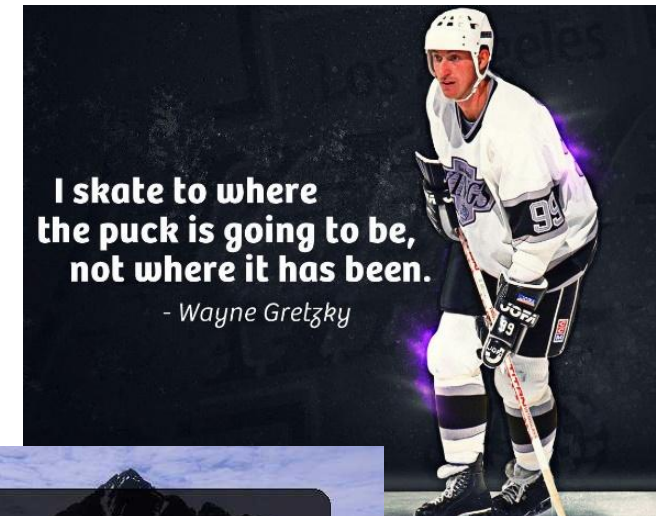
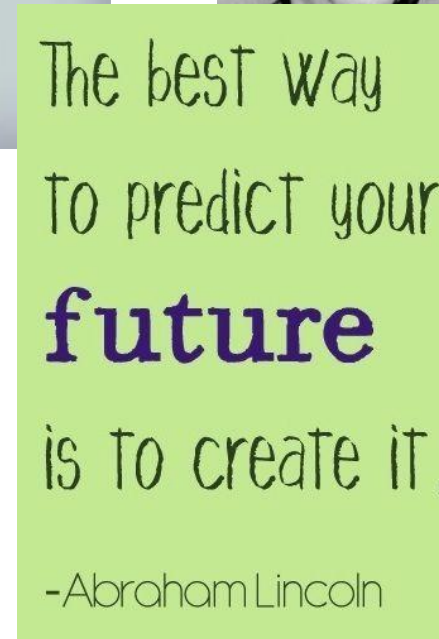
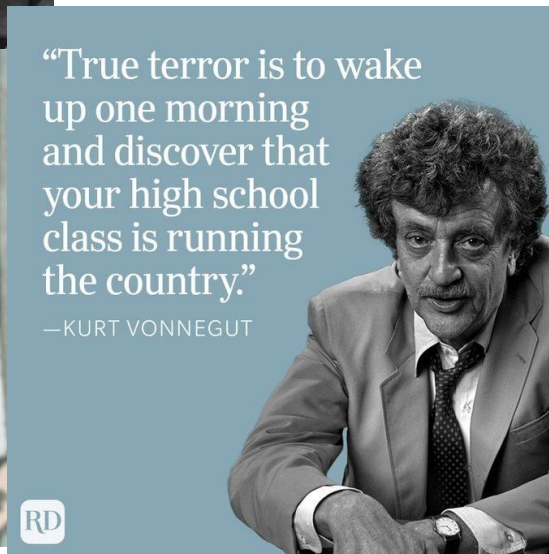
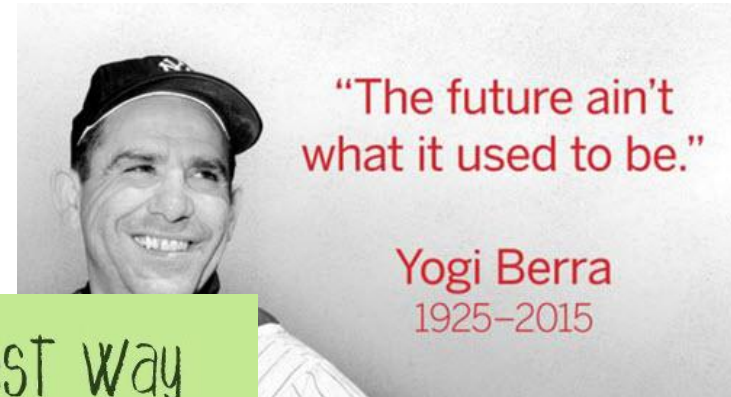
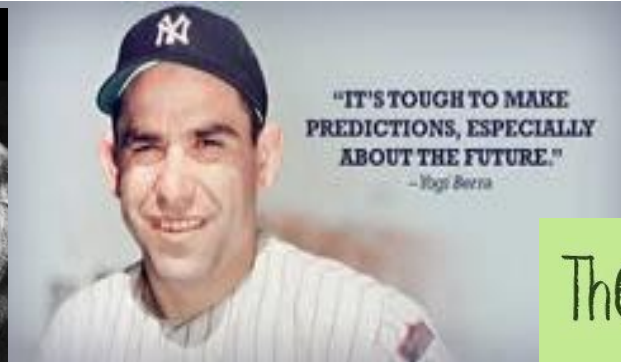
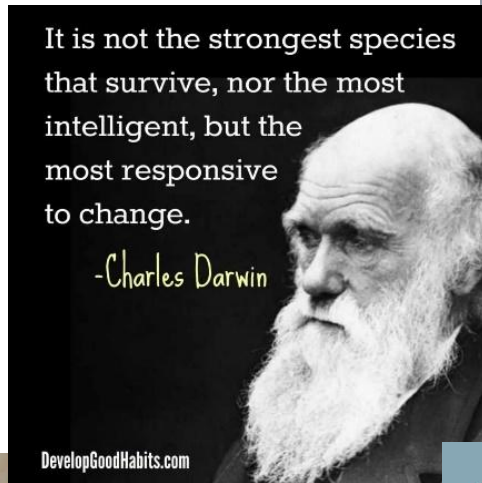


Famous quotes about the future!



Planning in Times of Uncertainty

Future Thinking Through Strategic Foresight

Devon Christianson

Randall Lawton

David Wegge



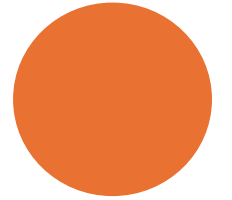
TODAY'S ROAD MAP

- **Describe** Envision Greater Green Bay?
- **Summarize** Strategic Foresight?
- **Identify** the steps in implementing Strategic Foresight?
- **Present** a Case Study:
Aging & Disability Resource Center



What is Envision?

- 1990 - 2000
 - Bay Area Community Council Formed: Chamber & United Way
 - Created Quality of Life Survey
- 2001 - 2015
 - Community Conferences
 - White Papers
- 2016 – 2025
 - Strategic Plan to Focus on the Future
 - Strategic Foresight as the primary tool
 - Rebranded from BACC to Envision
 - Board members Certified Trainers



The Original Question?

