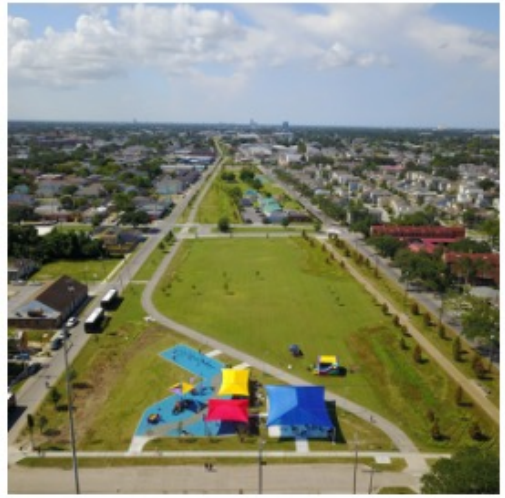
COSCDA
Council of State Community Development Agencies

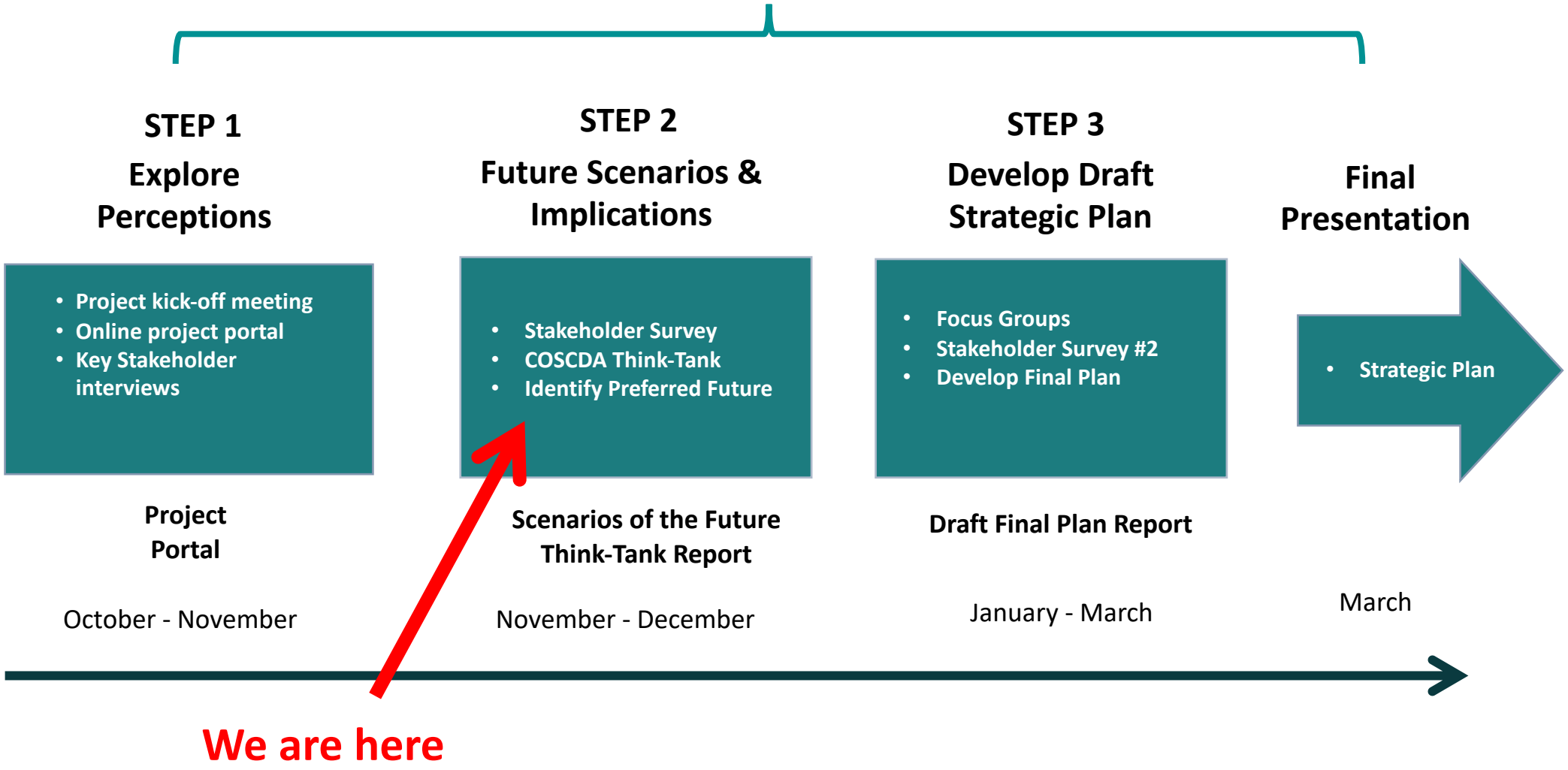
Think-Tank
Part 1

Council of State Community Development Agencies (COSCDA) Think-Tank PART 1



COSCDA
Council of State Community Development Agencies

Council of State Community Development Agencies (COSCDA) Strategic Planning Process



COSCDA Think-Tank

COSCDA
Council of State Community Development Agencies

Part 1 – Explore Future Trends

- Macro trends shaping the future
- Key drives 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

December 7

December 8

AGENDA

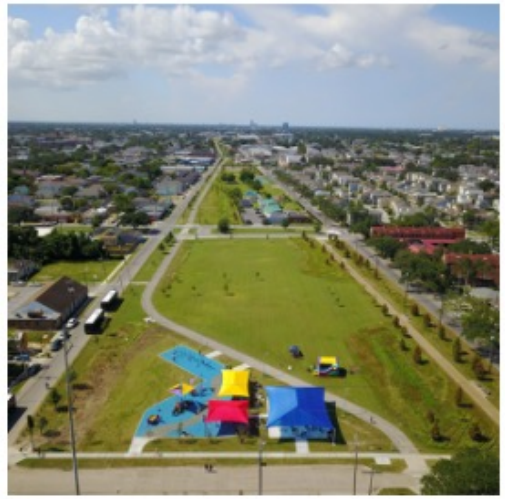
Thursday, December 7

8:30am Registration
9:00am Welcome and Introduction
9:15am Future trends shaping COSCDA's future; survey results and work to date
10:30am Identify key drivers shaping COSCDA's future
11:15am Build out insights about the key drivers (Part 1)
12:00pm Lunch
1:00pm Build out insights about the key drivers (Part 2)
2:00pm Ranking key drivers
3:00pm Next steps

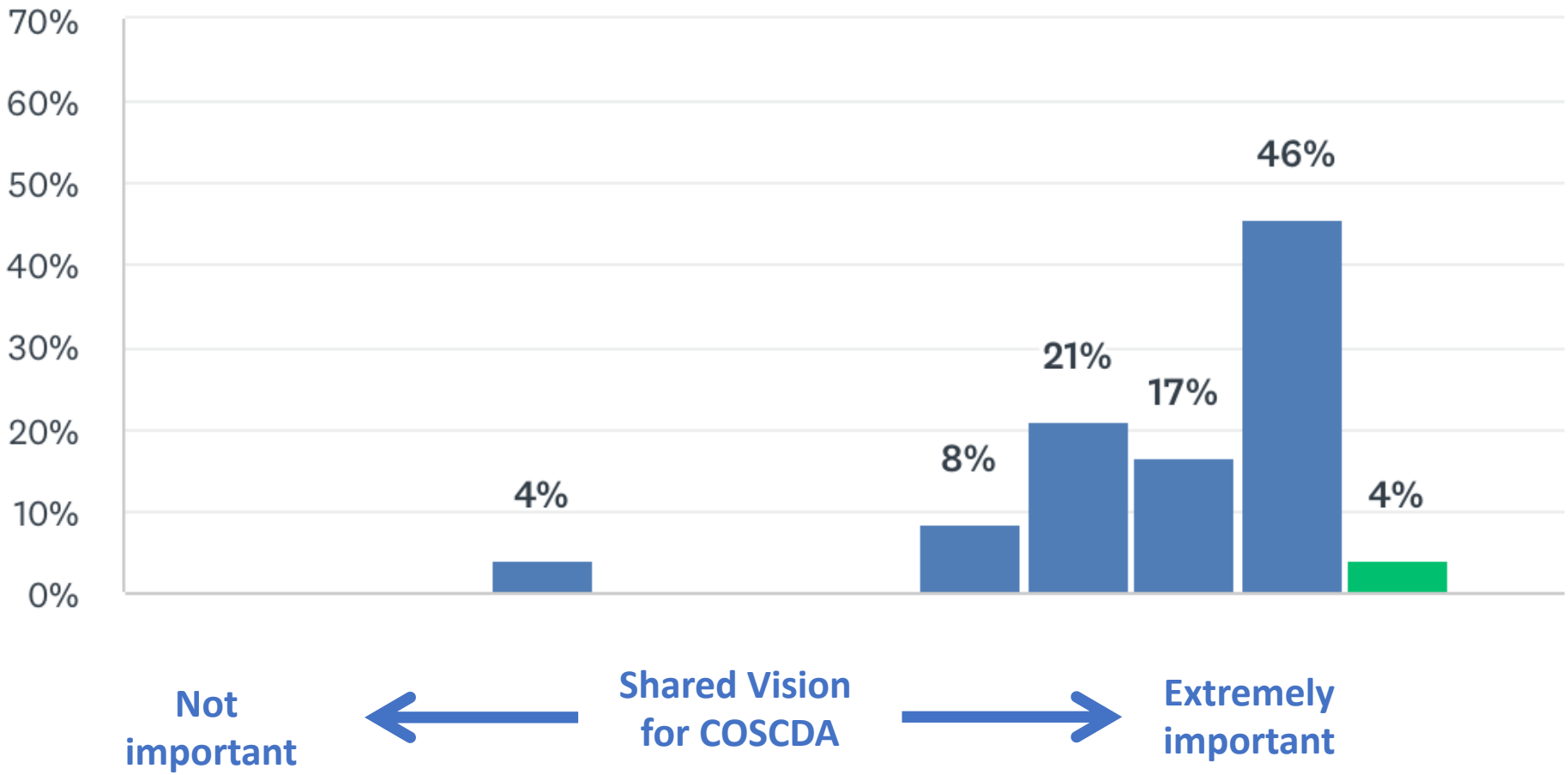
AGENDA

Friday, December 8

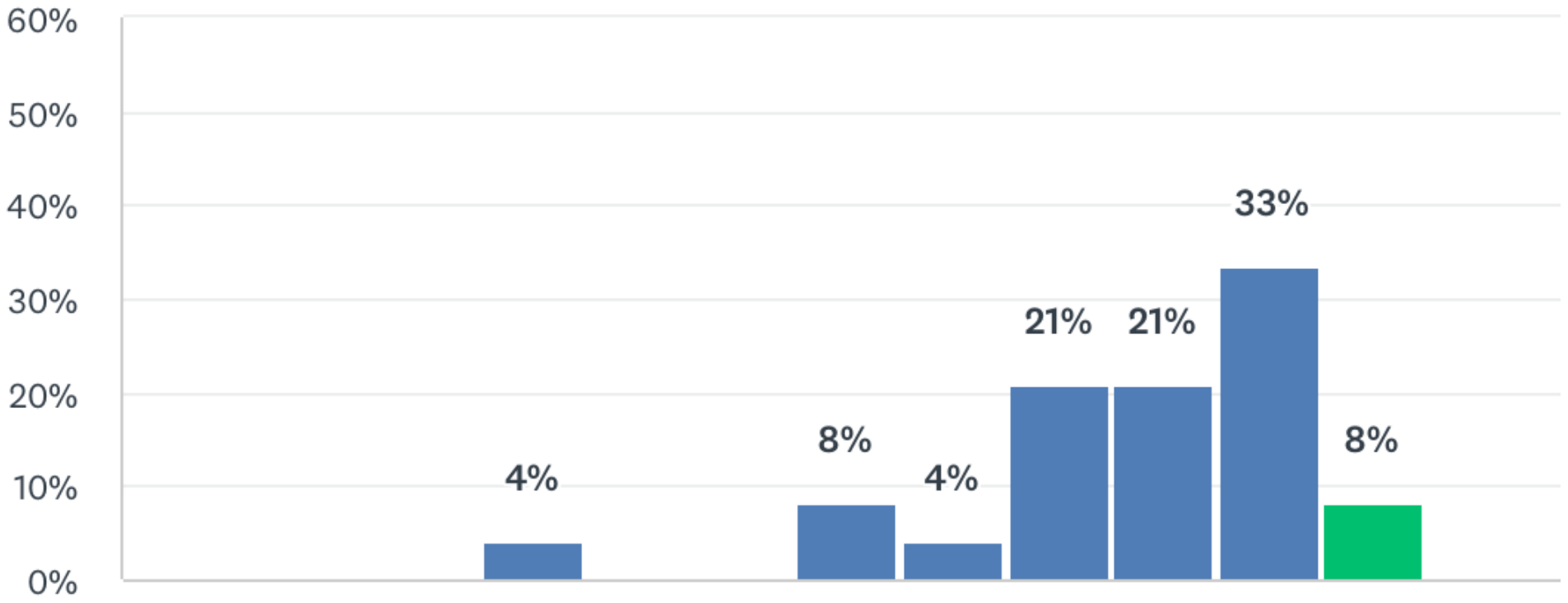
8:30am Recap of Think-Tank Session 1
8:45am Outline the Scenario Matrix
9:00am Scenario narrative development (breakout group discussions)
10:00am Scenario presentations
10:20am Examine scenario implications and outcomes
10:30am Identify expected and preferred futures
10:40am High-level strategic action brainstorming
11:00am Next steps and finish



How important is it to have a **SHARED VISION** for
the future of COSCDA?
(i.e. a vision or perspective on the future that is shared organization-wide)
Scale: 1 = Not important; 10 = Extremely important



How important do you think it is to have a **SHARED STRATEGIC PLAN** that maps out a strategic future for COSCDA?
(Scale: 1 = Not important; 10 = Extremely important)



The Importance of Future Thinking

The key to effective future thinking…

Consider both **trajectory** (direction of change) and **velocity** (speed of change).

