



WELCOME TO THE
VISION KEENE 20-FORWARD
PROJECT

Think-Tank
Part 2

**Vision Keene 20-Forward Think-Tank
PART 2**





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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.



Vision Keene 20-Forward 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

May 30



May 31



Key Drivers:

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

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

Table brainstorm



Key Drivers

1. Smarter land use in Keene
2. Changing job landscape
3. Future of higher education in Keene
4. Local business character and control
5. Geographic location
6. Climate resilience and buffering
7. Climate refugees
8. Sense of community and collaboration
9. Aging population
10. Lack of transit options
11. Cost and availability of energy
12. Political climate refugees
13. Locally sourced food production
14. Aging infrastructure
15. Greater availability of housing
16. Technology allowing remote work
17. Local economic impact of downtown project
18. Access to healthcare
19. Importance of arts and culture
20. Electrification through renewables

Key Drivers – Future Impact Score

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

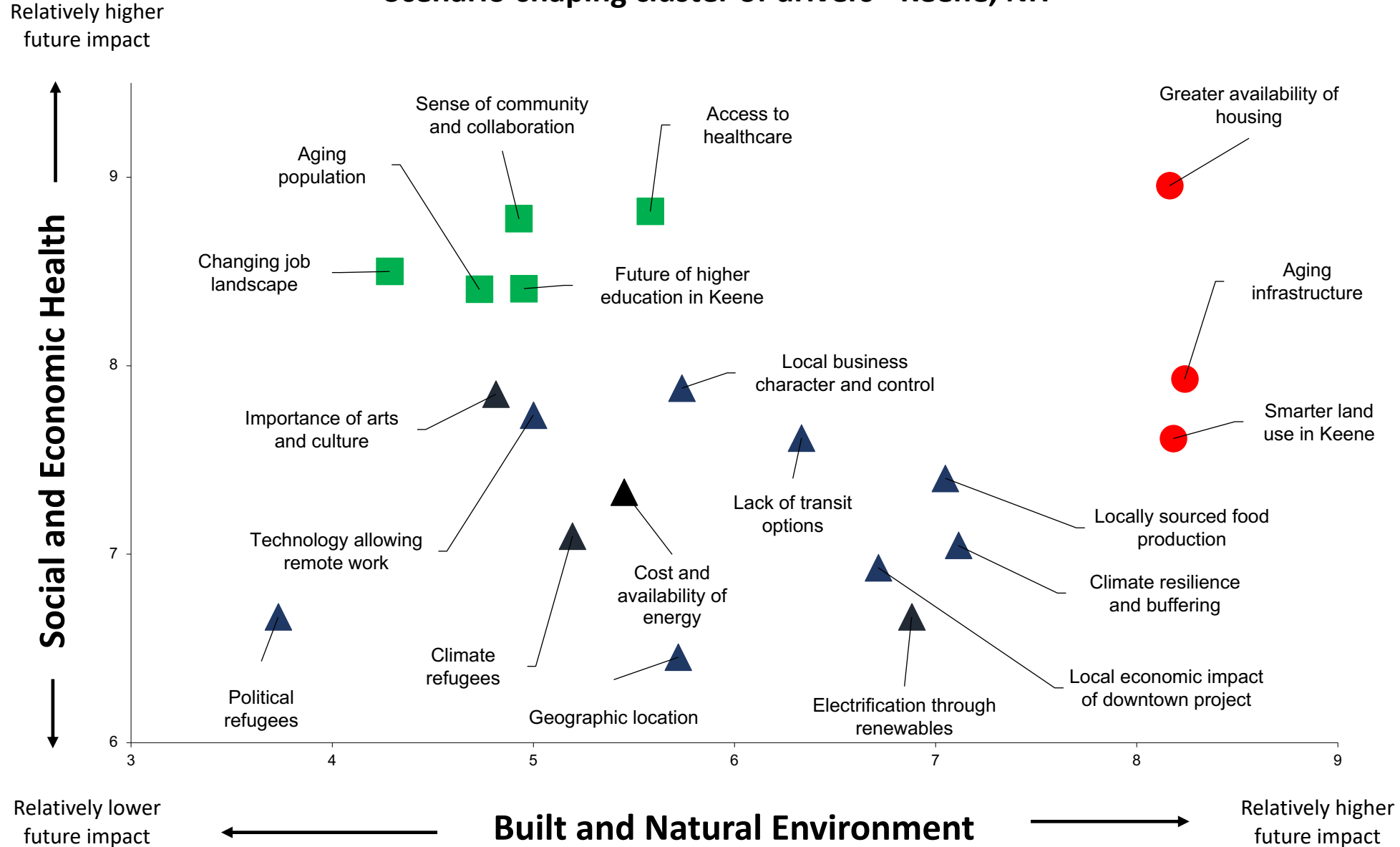


DRIVER	DRIVER NAME	Built and Natural Environment	Social and Economic Health
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