Why are some organizations/communities

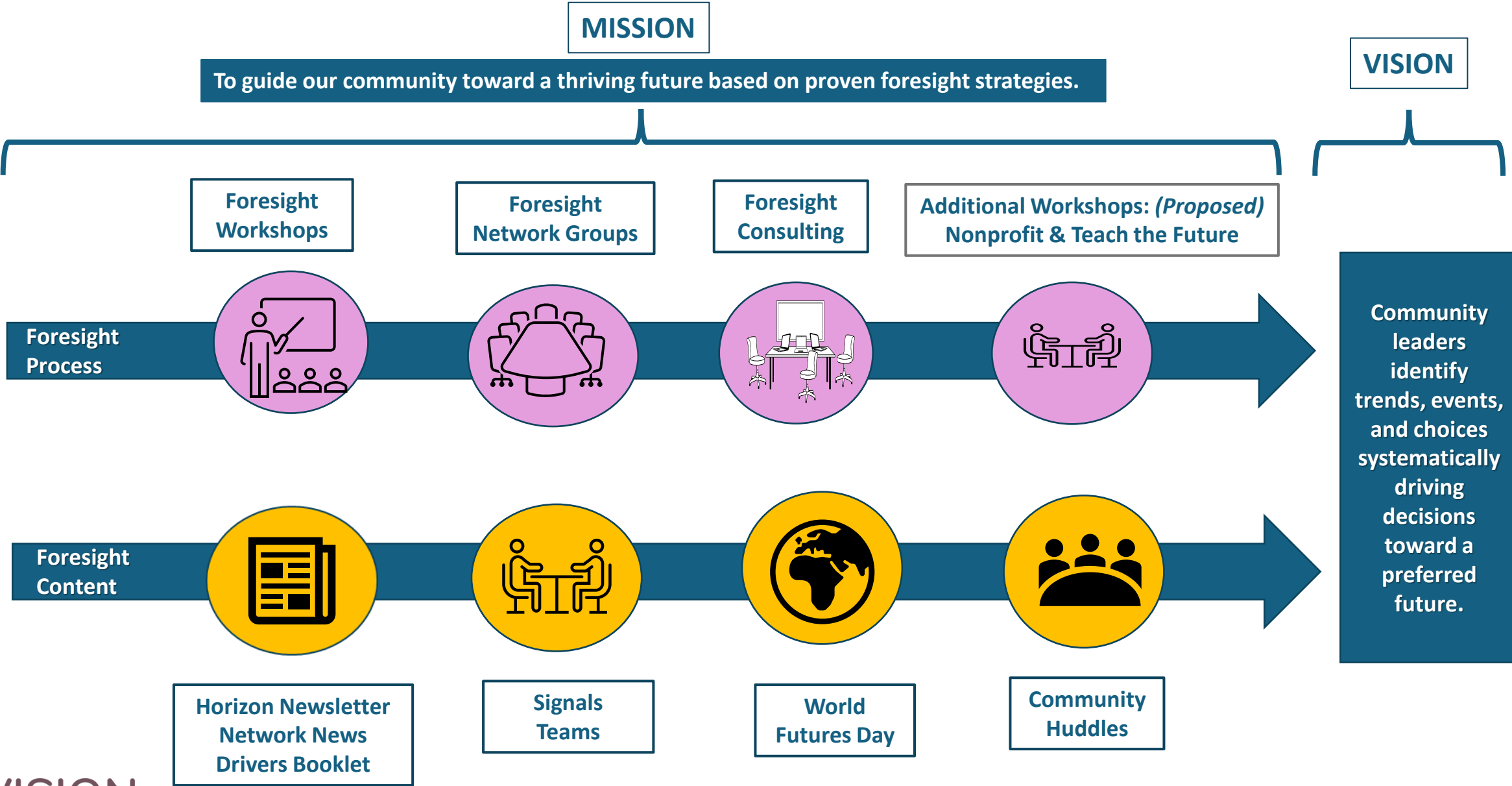
VIBRANT AND SUCCESSFUL?

While others

MISS THE MARK, STAGNATE, AND FAIL?



Overview of Envision Activities



Why You Need To Think About the Future

Fast Pace of Change

- Technological change
- Collapsing of time between technologies

Potential WI In Migration Driven By:

- Climate change & natural disasters
- Water shortages
- Cost of living
- Overall quality of life

Demographic & Generational Changes

- Increasing diversity
- Aging population
- Baby Boomer era ends
- Generational values & attitudes



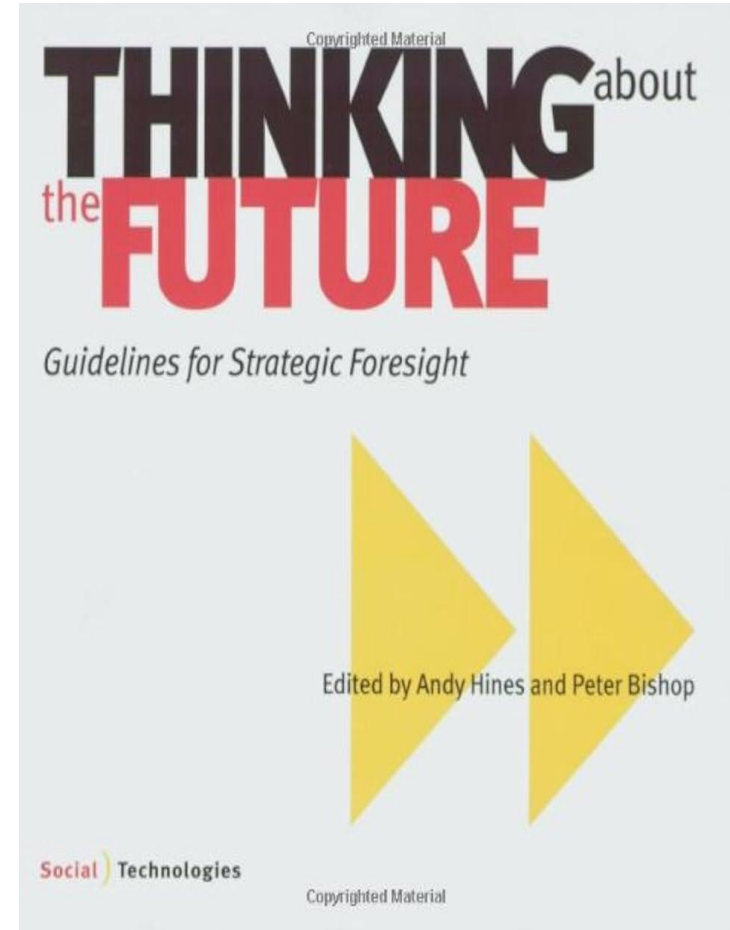
Challenges of Nonprofits

- Funding Volatility & Revenue Diversification
- Demographic Shifts & Donor Base Evolution
- Technology Transformation & Disruption
- Workforce & Talent Management
- Trust, Transparency, and Accountability
- Political Polarization & Regulatory Uncertainty
- Mission Creep & Strategic Clarity
- Cross-Sector Collaboration Complexity



How will your nonprofit address these challenges in the future?