COSCDA
Council of State Community Development Agencies

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.

future→iQ

COSCDA
Council of State Community Development Agencies

Key emerging trends shaping the future of COSCDA

In a time of change and uncertainty….

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

Forces impacting the world, regions and people

What are the emerging macro drivers…

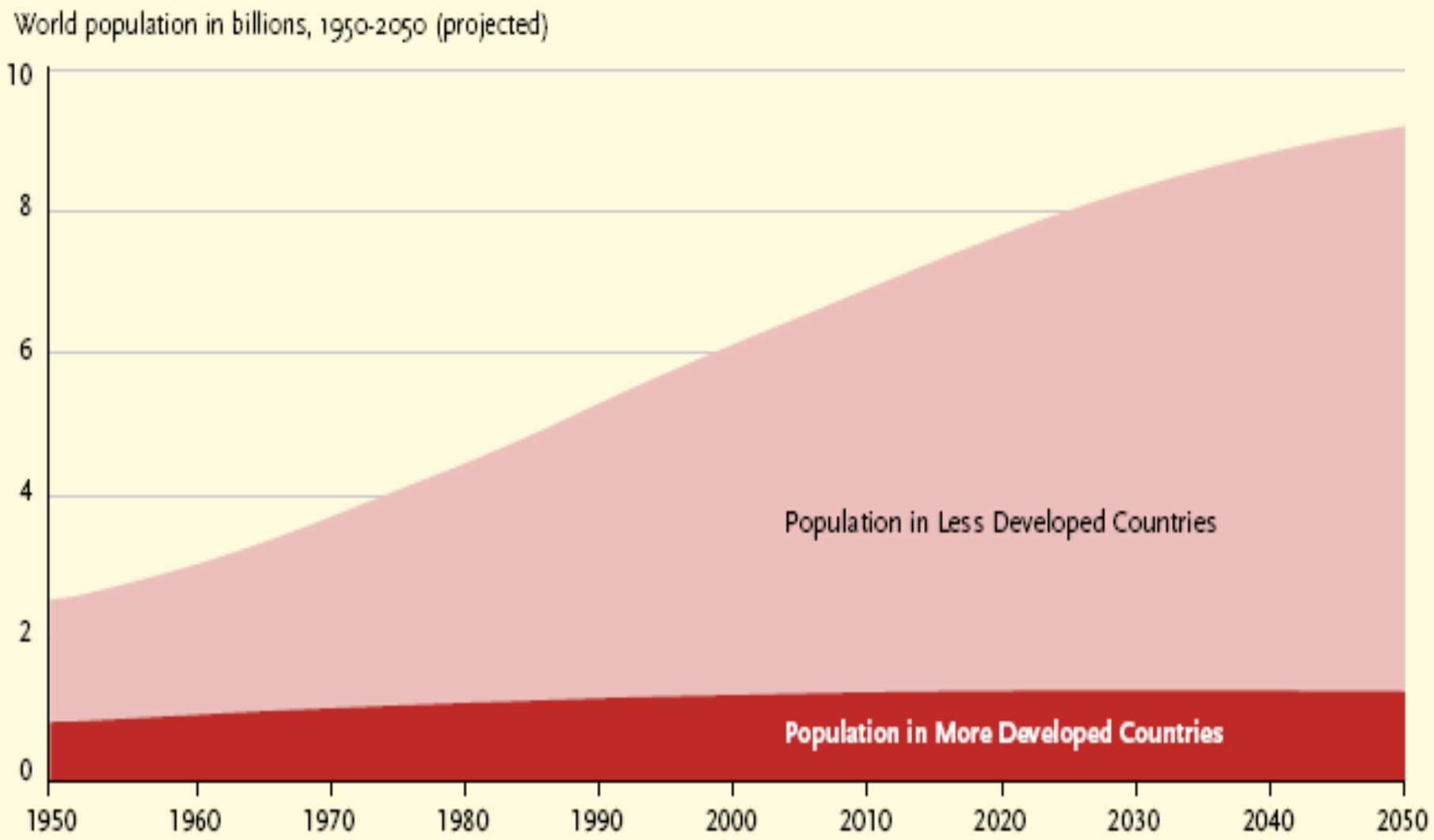
Macro Trends and Forces of Change Related to . . .

- Demographics, population and mass urbanization
- Energy, food, water & climate change
- Technology driving change

Demographics, population and mass urbanization

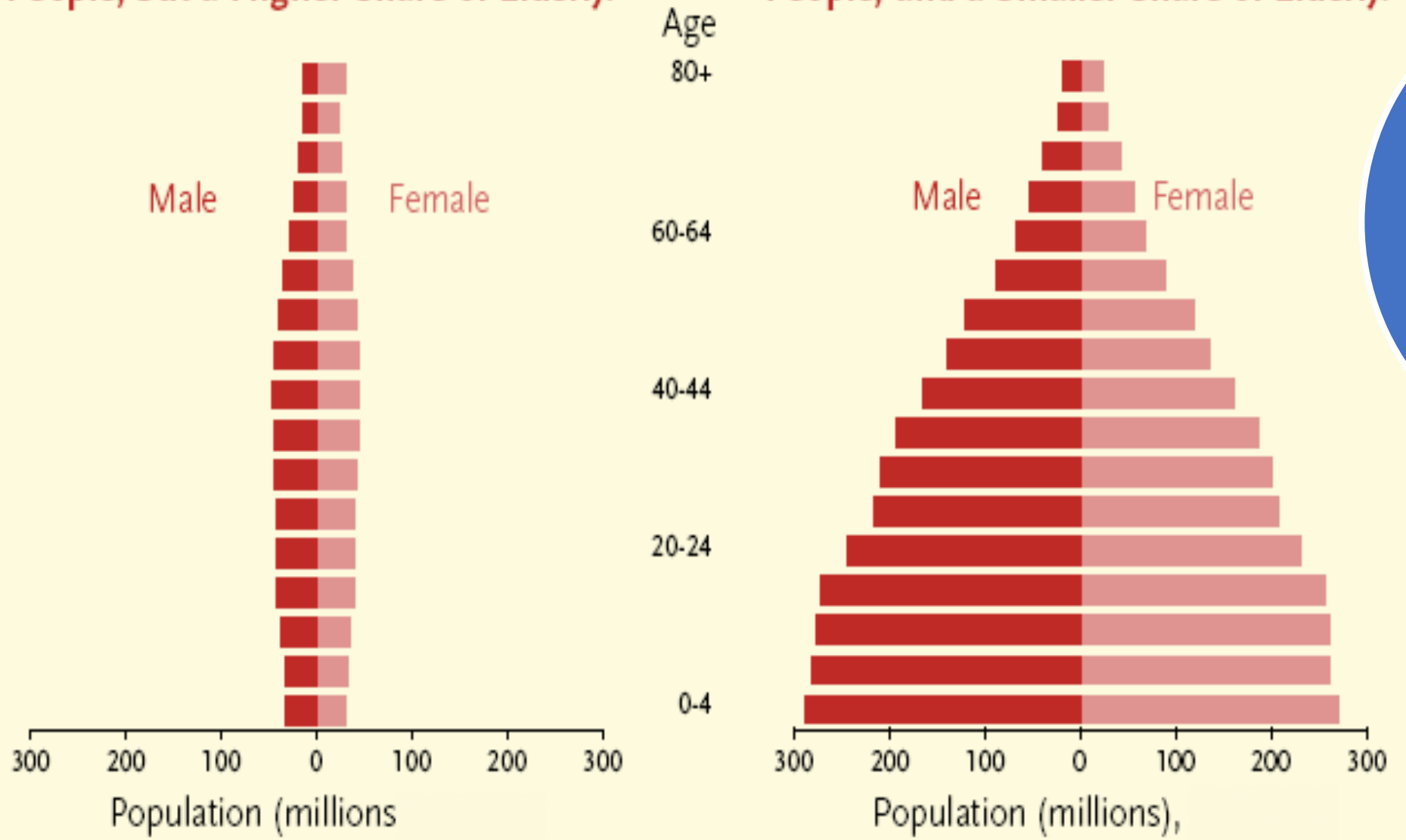
future→iQ

Global Population Growth Is Driven By Developing Countries.



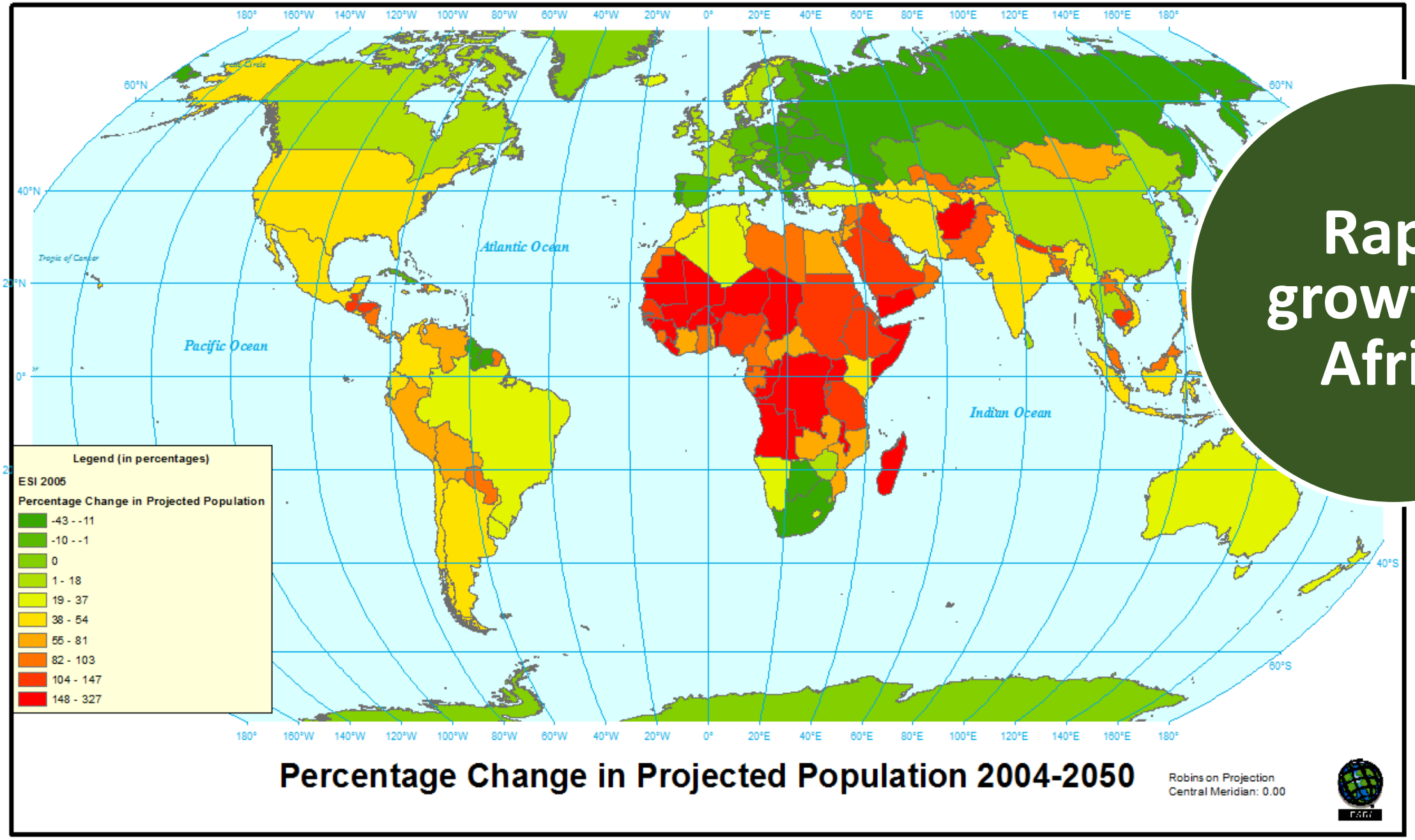
SOURCE: United Nations, *World Population Prospects:*

Global population



SOURCE: United Nations, *World Population Prospects:*

Global population age profiles


Rapid growth in Africa
Legend (in percentages)
ESI 2005
Percentage Change in Projected Population
-43 - -11
-10 - -1
0
1 - 18
19 - 37
38 - 54
55 - 81
82 - 103
104 - 147
148 - 327
Atlantic Ocean
Pacific Ocean
Indian Ocean
Tropic of Cancer
60°N
40°N
0°
40°S
60°S
180° 160°W 140°W 120°W 100°W 80°W 60°W 40°W 20°W 0° 20°E 40°E 60°E 80°E 100°E 120°E 140°E 160°E 180°
Percentage Change in Projected Population 2004-2050
Robinson Projection
Central Meridian: 0.00