**Rating the
importance
of each driver –
individual scoring**



Scenario-shaping cluster of drivers - Keene, NH



Future-splitting themes – based on clusters of drivers

Community evolution

- Access to healthcare
- Sense of community and collaboration
- Changing job landscape
- Aging population
- Future of higher education in Keene

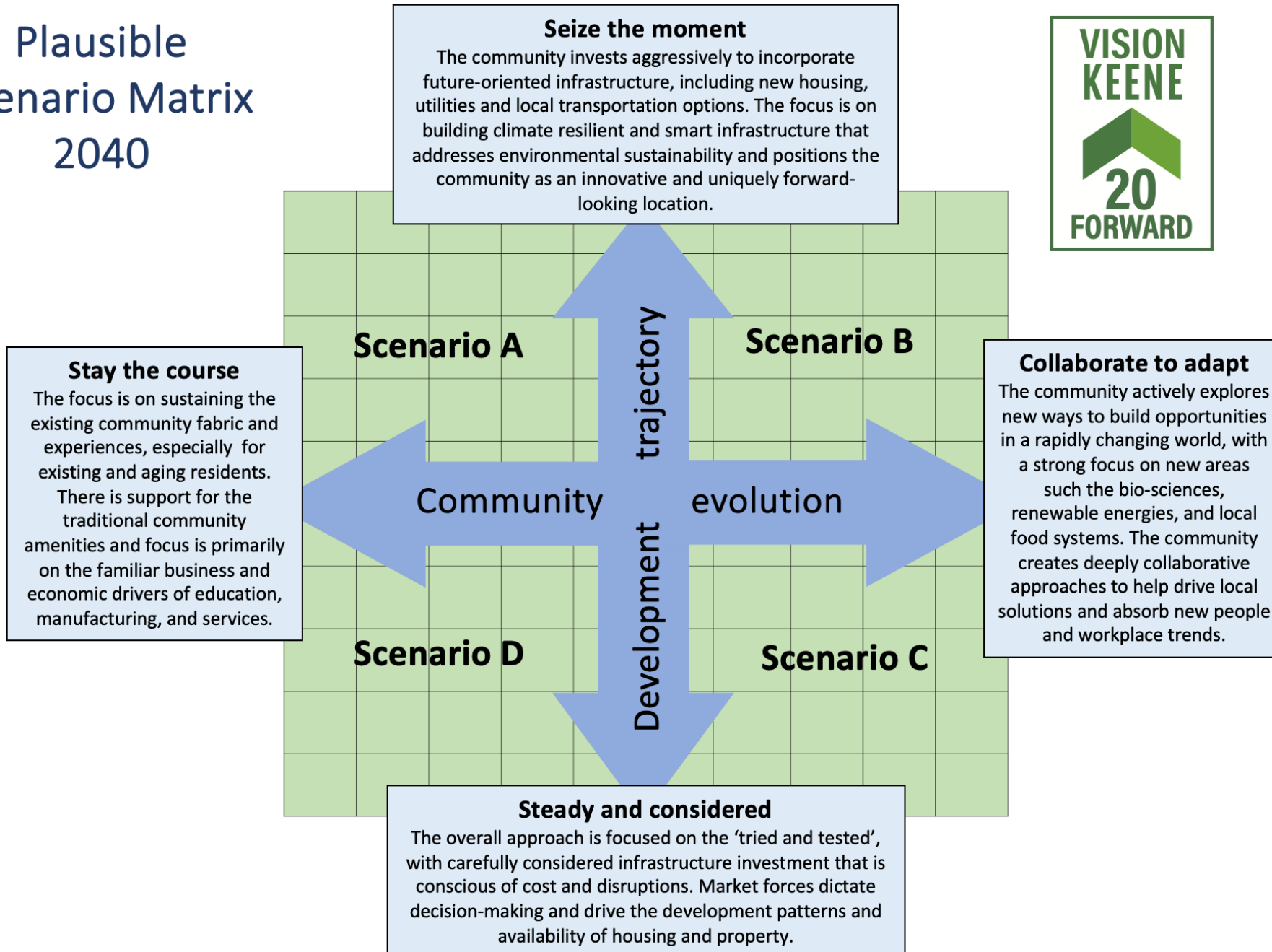
Development trajectory

- Greater availability of housing
- Aging infrastructure
- Smarter land use in Keene

Key drivers were clustered under future splitting themes – based on data in scatter plot. These clusters are used to formulate the scenario matrix.