An Introduction To Futuring & Strategic Foresight



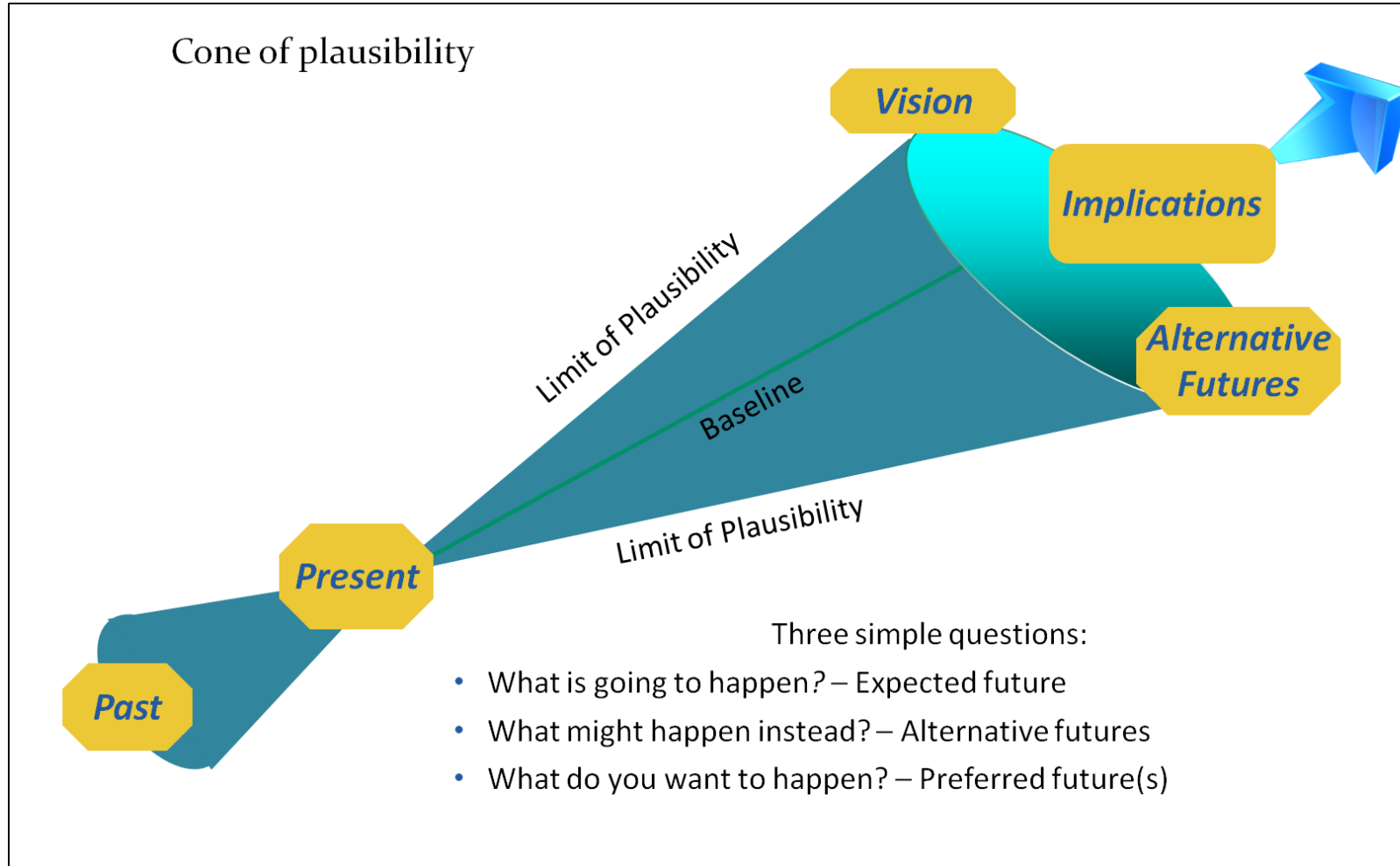
What is Strategic Foresight?

A systematic process to *anticipate and lead change* by:

- FRAMING THE QUESTION TO BE EXPLORED
- SCANNING FOR SIGNALS OF CHANGE
- IDENTIFYING PLAUSIBLE FUTURES
- ASSESSING IMPLICATIONS & DETERMINING ACTION.
- MONITORING SIGNALS