unicef

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%

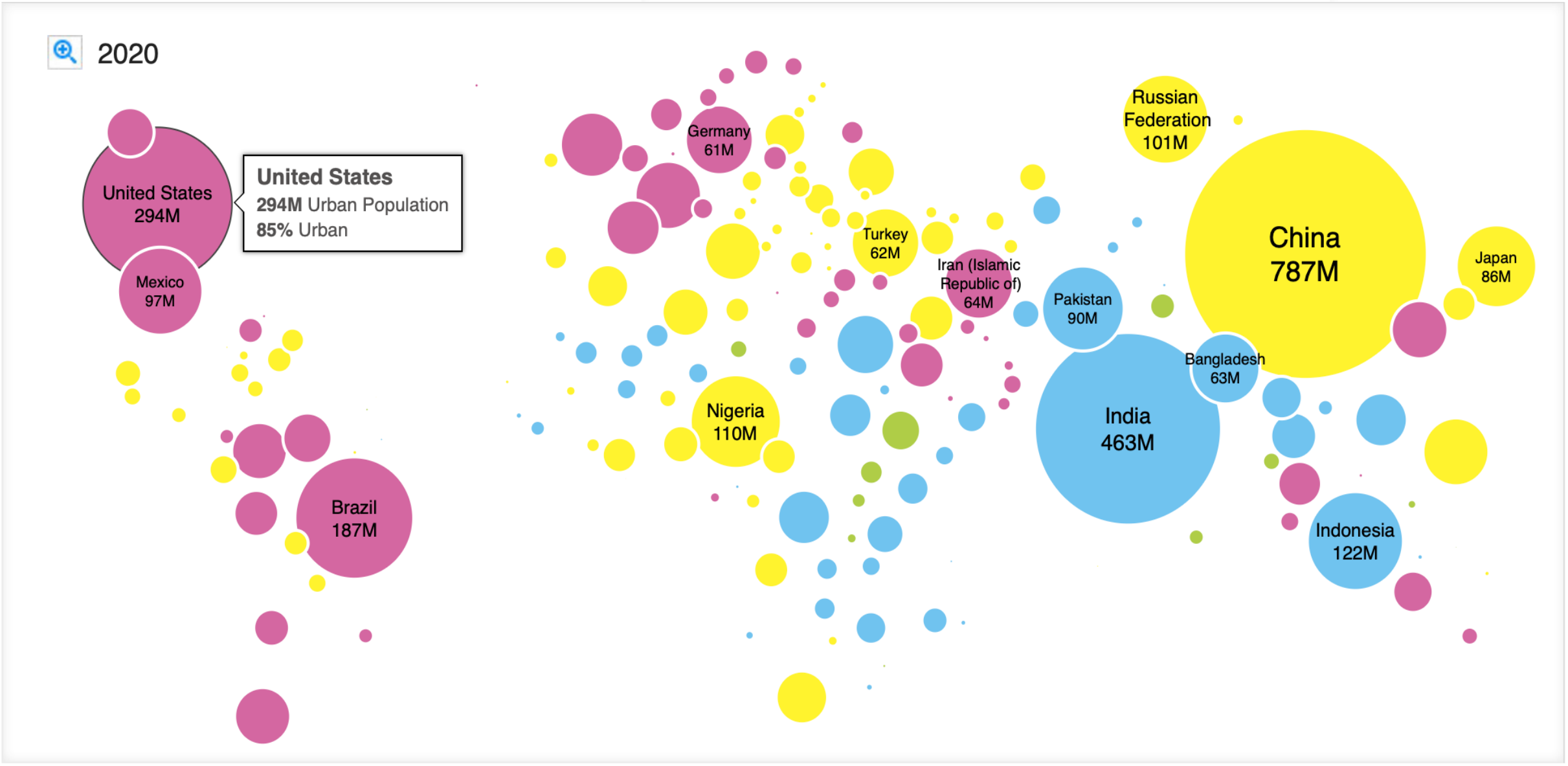
1950

unicef

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%



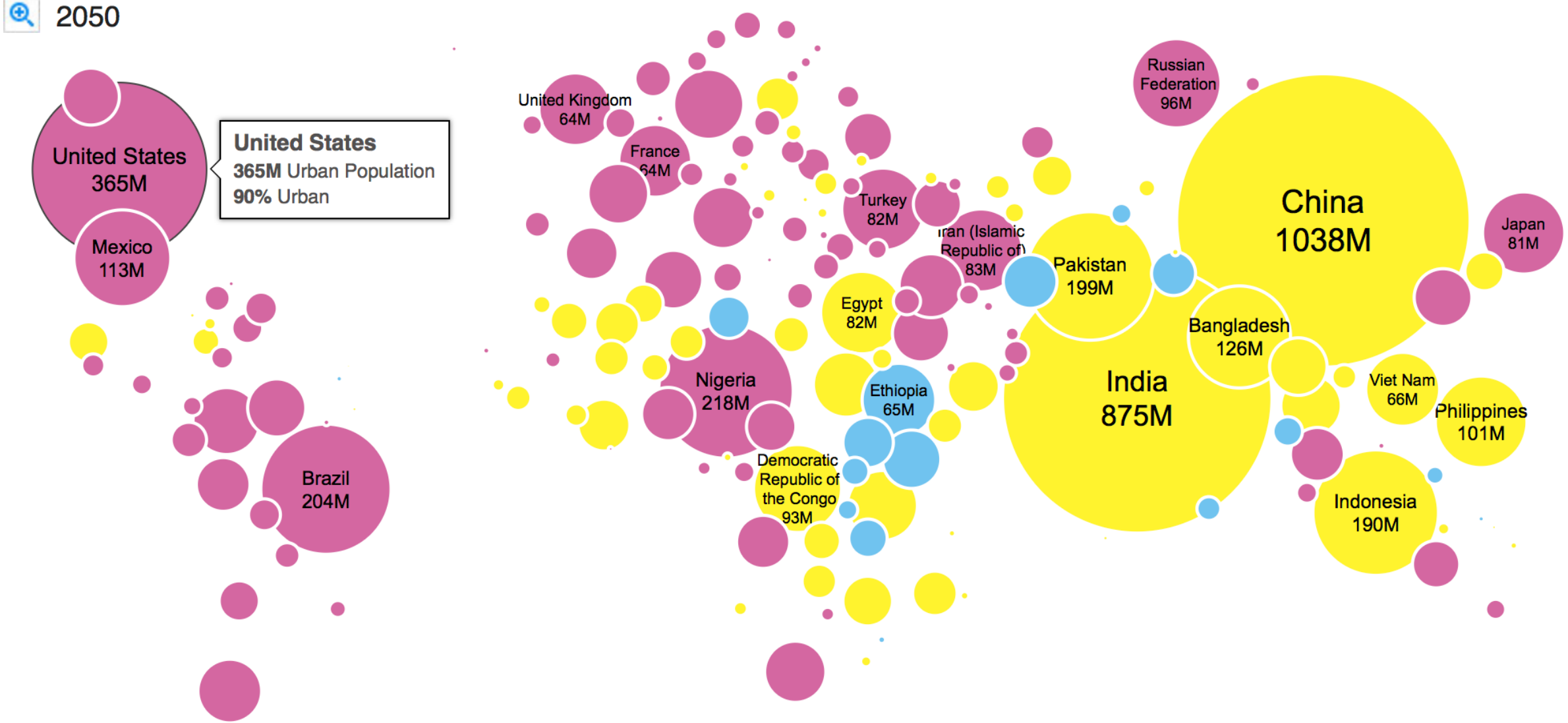
unicef

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).

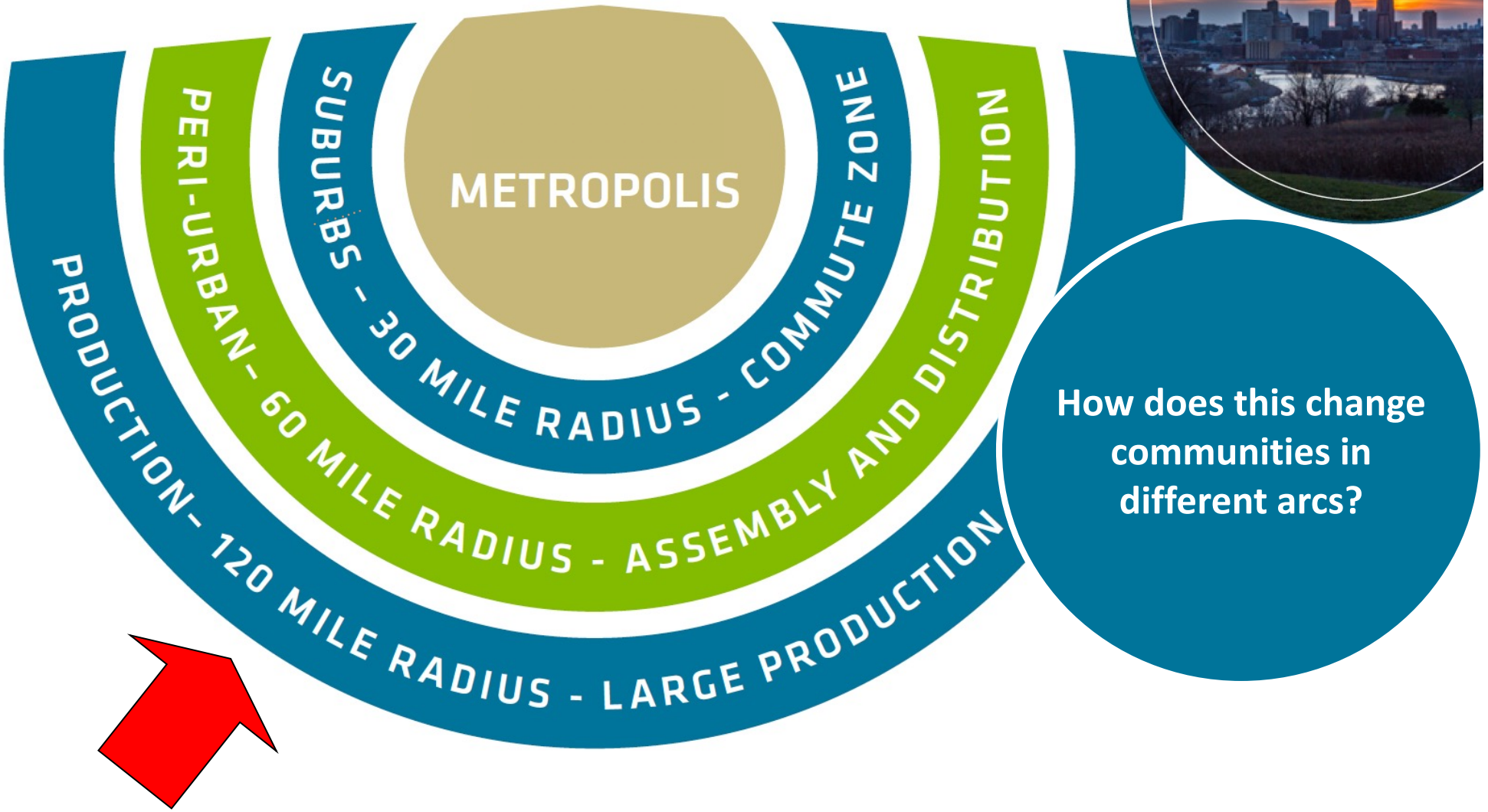
Urban Population
- Greater than 75%
- 50% - 75%
- 25% - 50%
- Less than 25%

