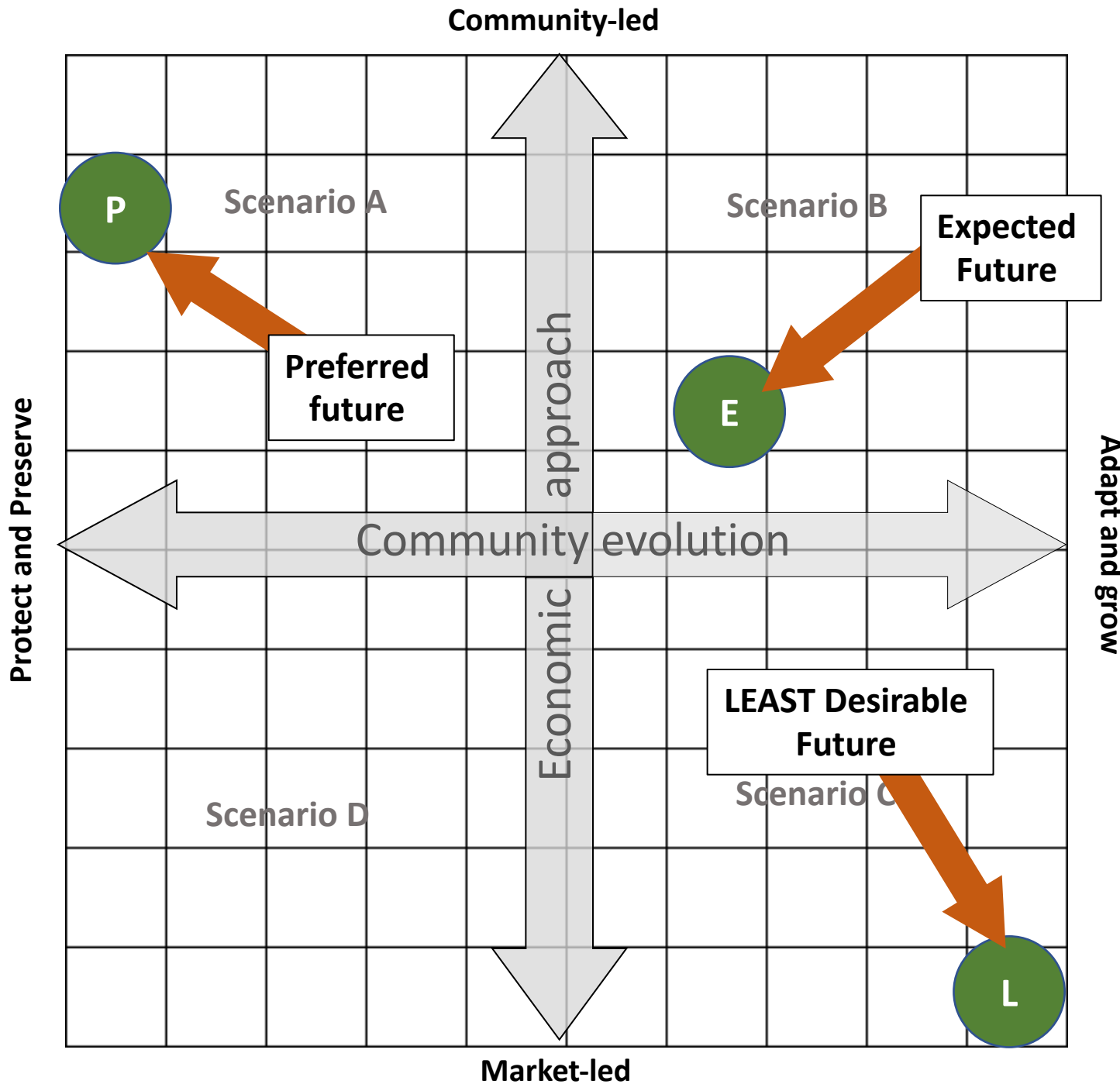
Community-led

Market-led

Protect and Preserve

City of Essex Junction  
Think-Tank Part 2

November 4, 2023

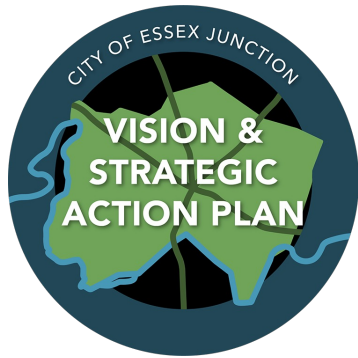