Strategic Foresight Ask Three Simple Questions





Insight to Foresight

Hindsight

The Past

*Why did we
perform this way?*

Insight

The Present

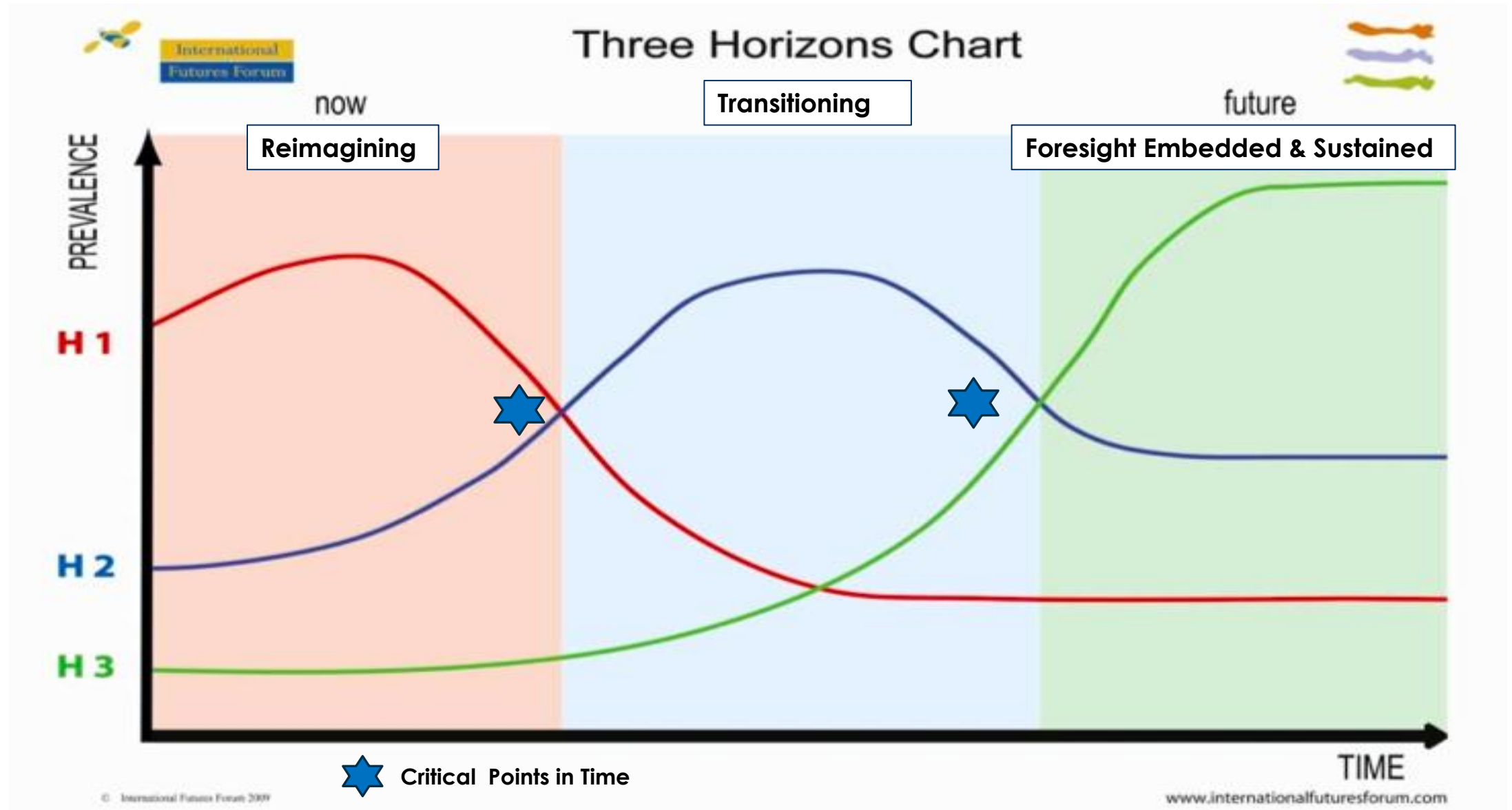
*How are we
performing now?*

Foresight

The Future

*How do we need to
perform in the future?*

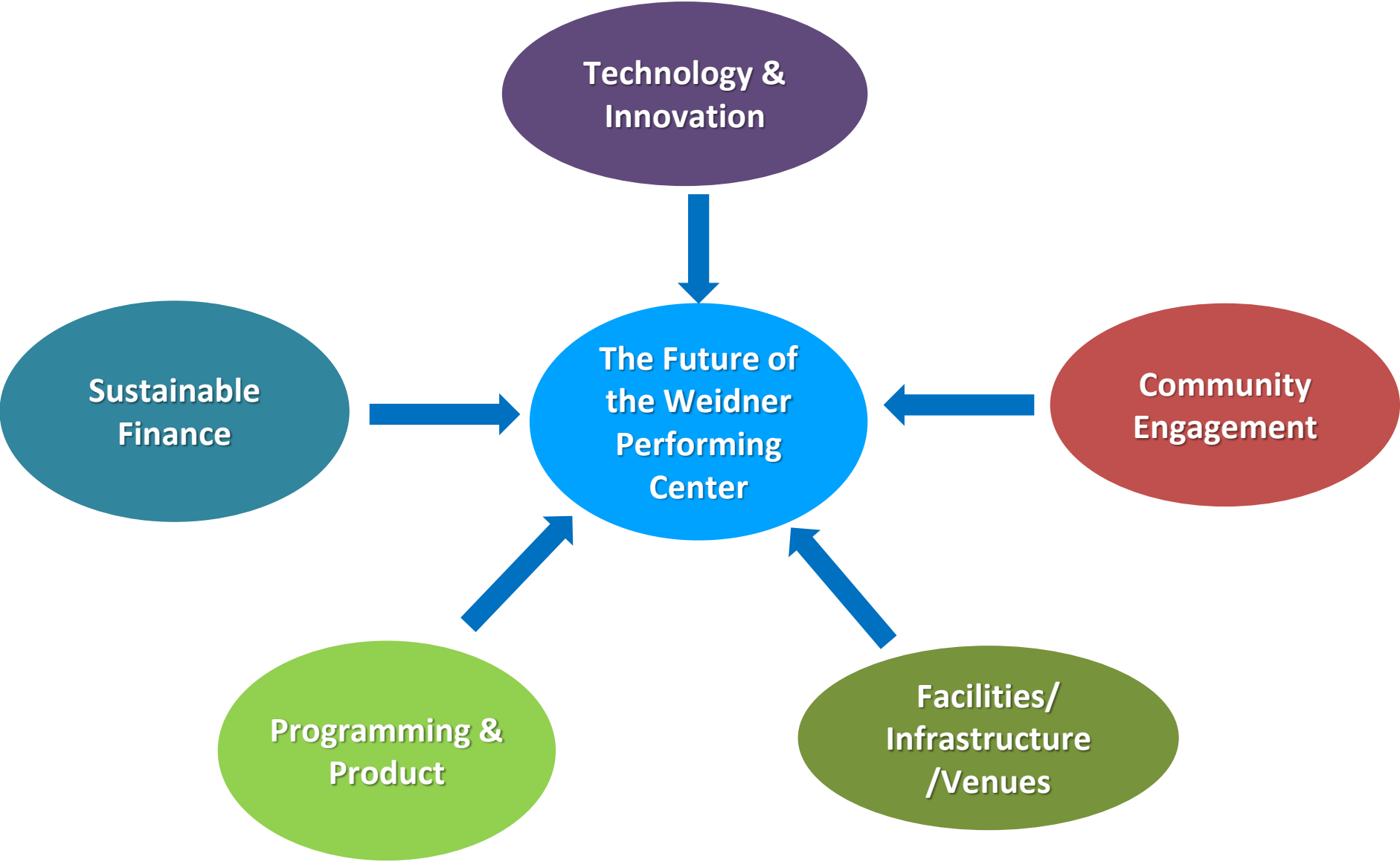
THE THREE HORIZONS OF YOUR ORGANIZATION



Framing & Creating a Domain Map

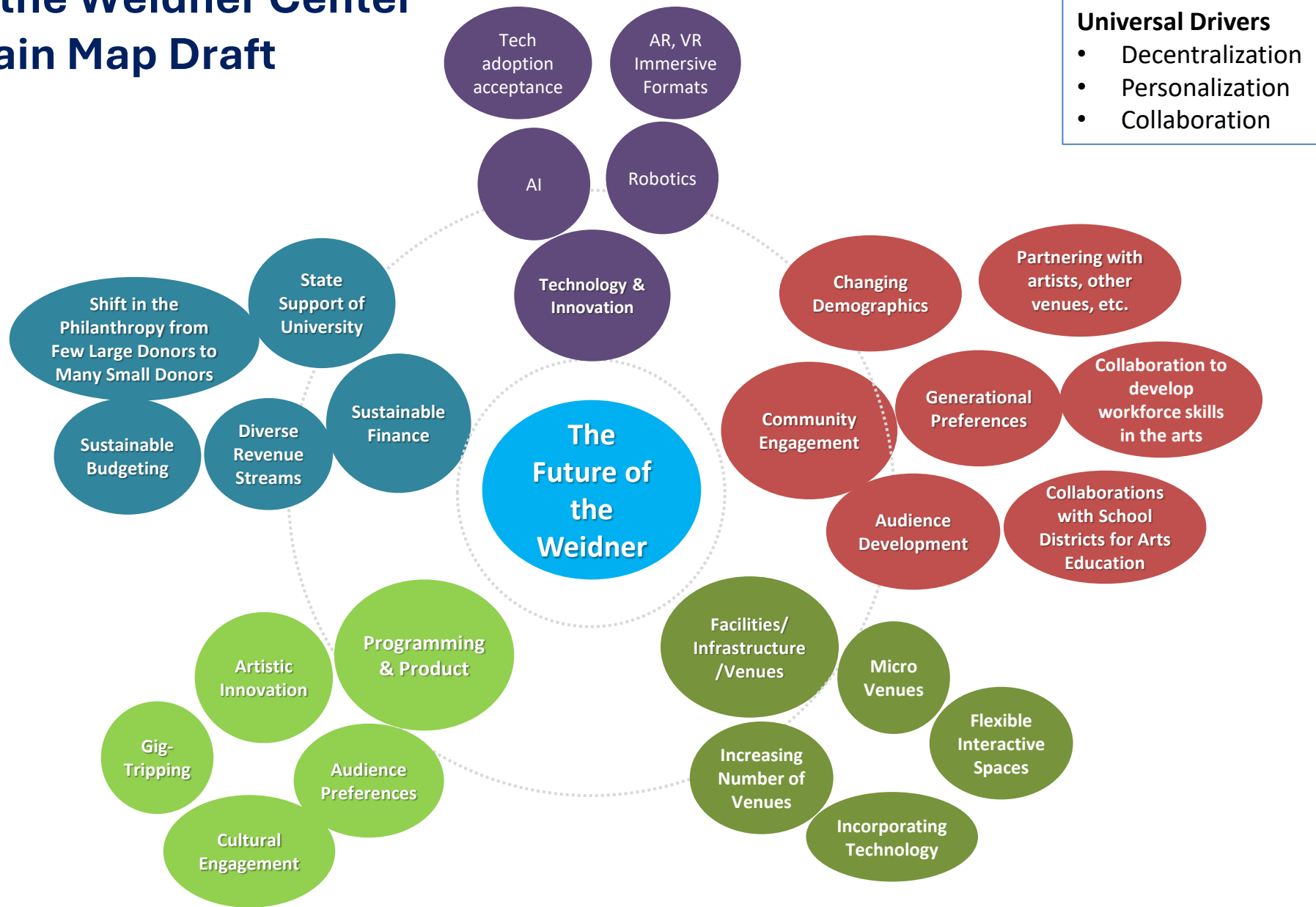
- **Discovery Survey (Staff, Board, Stakeholders)**
- **Focus of the Project (*The Future of Something*)**
 - Establishes the Scope
 - Sets Boundaries
- **Utilize Systems Thinking**

Example: Weidner Center Domain Map