2050



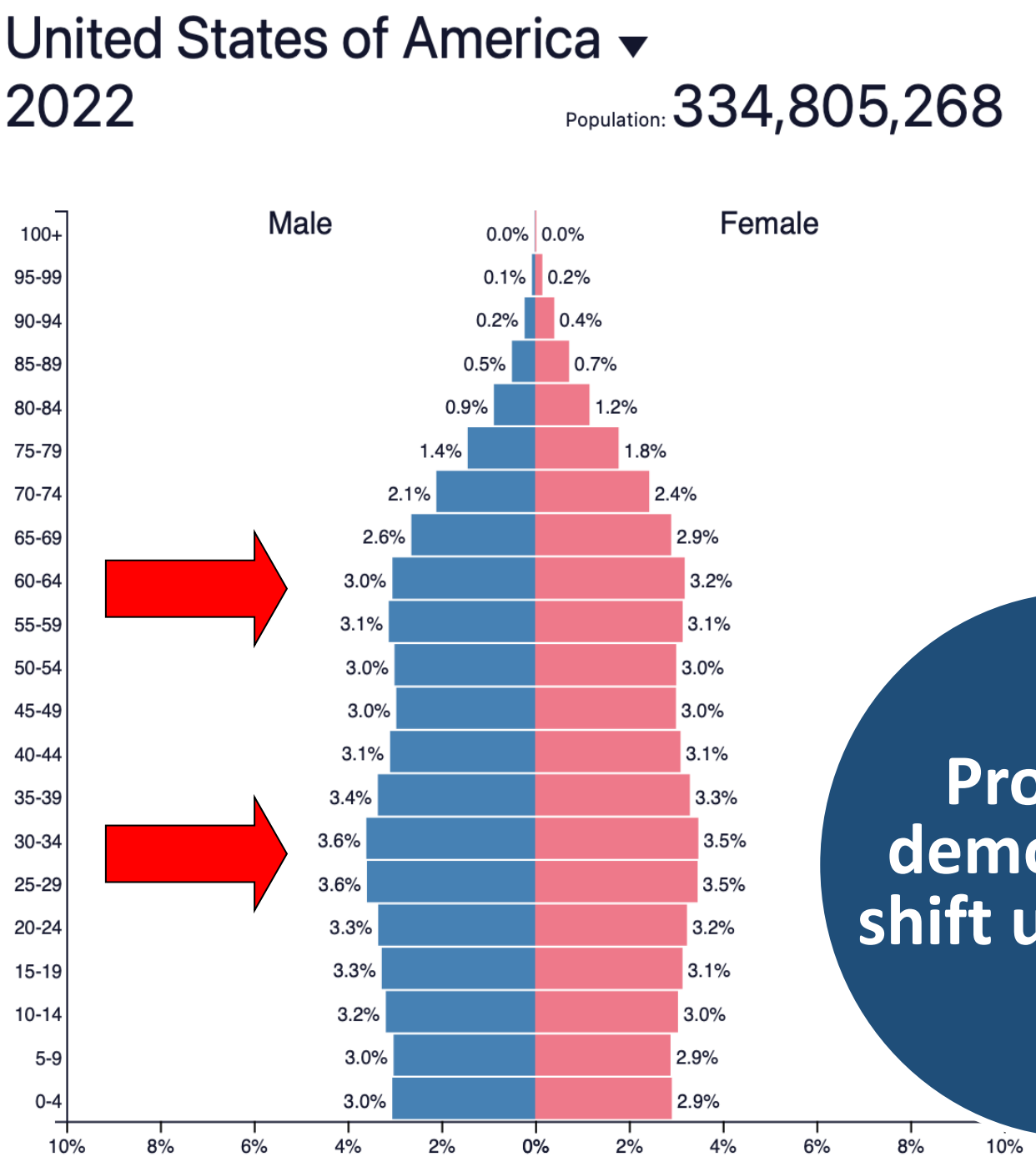
Arc of Innovation

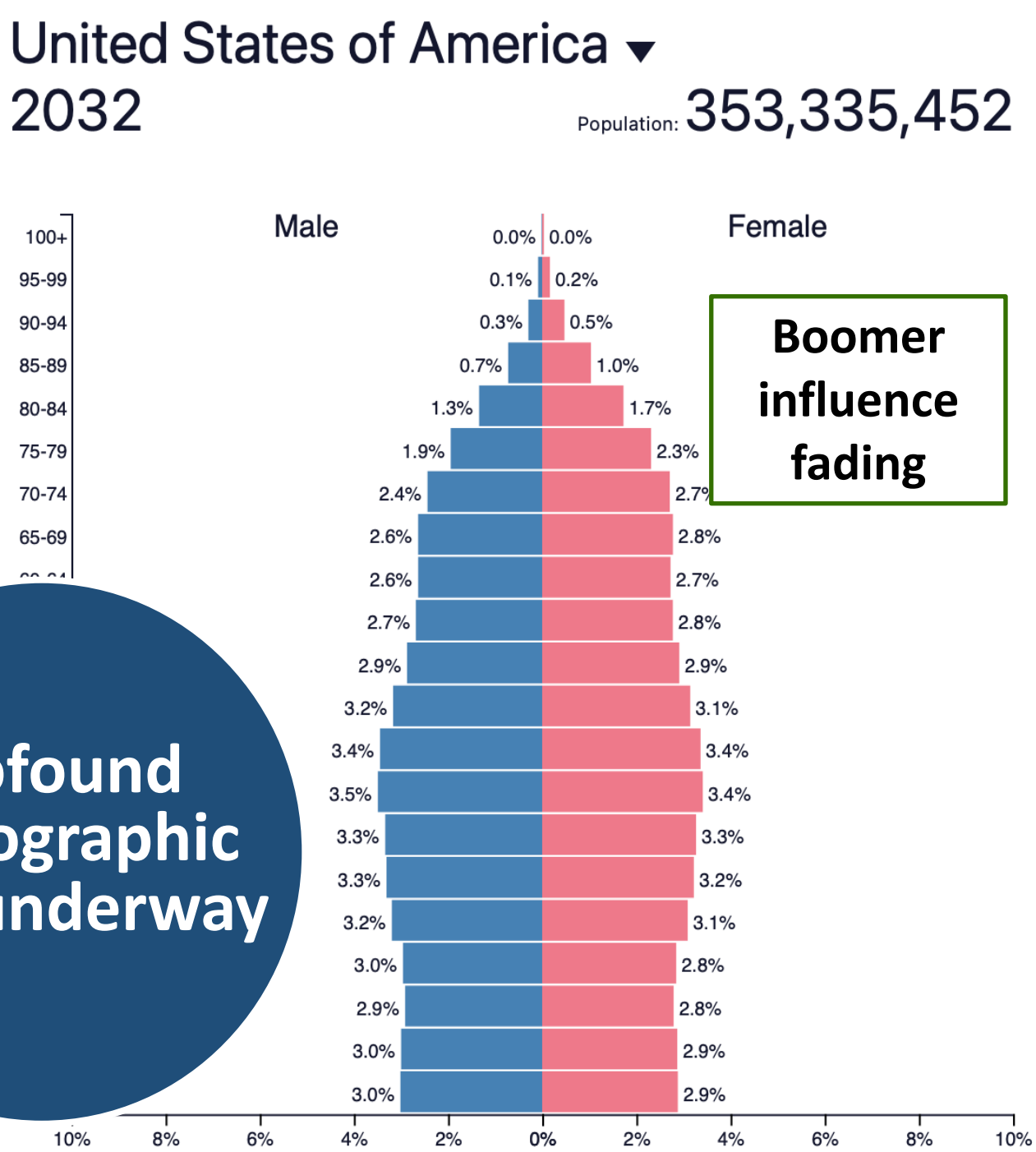
Future-Splitting Questions™



How does this change communities in different arcs?

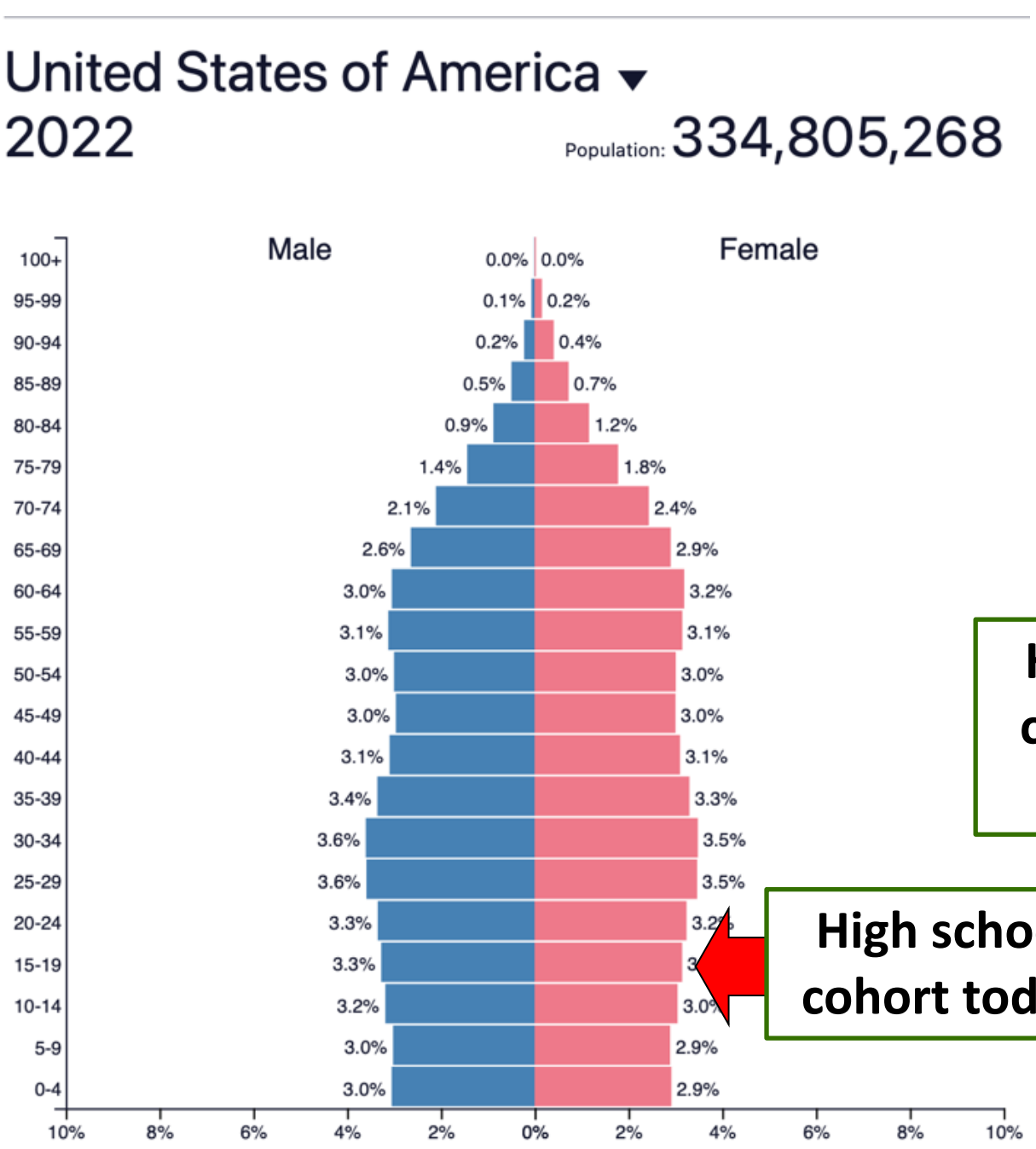
Society is re-distributing into and around mega-cities





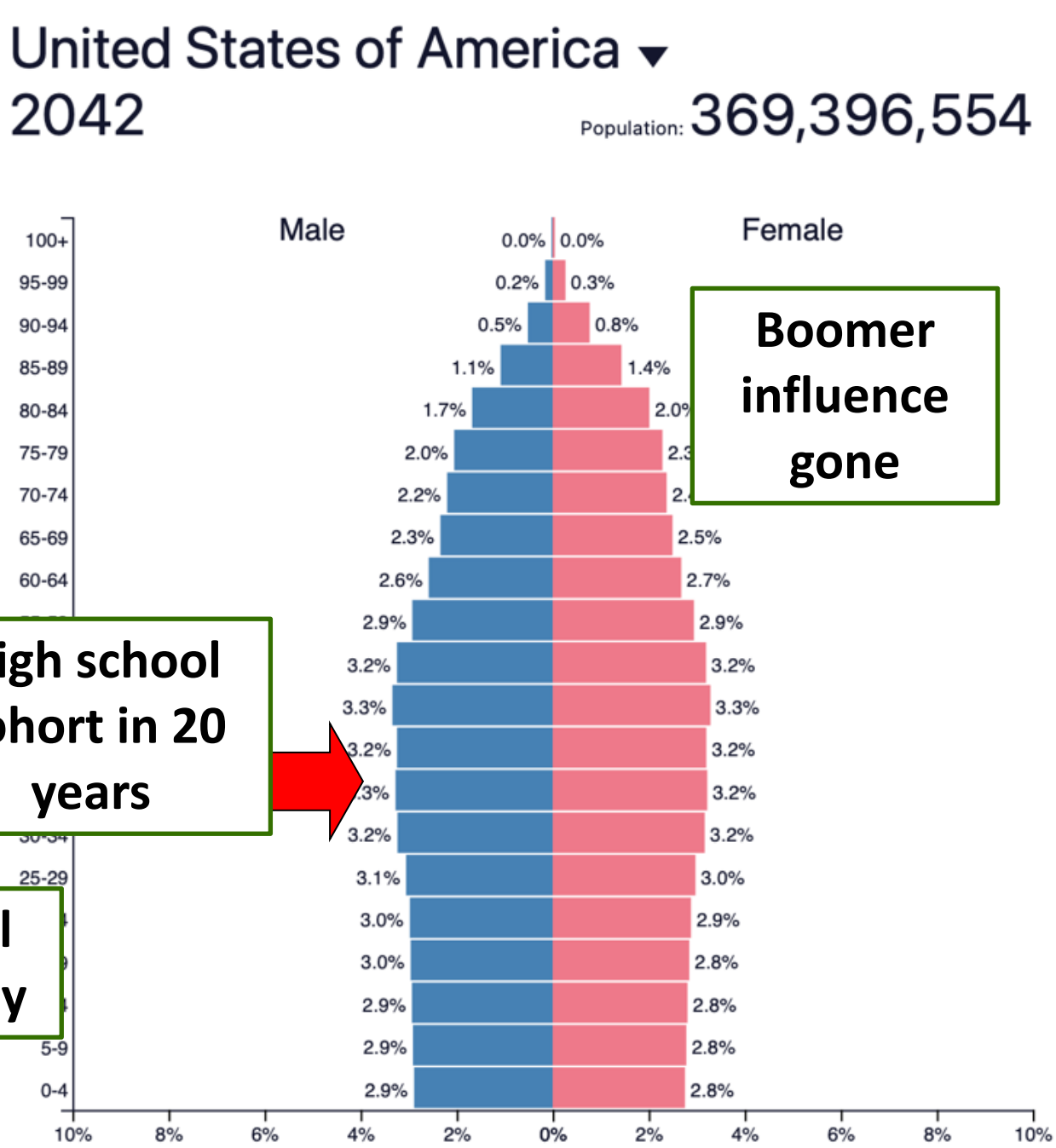
Boomer influence fading

Profound demographic shift underway



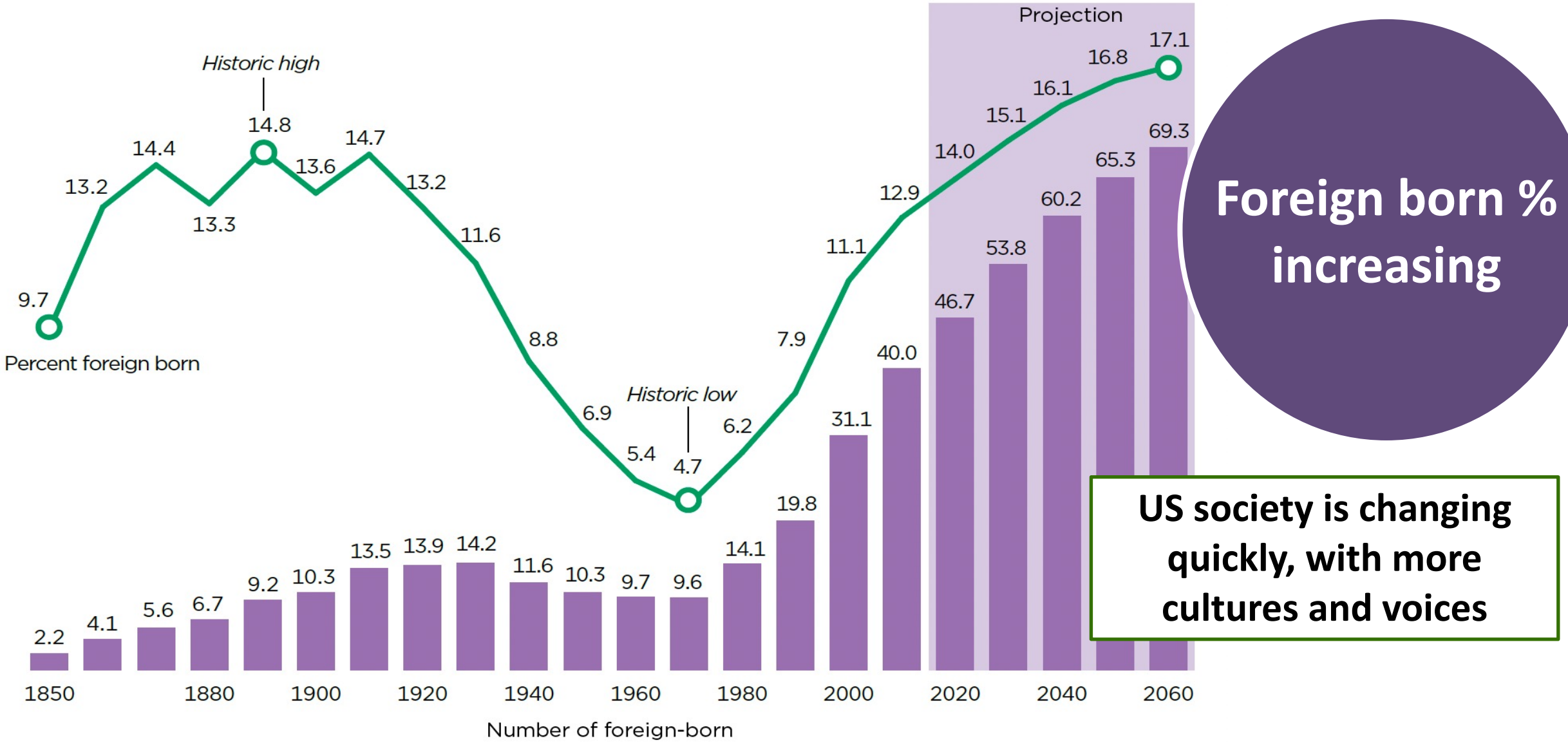
High school cohort today

High school cohort in 20 years



Boomer influence gone

By 2028, the foreign-born share of the U.S. population is projected to be higher than at any time since 1850.