**EXAMPLE ONLY**

**FUTURES**

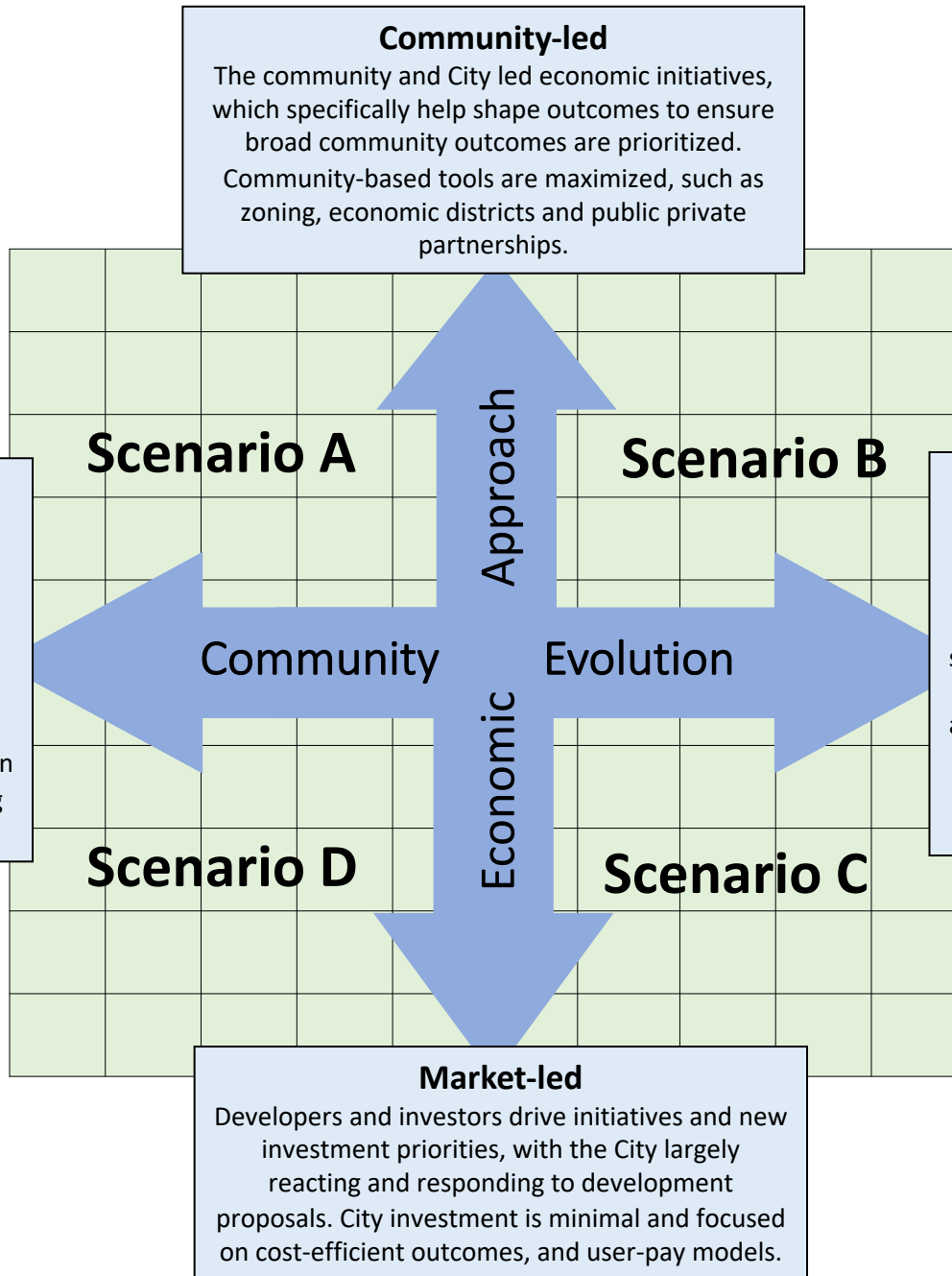
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# POSSIBLE HIGH-LEVEL STRATEGIC THEMES