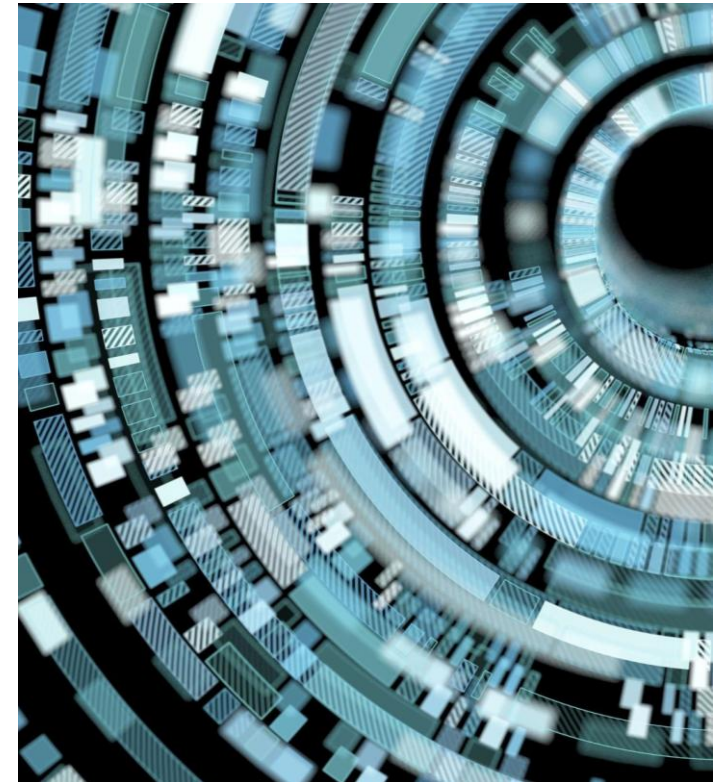
The Future of the Weidner Center

Revised Domain Map Draft



Domain Map Exercise

1. Either individually or as a team from your organization.
2. Take one the Domain Map Templates.
3. Identify the Primary / Central Domain Topic.
 - As simple as “the Future of your Organization”
 - Or an Issues your organization is facing
4. In 5 minutes identify the 4-6 factors that will have a significant impact on the future of your Domain Topic



Scanning for Signals of Change

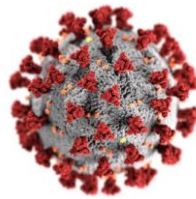
Trends

- Continuities: Direction and Speed



Events

- Discontinuities:



Choices

- What decisions are leaders & organizations making?