Foreign born % increasing

US society is changing quickly, with more cultures and voices

Source: U.S. Census Bureau, 1850-2000 Decennial Censuses, American Community Survey 2010, 2017 National Population Projections for 2020-2060.

Shifting societal values

Predictions and observations

- Generational change is coming which will trigger widespread upheaval of norms.
- People and industries will continue to cluster around mega-cities, in specialized cities and regional centers.

future→iQ

Demographic + Population + Mass Urbanization

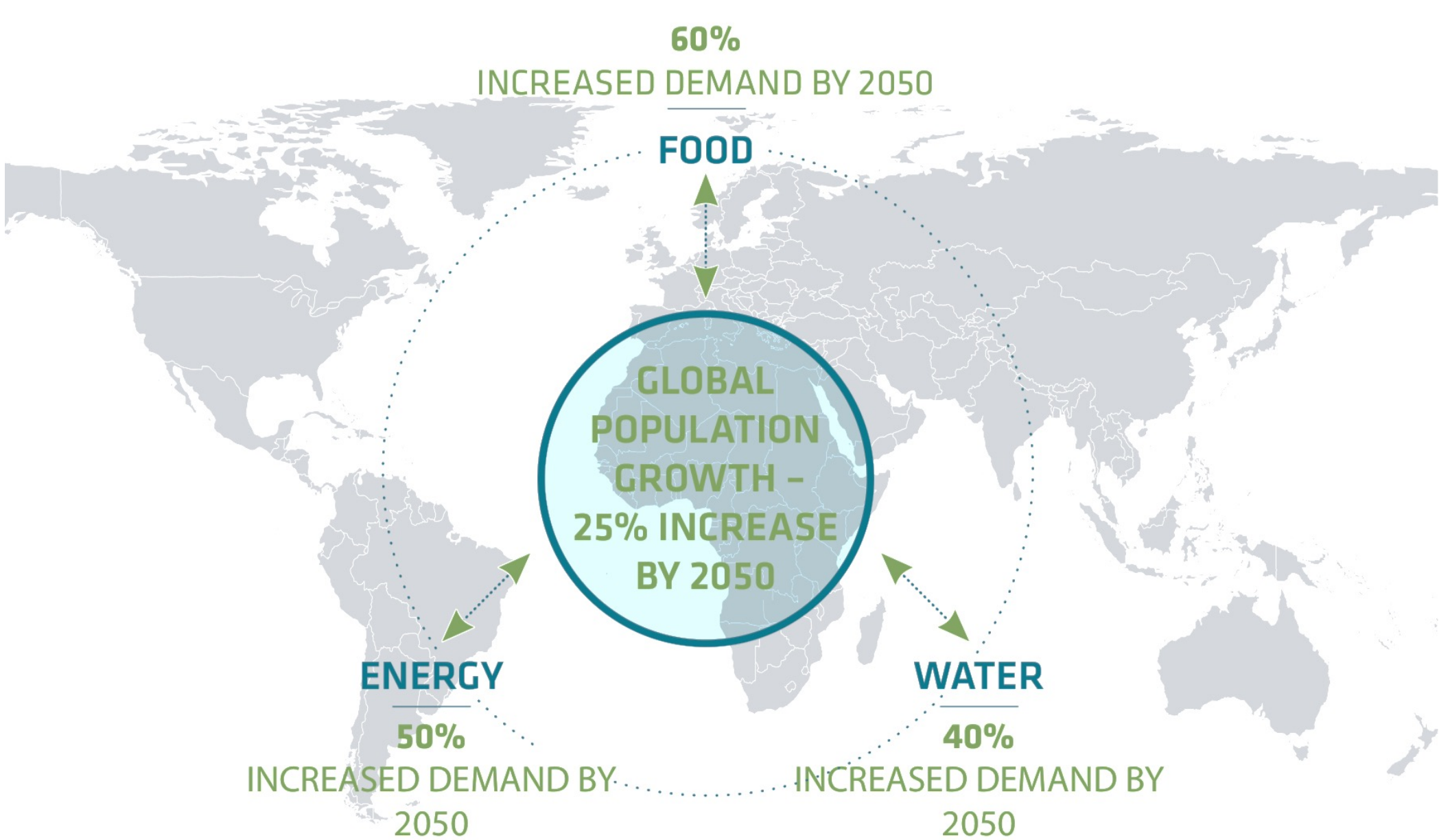
What does this mean for the
the future of COSCDA?

COSCDA
Council of State Community Development Agencies

COSCDA
Council of State Community Development Agencies

Energy + Water + Food + Climate Change

future→iQ



Adapted from work by Prof. Nicholas Jordan, University of Minnesota (2015)