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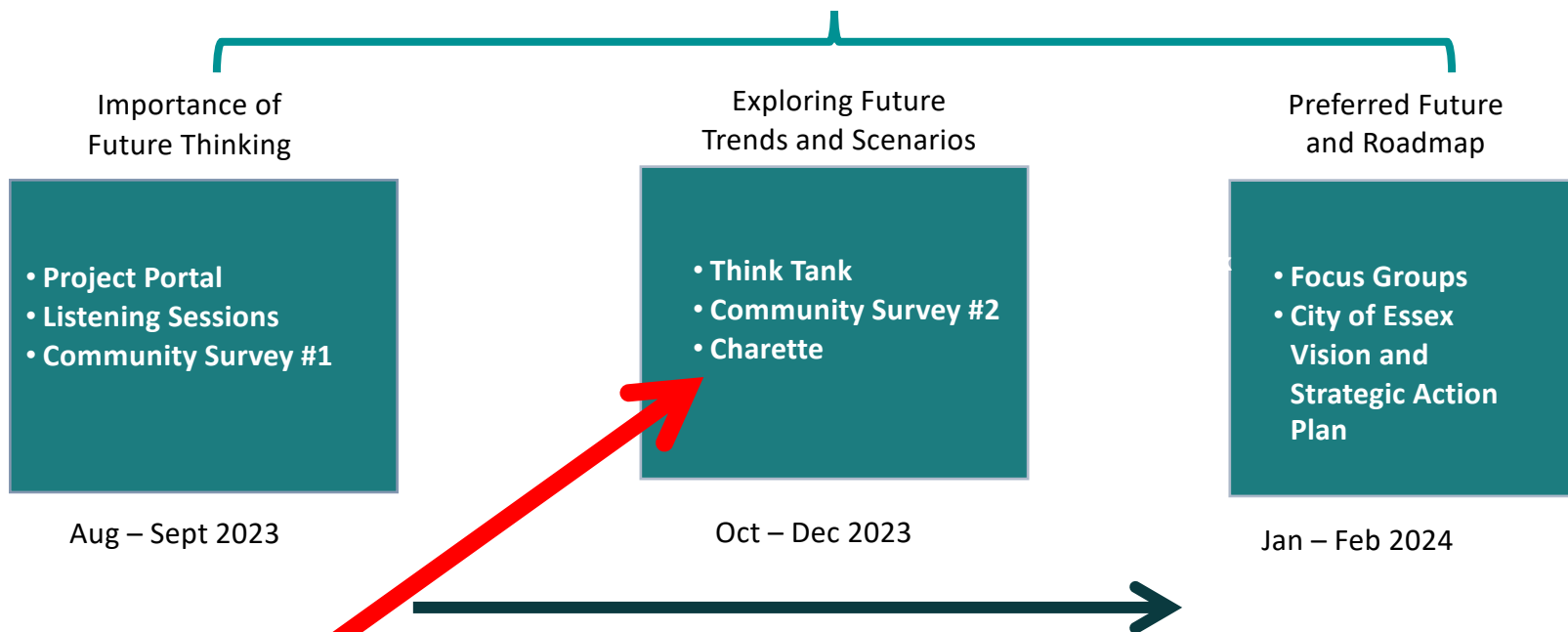
1

2

3



## Project stages and opportunities to engage



Building understanding and insights into the future

**NEXT STEPS**  
**Charette**  
**9 Dec**



# Next Steps

- Community Survey #1 Results on Portal
- Community Survey #2
- Charette
- Focus Groups





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