Scanning Methods

Scanning Tools

- **Google Alert**
 - **X (Twitter)**
 - **LinkedIn**
 - **AI Platforms: ChatGPT, CoPilot, Claude, etc.**
-
- **Scan in STEEP Categories**
-
- **Assess Scanning “Hits”**
-
- **Use an archiving Platform: Raindrop**



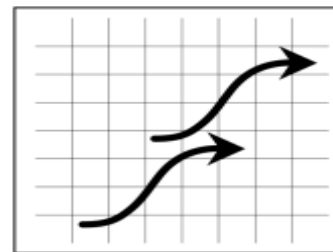
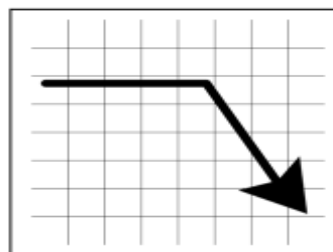
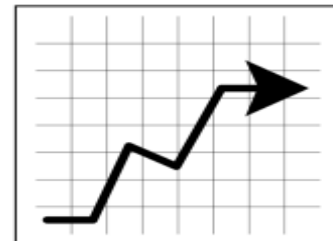
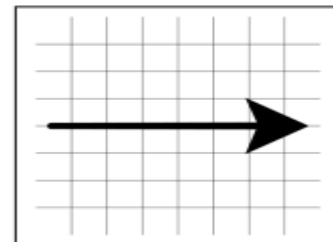
Signals



Drivers

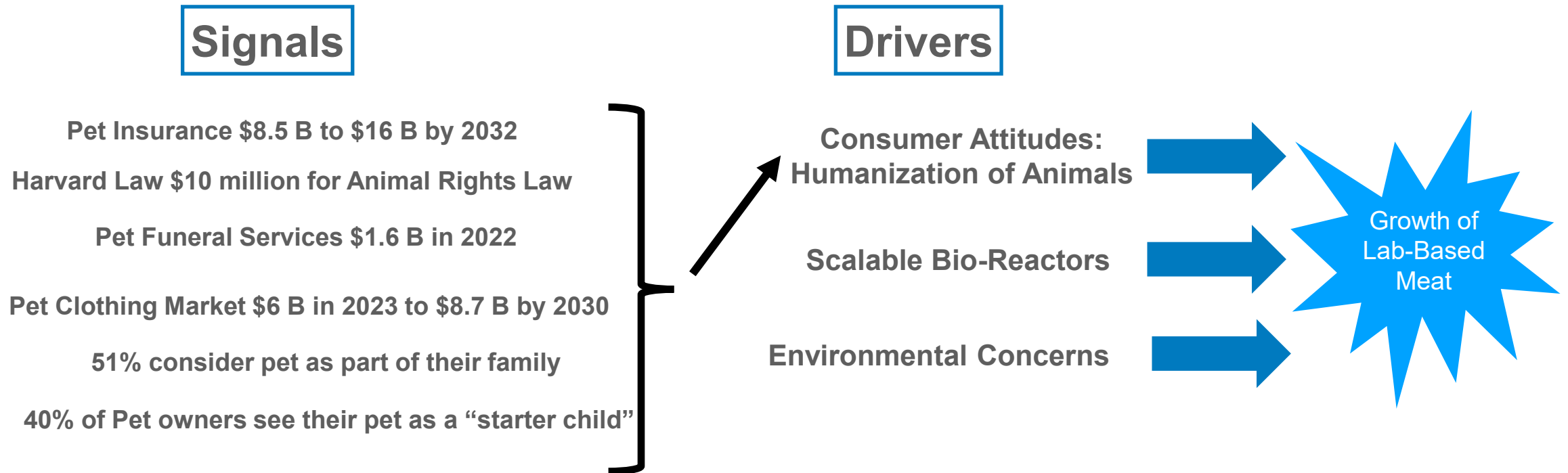


Four Futures



EXAMPLE: What is a Driver?

- A force that will impact change in your Domain.
- Tends to be a cluster of Signals that indicate a higher-level concept or force that will impact your Domain.
- **Example:** Consumer Attitudes: (*Humanization of Pets one aspect*) as a DRIVER of the Growth of Lab-Based Meat



Forecasting: Four Archetypes of Plausible Futures

- **Continuation:** forward motion along current trajectory - a status quo scenario, most organizations

- **New Equilibrium:** disruptions in the environment → responds to a new balance, then plateaus.



- **Decline & Collapse:** failure to adapt to changing environment - spirals into decline



- **Transformed:** Fundamental change - old system discarded, new model emerges.



STRATEGIC FORESIGHT IN ACTION

BUILDING THE FUTURE FOR OLDER PERSONS
AND PERSONS WITH DISABILITIES, ONE
SIGNAL AT A TIME



**JUST
DON'T
QUIT.**

Doesn't have to be the whole enchilada

Start with language and concept

Educate one bite at a time:

Signals	Headlines	Horizon Thinking	Domain Maps	4 Futures
---------	-----------	------------------	-------------	-----------

JUST
DON'T
QUIT.

Get an excited team who can lead

Engage your board

Practice: Feeds the future

Managers tell
the story

Board
Members Tell
Their Story

Agency LT Plans

Committee
Goals

Individual Goals

IMPACT OF STRATEGIC FORESIGHT

- **Personal**

- Mindset Shift
- You see information differently
- You think more broadly-strategically, break out of your silo.
- Enhances Professional Development