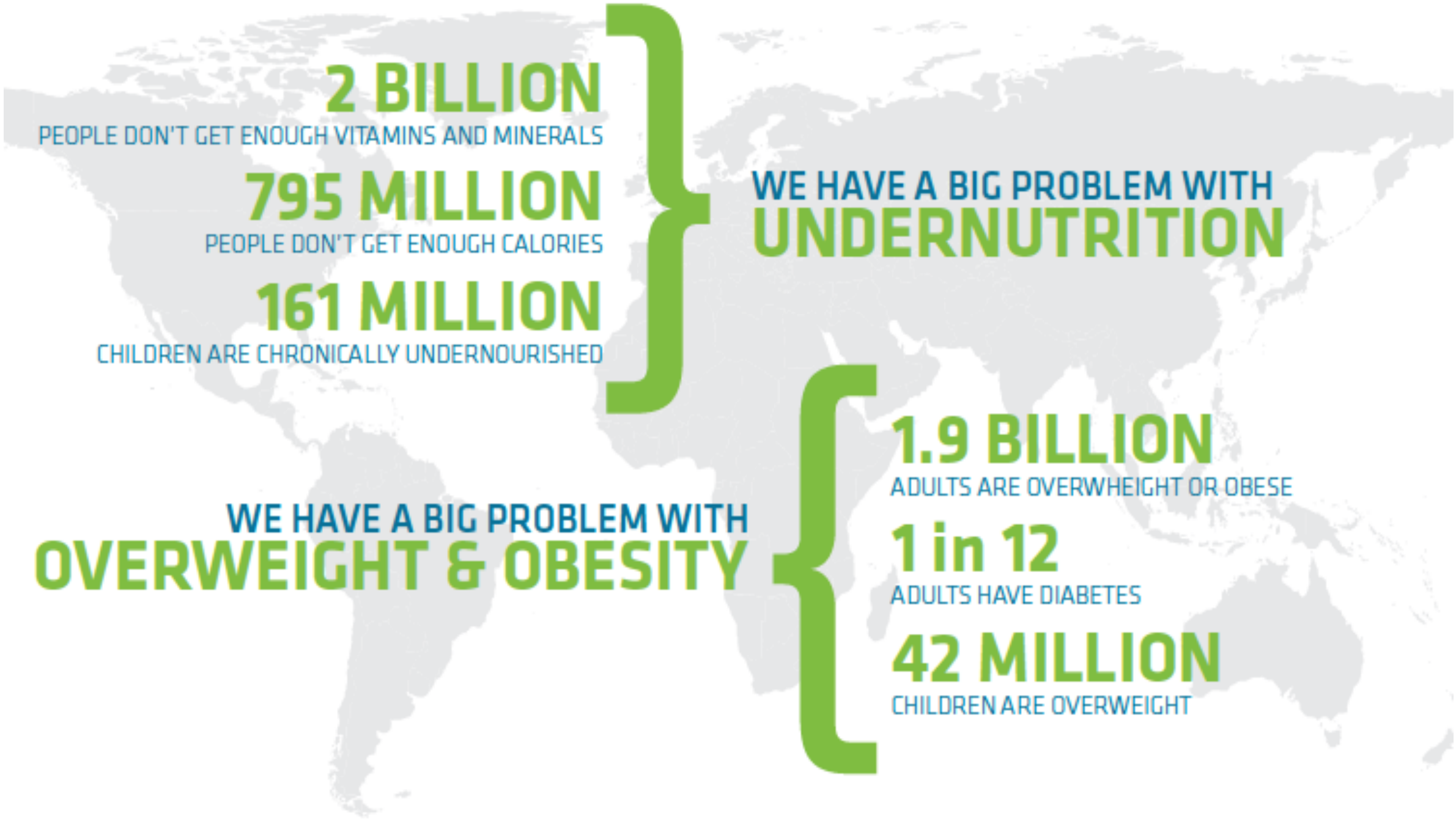
Renewable Energy

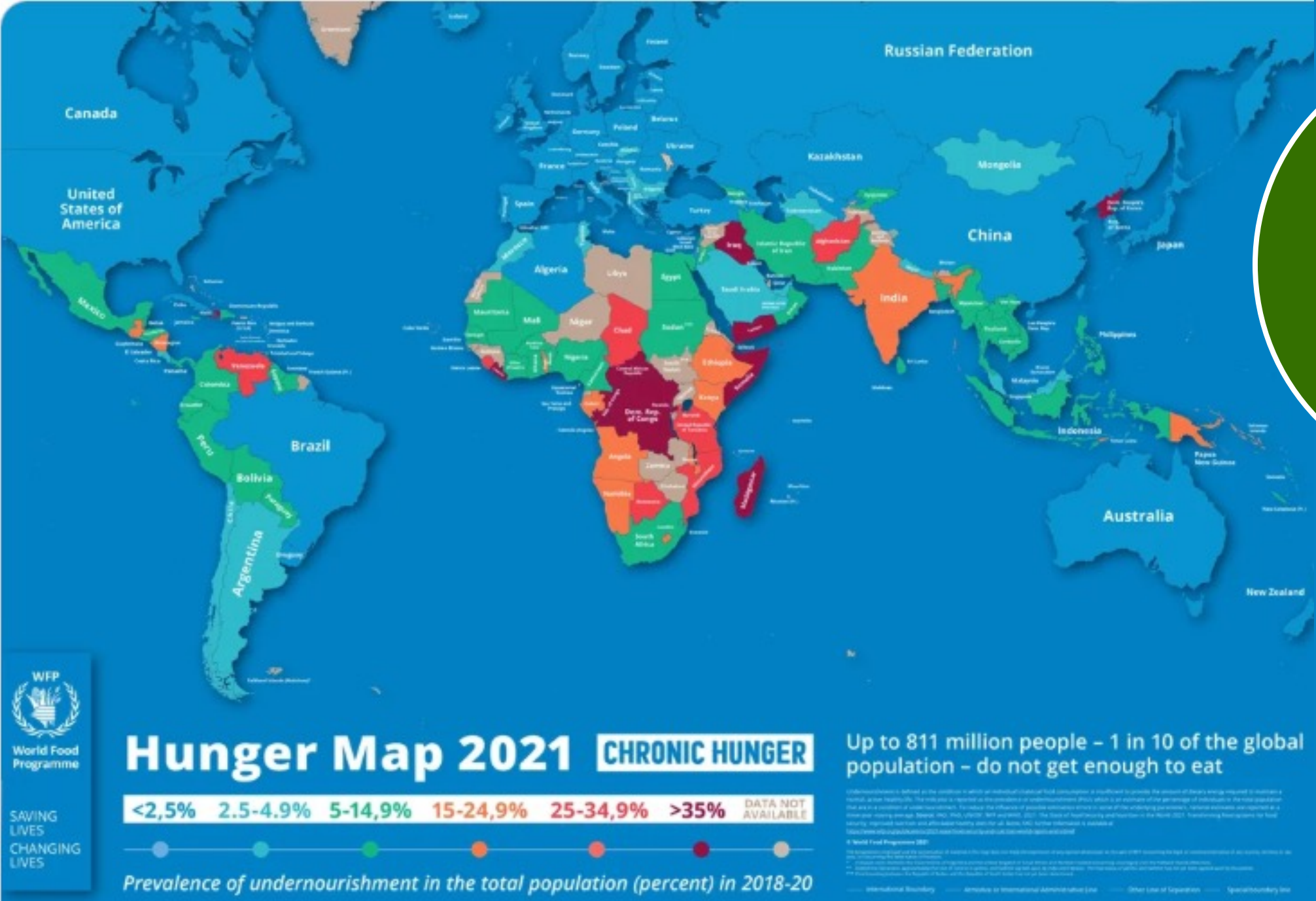
Potential for unlimited cheap energy

Electrification of the world is accelerating, driven by renewable energy

FRESH WATER

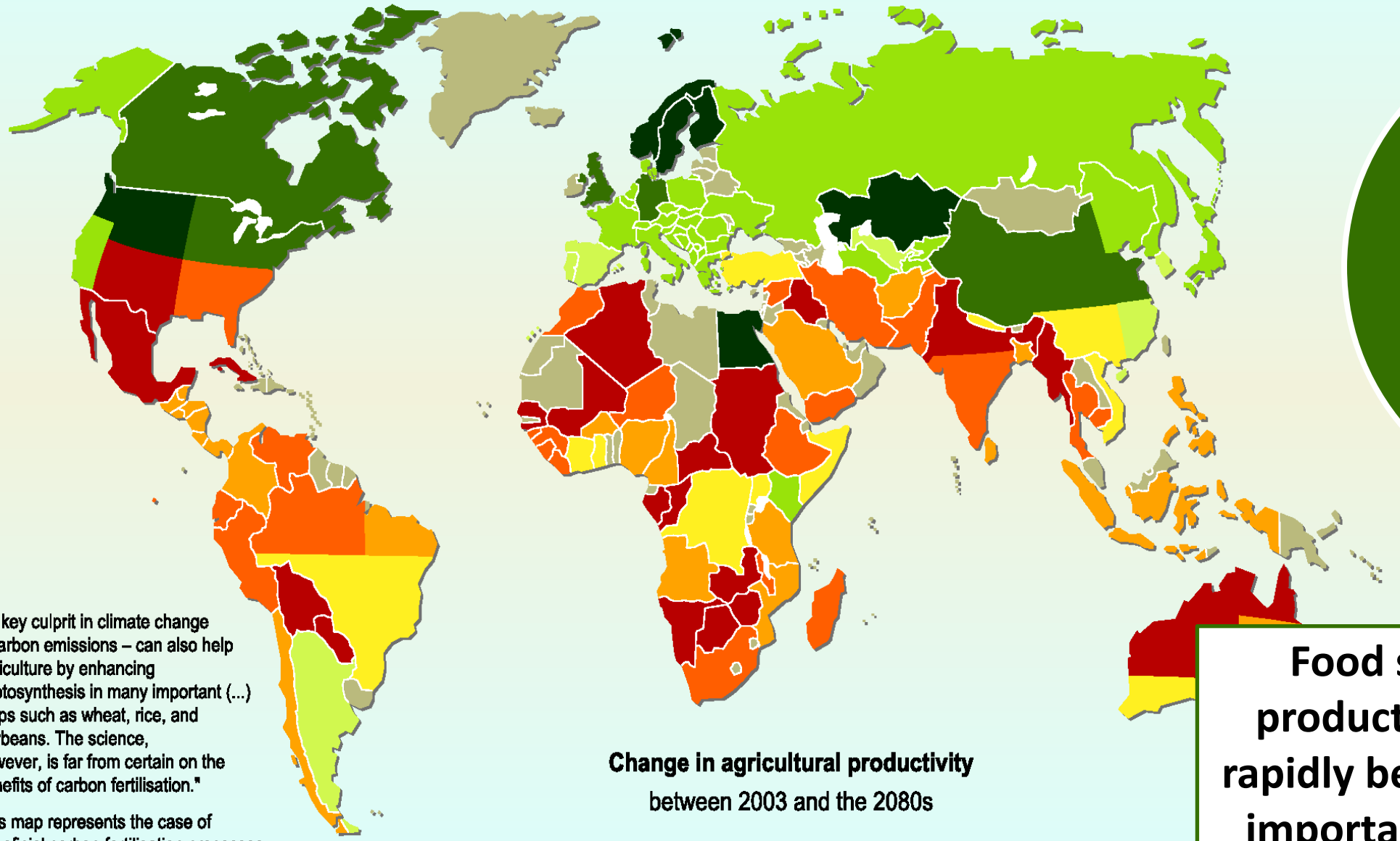
- Nearly 450 million people in 29 countries now face severe water shortages
- As much as 2/3 of the world population could be water-stressed by 2025
- Half the world's rivers and lakes are seriously polluted


2 BILLION
PEOPLE DON'T GET ENOUGH VITAMINS AND MINERALS
795 MILLION
PEOPLE DON'T GET ENOUGH CALORIES
161 MILLION
CHILDREN ARE CHRONICALLY UNDERNOURISHED
WE HAVE A BIG PROBLEM WITH
UNDERNUTRITION
WE HAVE A BIG PROBLEM WITH
OVERWEIGHT & OBESITY
1.9 BILLION
ADULTS ARE OVERWHEIGHT OR OBESE
1 in 12
ADULTS HAVE DIABETES
42 MILLION
CHILDREN ARE OVERWEIGHT



Hunger is an emerging critical global issue

Projected impact of climate change on agricultural yields



" 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."

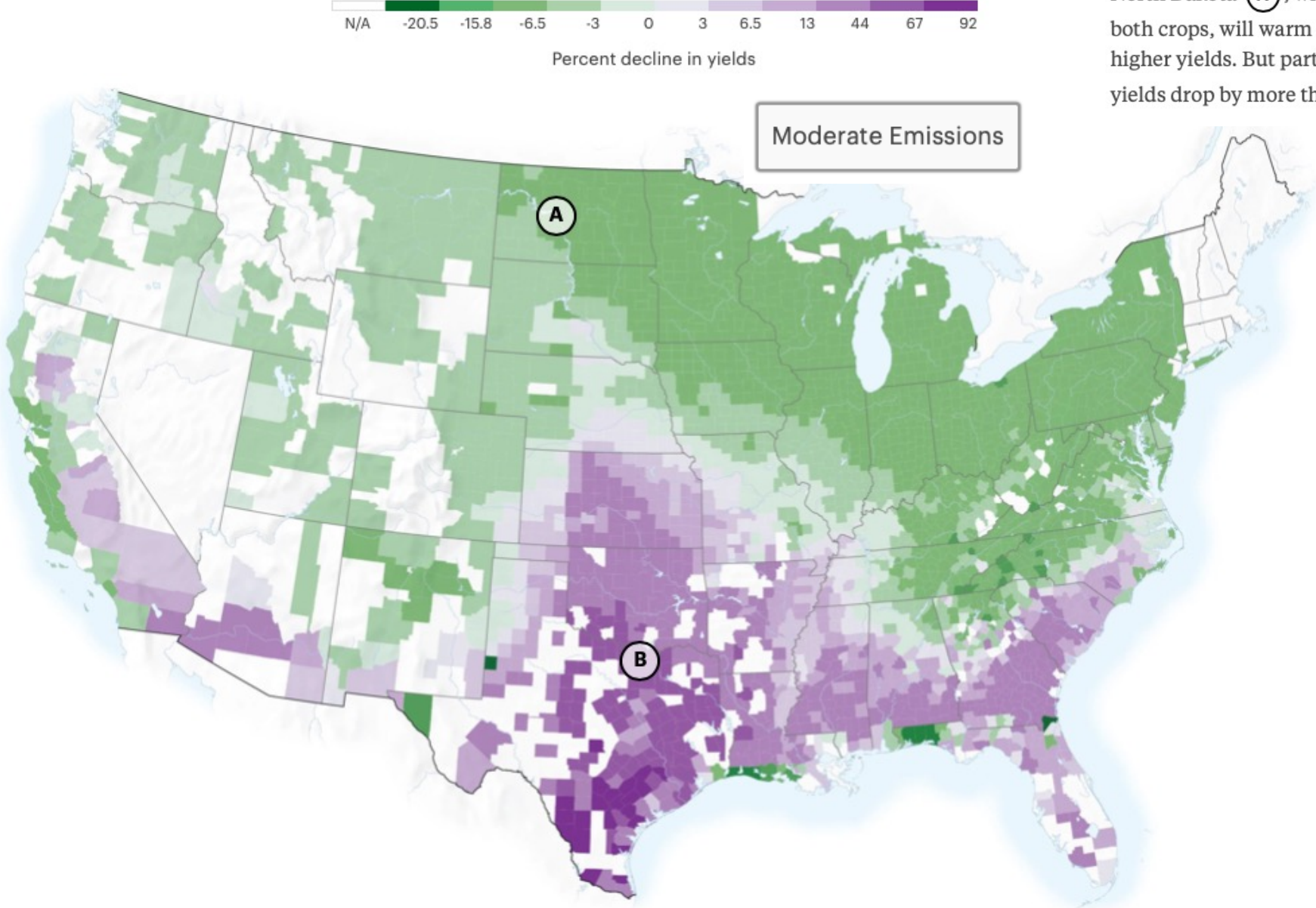
This map represents the case of beneficial carbon fertilisation processes.

Source: Cline W., 2007, *Global Warming and Agriculture*.

Increases and decreases

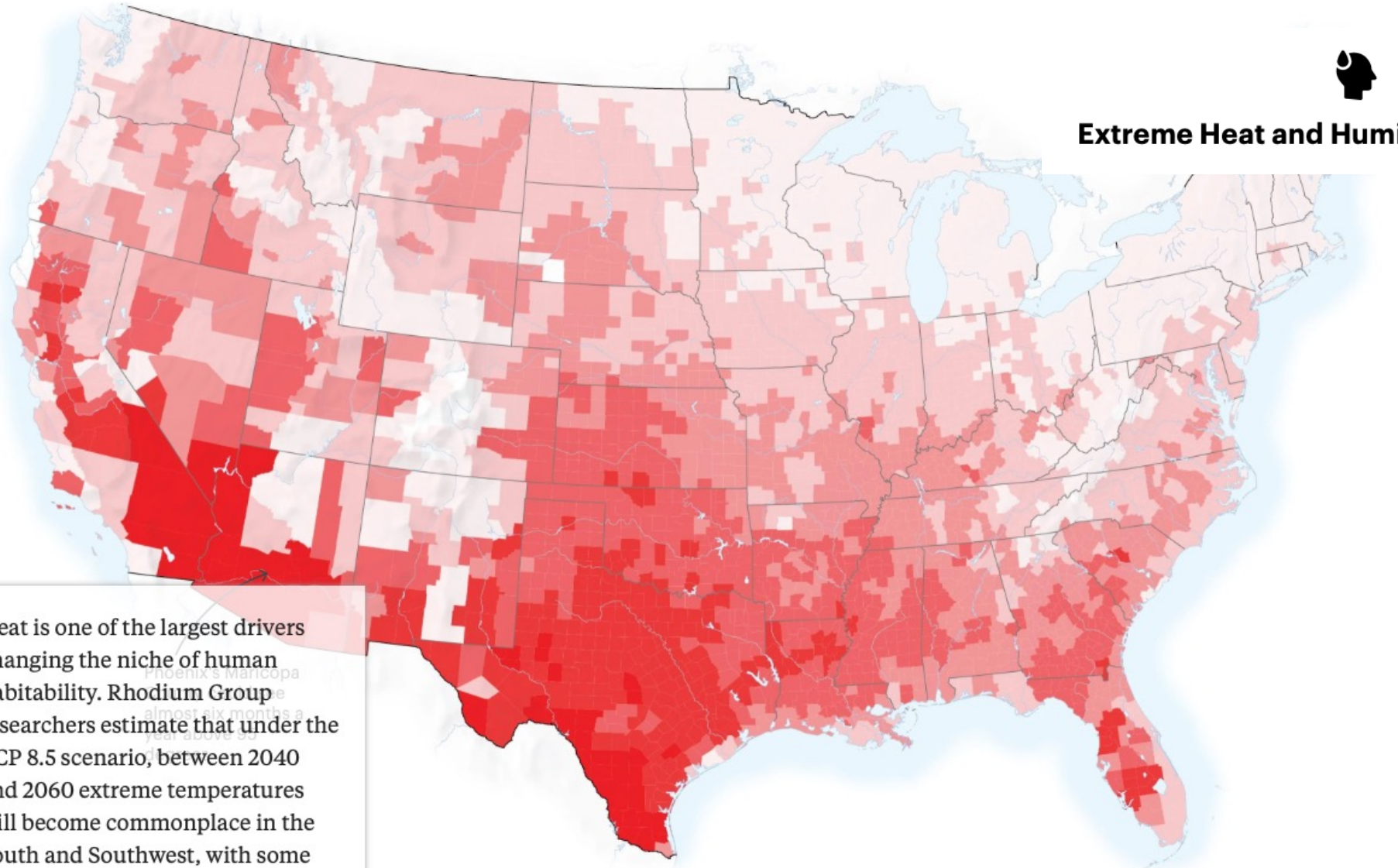
Food security and production capability rapidly becoming a more important global issue

Farm Crop Yields: 2040-2060



Corn and soy production is more sensitive to heat than drought, and it will decrease for every degree of warming. By midcentury, North Dakota (A), which already harvests millions of acres of both crops, will warm enough to allow for more growing days and higher yields. But parts of Texas and Oklahoma (B) may see yields drop by more than 70%.

PROPUBLICA
© Copyright 2022 Pro Publica Inc.



Extreme Heat and Humidity: 2040-2060

Heat is one of the largest drivers changing the niche of human habitability. Rhodium Group researchers estimate that under the RCP 8.5 scenario, between 2040 and 2060 extreme temperatures will become commonplace in the South and Southwest, with some counties in Arizona experiencing temperatures above 95 degrees for half the year.