Plausible Scenario Matrix 2040



Scenario name (A):

**Community and Social Fabric
Characteristics – 2040**

**Economic and Built Environment
Characteristics – 2040**

**Environmental and Landscape
Characteristics – 2040**



Scenario Characteristics - Dimensions to Consider

Community and Social Fabric 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
- Downtown core and architectural assets
- Role of educational institutions and models of education

SUGGESTED
TOPICS

Economic and Built Environment Characteristics

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

Environmental 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)

Community and Social Fabric Characteristics	Economic and Built Environment Characteristics	Environmental and Landscape Characteristics
2025	2025	2025
2030	2030	2030
2040	2040	2040



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





Breakout Session Roles

Each Scenario Group must include the following roles:

- **Facilitator:** Each breakout group will have one or two assigned facilitators who help moderate the conversation and encourage participation. The Facilitator doesn't need any special knowledge on any subject matter – all backgrounds and viewpoints are welcome and encouraged.
- **Timekeeper:** The Timekeeper helps keep the breakout group on track using the provided schedule to make sure that the group gets through the full activity.
- **Recorders:** The Recorder(s) is responsible for taking notes for the breakout group using the provided worksheets.
- **Presenter(s):** 1 or 2 Presenter(s) will share back key takeaways to the larger Vision Summit group at the end of the Breakout Session.
- **Participants:** Everyone in the breakout group is encouraged to share insights and perspectives. Active participation means a wide variety of voices and more meaningful conversations.

**All roles are voluntary and selected by the group at the start of the breakout. The Facilitator should help make sure that all roles are filled.*