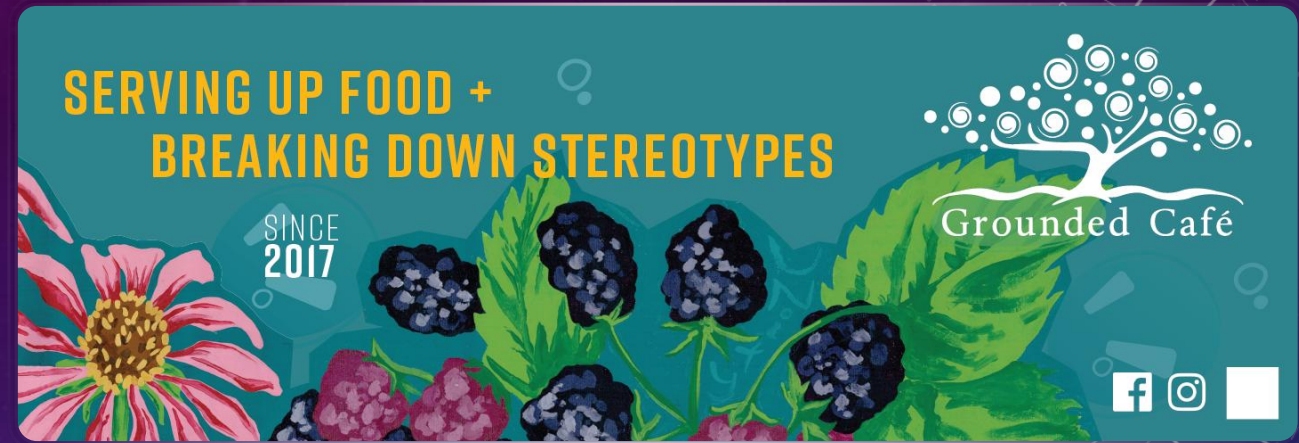
- **Organizations**

- Expands & Enhances Strategic Planning Process
- Further Reduces Risks
- See Opportunities Earlier
- Increases the Quality of the Conversation
- You become a Disruptor rather than being Disrupted



MANAGERS AND BOARD -GET THEM EXCITED

- Have them practice
- Give homework and have them present to your board
- Have the Board Present to everyone
- Topics have been:
 - Smart Homes for persons with disability-road to independence
 - Accessory Dwellings- your parents in your backyard?
 - Impacts of Ageism- live 7.5 years longer
 - Creating a Food Truck



- Serving Growing Diverse Populations- Cultural Meals
- Future of nutrition services- drones anyone? Central Kitchen
- End of Life Care – Robots by your Bed?
- ChatGPT- Smart Friends

START WITH
LANGUAGE

START WITH THE LANGUAGE: STRATEGIC FORESIGHT 101

*Celebrating ADRC of Brown County as
it Continues to Empower Lives in 2035*

"Since 1979, the Aging and Disability Resource Center of Brown County has transformed lives, offering compassionate support, innovative services, and unwavering dedication to older adults, adults with disabilities, and their families. A legacy of care, a future of hope."



ENGAGE THE
SIGNALS



SIGNALS

WHAT IS ALL AROUND YOU ? WHAT ARE
YOU READING? WHAT KEEPS YOU UP AT
NIGHT?

SIGNALS CAN
BECOME
HEADLINES

Green Bay Press Gazette

14 AUG 2019

Uber Eats Acquires Meals on Wheels

By DEVON CHRISTIANSON

Uber Eats announces its new door to door Drone Service in Green Bay. "The salad is really tossed when it arrives" stated 105 year old Mark Zuckerberg. Older adults report being able to eat what they want, when they want it with this new service-no food is off limits! You want octopus, you get octopus says CEO Kimberly Gould

Headlines!

on last year due to the traditional moose strongholds of Canada and the United States, with the larger developing moose ecologies also poised to make gains. The largest percentage increase in moose will likely come from China", says McRobson, The Chinese government has invested heavily in moose infrastructure over the past decade, and their commitment to macrofauna is beginning to pay dividends". Since 2004 China has expanded moose pasture from 1.5% of arable land to nearly 3.648% and moose numbers are expected to rise to 60,000 making China a net moose exporter for the first time. This is good news for neighbouring Mongolia, a barren moose-wasteland whose inhabitants nonetheless have an insatiable desire for the creatures. The in-

moose power will slow slightly this year as a response to the European Union's move towards standardising the European moose. Stringent quality controls are holding back the development of the eastern european populations compared to last year when they contributed significantly to europe's strong growth figures. Norway, which is not an EU member but has observer status, strengthened in numbers relative to the Euro area with numbers of Norwegian moose known locally as elk" expected to rise for the tenth consecutive year, particularly thanks to a strong showing the last quarter.

As moose season reaches its researchers world wide are tuning science in an attempt to better understand the year's figures. NASA s

• GREEN BAY GENERATOR •

SUNDAY | 26 September 2034 | gbgenerator.com | No. 85235

GROUNDÉD CAFÉ EXPANDS

Outsells Area Chain Coffee Shops

The mission behind the café has caught on and for the fifth consecutive year Grounded Café has won the coveted Best of the Bay Award. With its award winning food, community partnerships and training opportunities, top notch customer service, and atmosphere that is unrivaled by anyone, Grounded Café has gone from a basic coffee shop 20 years ago to what is now considered to be a caffeine mecca.

In recent reports, Grounded Café has out sold its competition by a staggering 28%. With a coffee shop appearing on what seems to be every corner in the country, Grounded Café continues to rise above with its great selections of coffee drinks, bakery, and food. As quickly as coffee shops seem to open, they are closing at an equally fast pace allowing Grounded the opportunity to expand its' mission of training young adults with disabilities and re-open some of these shops around the area with their great locally sourced products.

Because of the huge profit margins and decisions made by its leadership over the past years, Grounded Café is



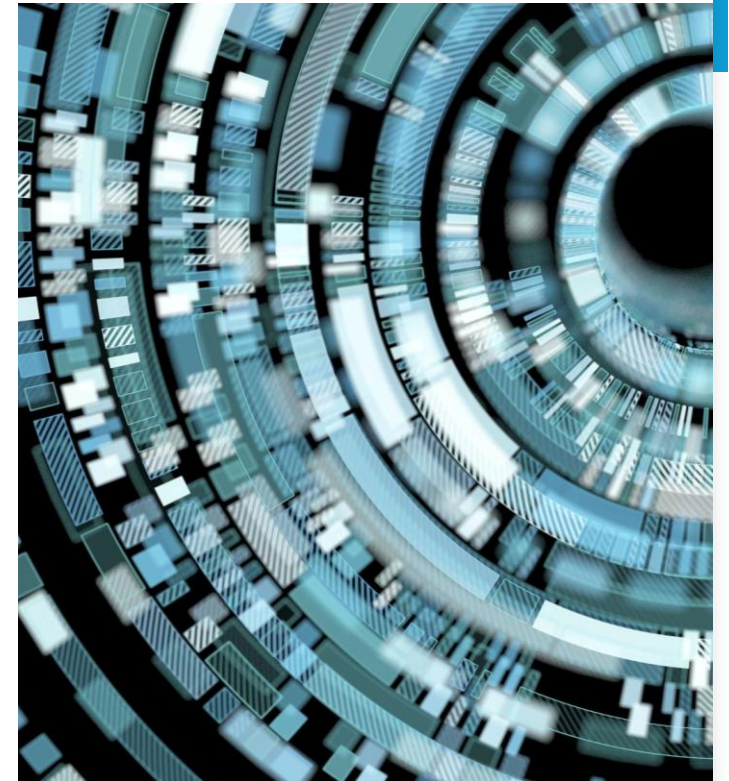
exploring the idea of franchising and taking this idea to a whole other level. We've seen this done by other shops with similar mission such as Bitty and Beau's which now has coffee shops nationwide!