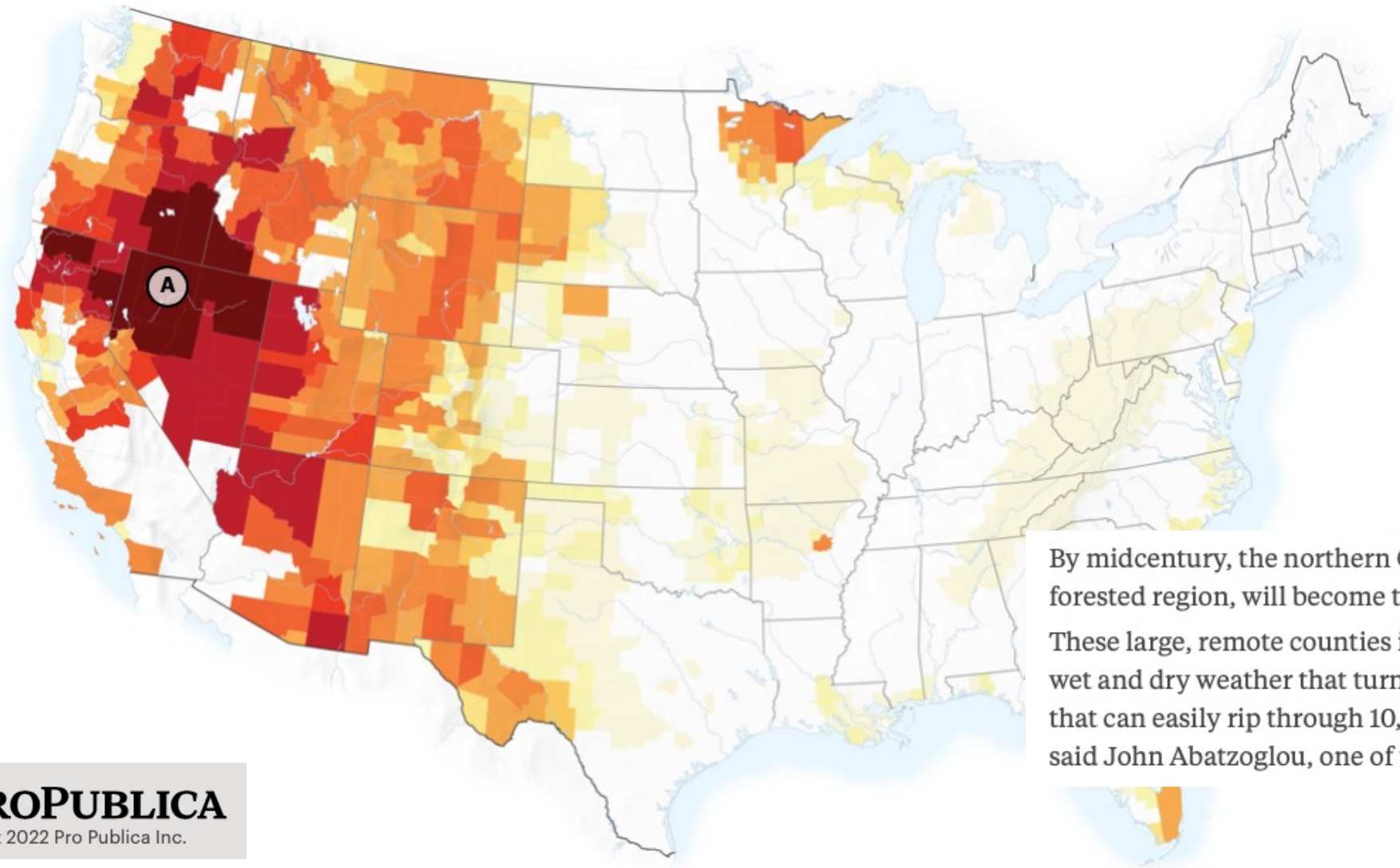
0 2 5 8 11 17 26
weeks per year above 95 degrees F

PROPUBLICA

© Copyright 2022 Pro Publica Inc.

High Emissions

Large Wildfires: 2040-2071



By midcentury, the northern Great Basin, though not a densely forested region, will become the epicenter of large wildfires (A). These large, remote counties in Nevada and Oregon see cycles of wet and dry weather that turn the grassland into the fuel for fires that can easily rip through 10,000 acres a day with strong winds, said John Abatzoglou, one of the authors of the study.

PROPUBLICA

© Copyright 2022 Pro Publica Inc.

High Emissions | Moderate Emissions

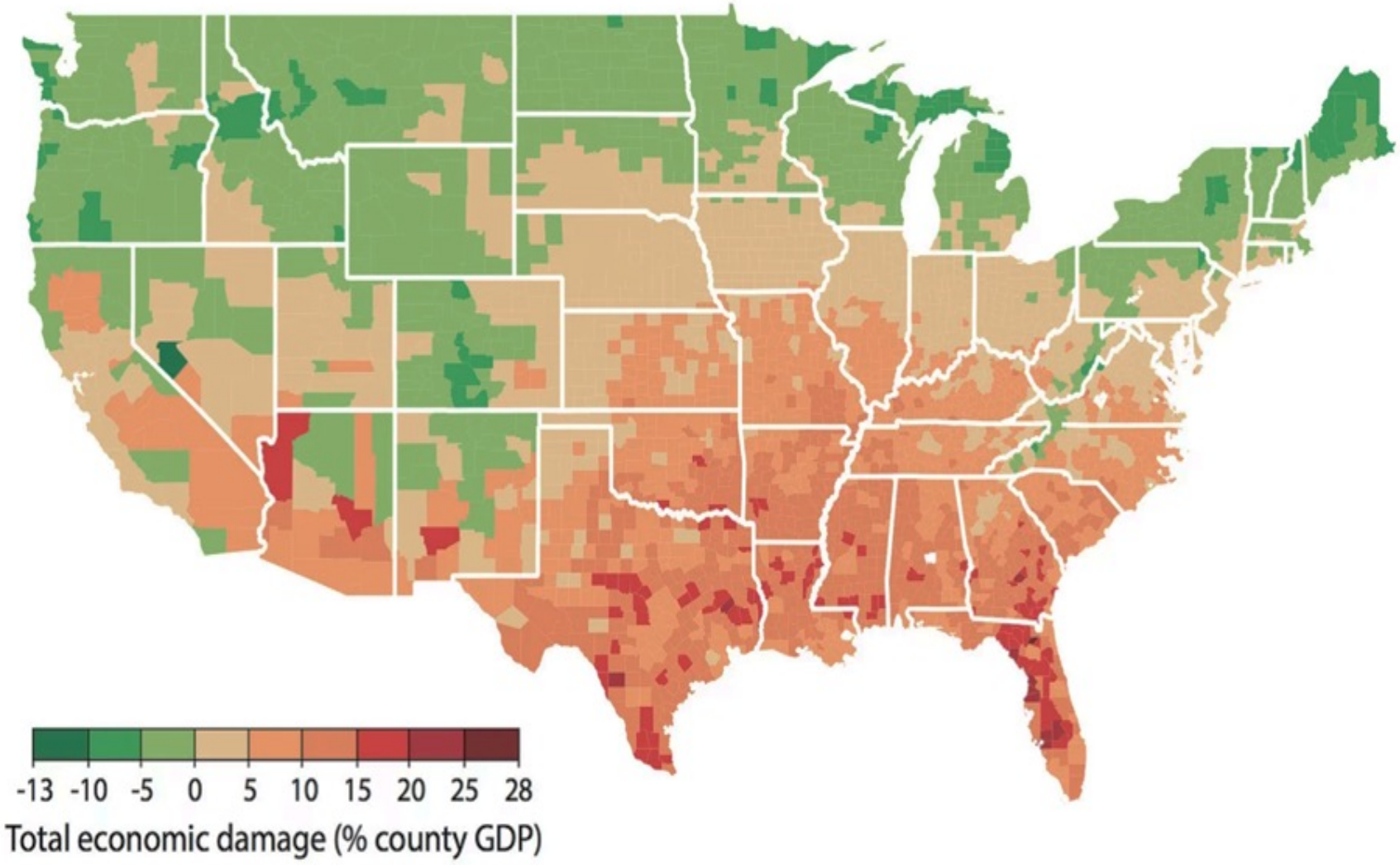
0 0.05 2 5 10 15 25

Percentage of property below high tide

Sea Level Rise: 2040-2060

Some 50 million Americans live in eight of the largest U.S. metro areas — Miami (A), New York (B) and Boston (C) among them — which all lie in some of the most affected counties in the U.S.

PROPUBLICA
© Copyright 2022 Pro Publica Inc.



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.*

Long term GDP impact positive in north

Climate change may drive migration patterns within US may move to 'north', and from 'west to center'

New Climate Maps Show a Transformed United States

by Al Shaw, Abrahm Lustgarten, ProPublica, and Jeremy W. Goldsmith, Special to ProPublica, September 15, 2020.

In the United States, that niche today blankets the heart of the country, from the Atlantic seaboard through northern Texas and Nebraska, and the California coast.

In a paper published in the Proceedings of the National Academy of Sciences, a team of researchers modeled the human climate "niche": the regions where temperature and precipitation have been most suitable for humans to live in over the past 6,000 years.

More suitable →

According to new data from the Rhodium Group analyzed by ProPublica and The New York Times Magazine, warming temperatures and changing rainfall will drive agriculture and temperate climates northward, while sea level rise will consume coastlines and dangerous levels of humidity will swamp the Mississippi River valley.

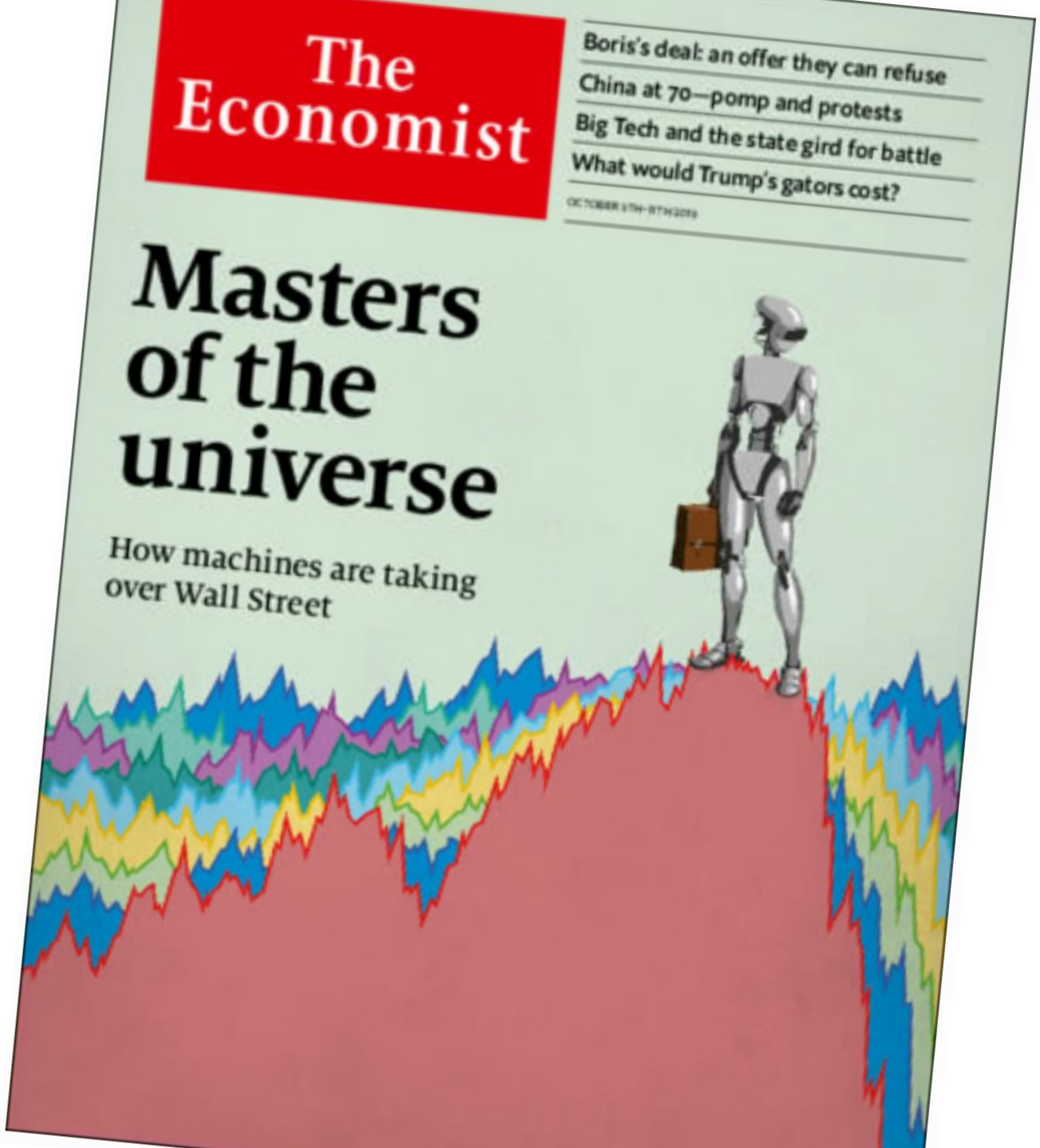
PROPUBLICA
© Copyright 2022 Pro Publica Inc.

Predictions and observations

- Growing disconnect between where food will be consumed, and where it can be grown.
- New migration patterns are emerging.

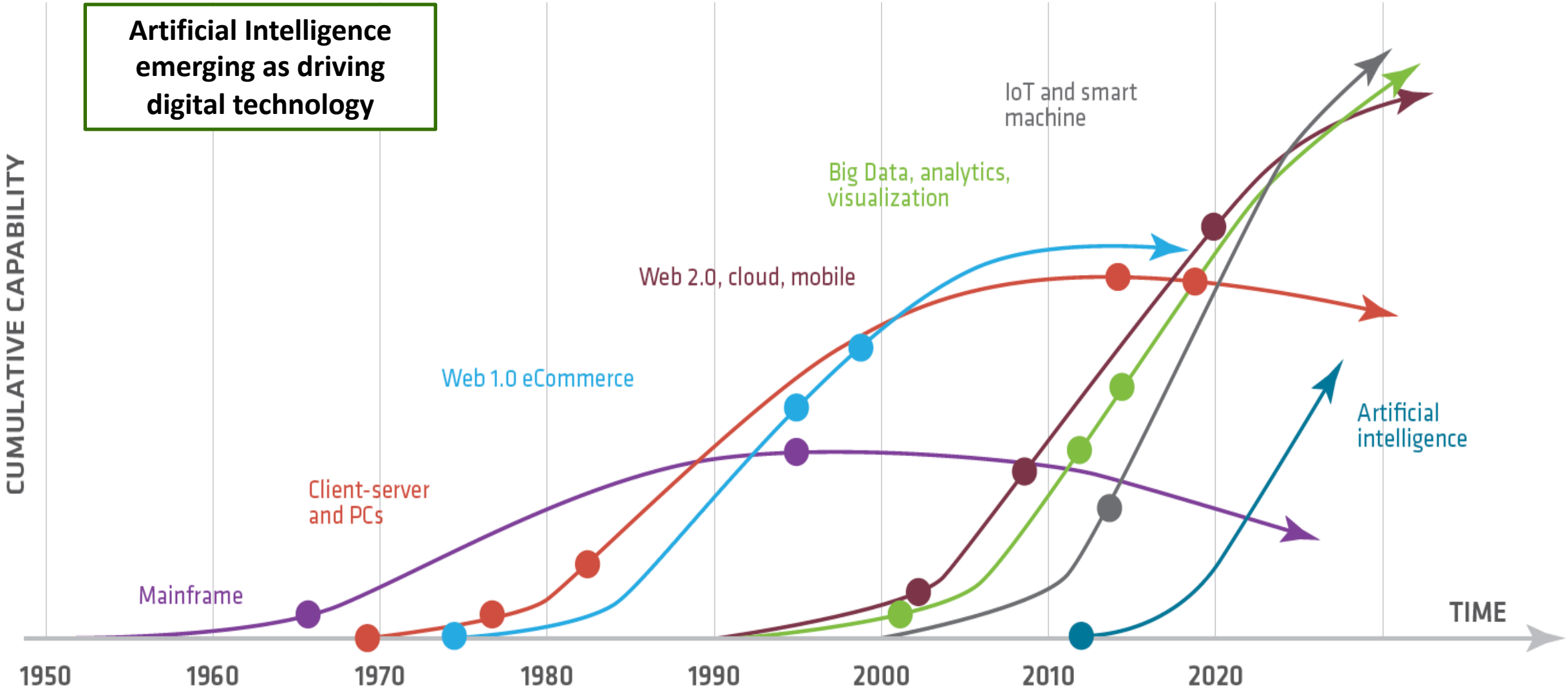
COSCDA
Council of State Community Development Agencies

Technology and the speed of change



THE INCREASING CAPABILITY OF DIGITAL TECHNOLOGIES

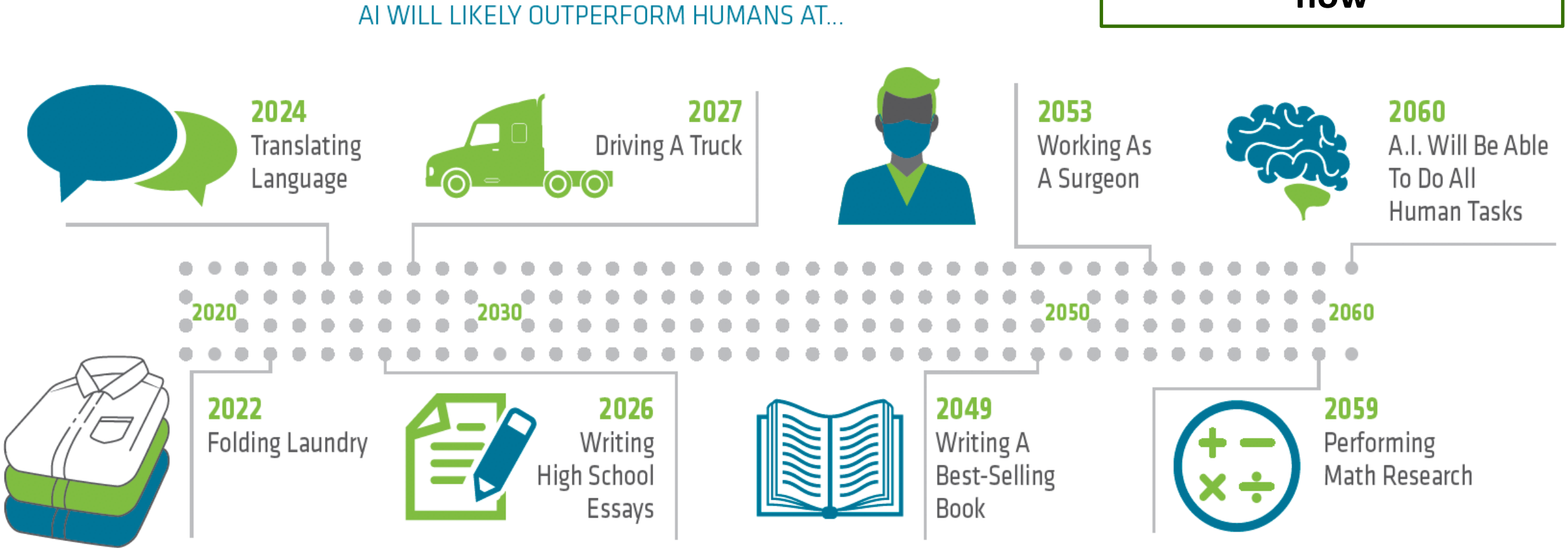
Artificial Intelligence emerging as driving digital technology



Digital Transformation Initiative Mining and Metals Industry, White Paper, World Economic Forum / Accenture analysis, January 2017

When will AI outperform people?

AI is reshaping our lives and industries – right now

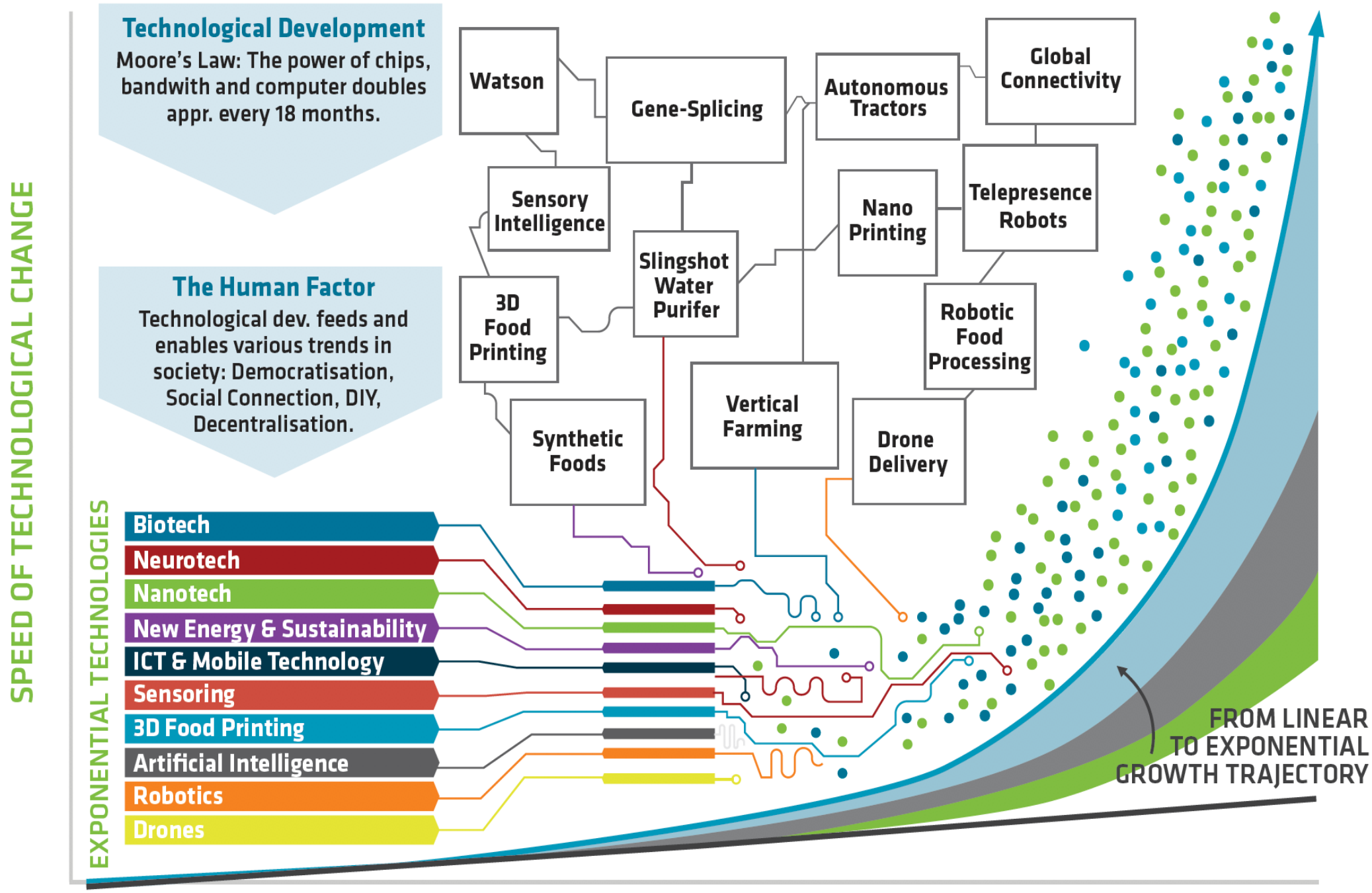


Source: 'You Will Lose Your Job to a Robot–and Sooner Than You Think'. Kevin Drum, Mother Jones, November / December Issue, 2017. (adapted from 'When will AI exceed human performance? Evidence from AI Experts', Oxford and Yale University 2017) [112]

Reproduced from Next Industrial Revolution, Future iQ, 2018

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

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

COSCDA
Council of State Community Development Agencies

Technology and speed of change

- Waves of disruption and technology are reshaping education, industries and economies
- Speed of change is exponential

Demographics + Resources + Technology

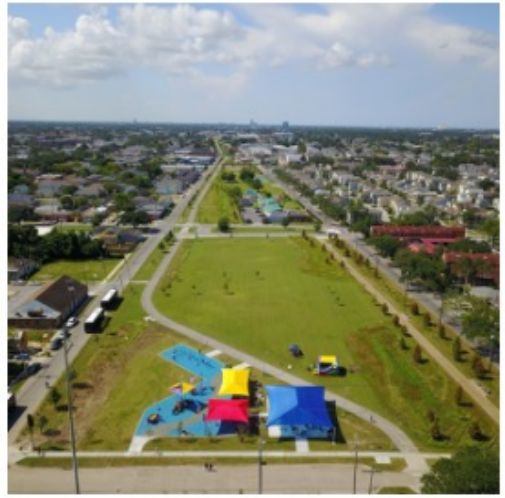
What do all these future trends mean for the future of COSCDA?

COSCDA
Council of State Community Development Agencies

COSCDA
Council of State Community Development Agencies

Council of State Community Development Agencies (COSCDA) Strategic Plan

IDENTIFYING KEY DRIVERS



Key Drivers:

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

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

Table brainstorm

COSCDA
Council of State Community Development Agencies

Key Drivers Handout

What are the most important key drivers shaping the future of COSCDA?

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

1.

2.

3.

Table brainstorm – key drivers

Key Drivers – [list developed in Think-Tank]

1. Staffing generational changes
2. Upcoming election
3. Government funding
4. Application of technology
5. Intensity and frequency of disasters
6. Regulatory issues and demands
7. Changing demographics
8. Broadband expansion
9. Organizational resiliency
10. Partnership building
11. Income disparities and homelessness
12. Sustaining membership
13. Institutional memory
14. COSCDA value proposition
15. Institutional constraints
16. Role in advocacy
17. Training opportunities
18. Declining trust in government
19. Capacity to innovate
20. Breakthroughs in housing

COSCDA
Council of State Community Development Agencies

Key Driver Details

Building an understanding of each driver

DRIVER NAME: _____

1. Key emergent high-level trends associated with this driver:

2. Potential impacts on COSCDA over the next decade:

3. What is the big 'FUTURE-SPLITTING QUESTION' for this driver?

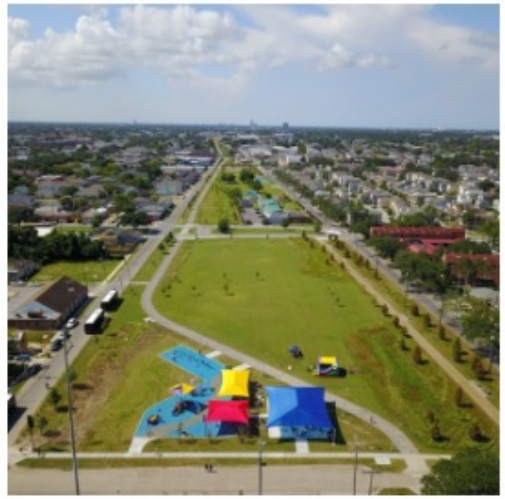
4. Future predictions – How impacts may 'play out' for this driver over the next decade:

Building an understanding of each driver

COSCDA
Council of State Community Development Agencies

Council of State Community Development Agencies (COSCDA)

RANKING KEY DRIVERS



Key Drivers – Future Impact Score

COSCDA
Council of State Community Development Agencies

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

DRIVER	DRIVER NAME	Organization	Membership
1			
2			
3			
4			
5			
6			
7			
8			
9			

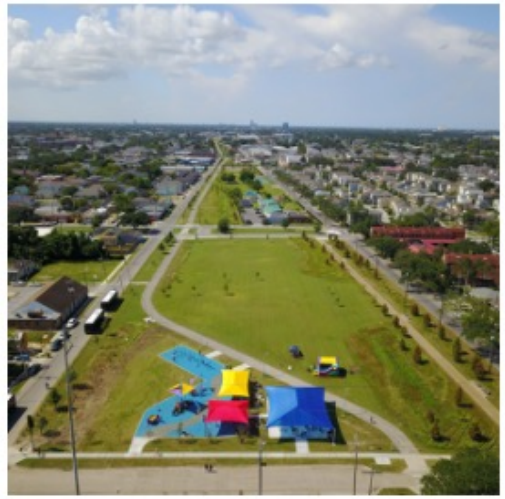
Rating the importance of each driver – individual scoring

COSCDA
Council of State Community Development Agencies

Council of State Community Development Agencies (COSCDA)

THINK-TANK PART 2

Think-Tank
Part 2



WELCOME TO THE

COUNCIL OF STATE COMMUNITY DEVELOPMENT AGENCIES STRATEGIC ACTION PLAN

PROJECT

COSCDA
Council of State Community Development Agencies

Council of State Community Development Agencies (COSCDA)
Strategic Plan Think-Tank Workshops
Thursday, December 7: 8:30am – 3:00pm
Friday, December 8: 8:30am – 11:00am

AGENDA

Session 1: Explore Future Trends
Date: Thursday, December 7, 2023
Time: 8:30am – 3:00pm
Location: COSCDA Offices
630 I Street, NW
Washington, DC 20001

AGENDA

Session 2 : Build Scenarios
Date: Friday, December 8, 2023
Time: 8:30am – 11:00am
Location: COSCDA Offices
630 I Street, NW
Washington, DC 20001