I would find it very hard to believe that any coffee shop connoisseur has not visited Grounded Café recently, but if you haven't, I strongly advise that you do. If you or anyone you know would like to learn more about the expansion opportunities with Grounded Café, or to get involved with its mission, stop down and inquire at any of Grounded's area locations.

HOPEFUL HEADLINES

Headline Exercise

- 1. Either individually or as a team from your organization.**
- 2. Assume it is 2040.**
- 3. You are reading your national association's Electronic Newsletter which has just appeared in your eyewear.**
- 4. Write a Headline for an article about your organization and what unique thing it has achieved.**



HEADLINES
TURN TO
HORIZON
THINKING



• GREEN BAY GENERATOR •

MONDAY | 27 September 2034 | gbgenerator.com | No. 85236

LOCAL LOTTO WINNER DONATES ALMOST EVERYTHING TO A GOOD CAUSE

The block between Adams and Washington and Crooks and Stuart streets is about to get a major facelift!

Thanks to a generous gift of over 1 billion dollars from a recent record setting lottery winner, a new all-inclusive Community Center will be built on this site. Currently the home of Brown County Resource Center (BCRC), formerly, Aging & Disability Resource Center (ADRC) and Quality Inn. The building, pictured here, will be a multi-story, state of the art facility that will house programming for all ages and all abilities. The facility will have an olympic size pool, gymnasium, performing arts center, Grounded Café headquarters, BCRC staff, Home Bound meals with its own fleet of delivery vehicles all donated by the Ford Motor Company.

With the building and all its amenities paid for and roughly 900 million in reserves for upkeep and modernizing for generations to come, Brown County and the City of Green Bay have agreed to work together in an effort to maintain this building. In addition, the Green Bay City Council voted unanimously to donate the deteriorated Police Department which will be leveled and turned into a parking garage for the new facility to ensure easy access



to this modern marvel. The parking ramp will have a sky walk connected to the new building for safe crossing of the busy Adams Street. "It's time the community comes together as a stigma free society and this is the opportunity for us to do it," says newly retired director of BCRC, Devon Christianson. Christianson is the current president of BCRCboard and is eager to get started on the new facility that will be fully accessible and welcoming to all. To continue reading this article, turn to page 6.

HORIZON

HEADLINES TURN TO HORIZONS

ADRC FOUR PLAUSIBLE FUTURES: WE HAD A CHOICE TO MAKE

Continuation Baseline: Forward motion along current trajectory - a status quo scenario

New Equilibrium: Modest changes based on current data - then a new plateau.

Decline & Collapse: Failure to adapt to changing environment - spirals into decline

Transformed: Organization is changed - old system discarded, new model emerges



HORIZONS TURN TO PLANS
IMAGINE

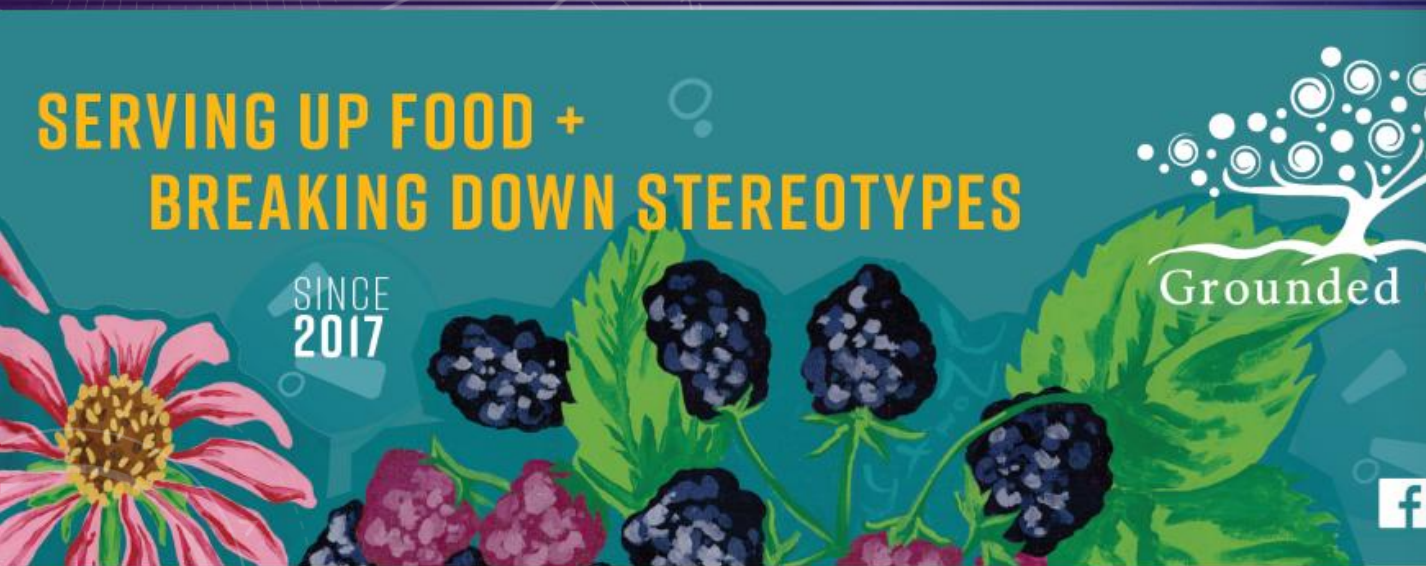


HORIZON

PLANS BECOME REALITY 2027



THAT CAFÉ TURNS INTO A FOOD TRUCK



BOARD MEMBERS CONTRIBUTE



YOU CAN DO IT
IMAGINE IF YOU DON'T



How can Envision help prepare you for the future?

- Visit our website: www.envisiongggb.org
- Participate in Foresight Training
- Seek consulting assistance from Envision's Foresight Certified trainers.
- Subscribe to the *Horizons Newsletter*
- Attend World Futures Day: February 27, 2026, at the Oneida Convention Center in Green Bay.
- Sponsor:
 - **Support a Leader:** Provide an opportunity for someone in your organization to attend Foresight training by sponsoring their participation.
 - **Sponsorships:** Align your organization with a cause that helps shape the future of your community.

What is the Future of Your Organization?



Thank You!