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

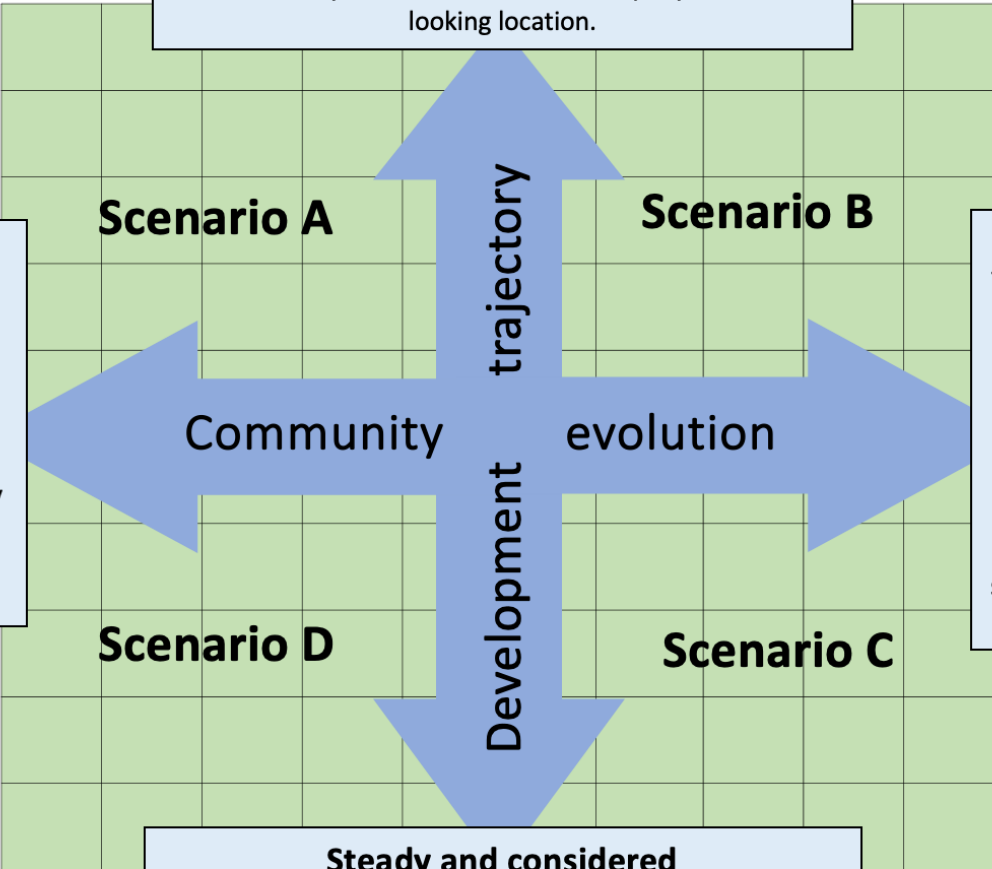


Stay the course
 The focus is on sustaining the existing community fabric and experiences, especially for existing and aging residents. There is support for the traditional community amenities and focus is primarily on the familiar business and economic drivers of education, manufacturing, and services.

Seize the moment
 The community invests aggressively to incorporate future-oriented infrastructure, including new housing, utilities and local transportation options. The focus is on building climate resilient and smart infrastructure that addresses environmental sustainability and positions the community as an innovative and uniquely forward-looking location.

Collaborate to adapt
 The community actively explores new ways to build opportunities in a rapidly changing world, with a strong focus on new areas such the bio-sciences, renewable energies, and local food systems. The community creates deeply collaborative approaches to help drive local solutions and absorb new people and workplace trends.

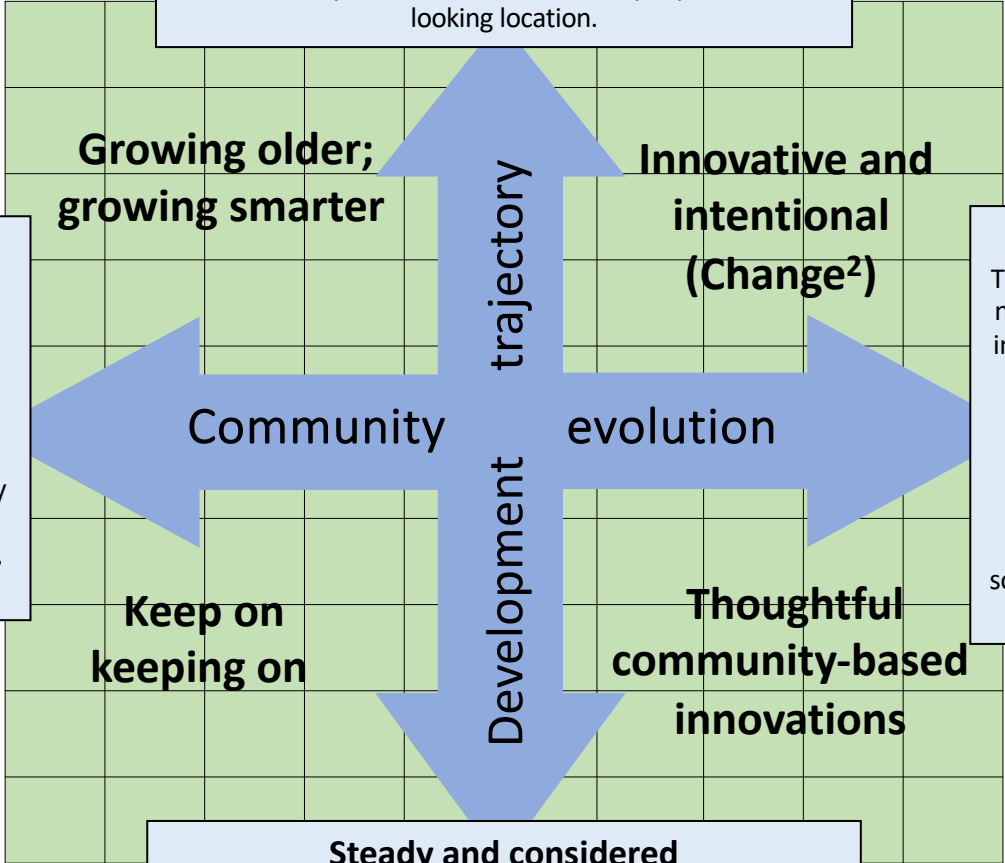
Steady and considered
 The overall approach is focused on the 'tried and tested', with carefully considered infrastructure investment that is conscious of cost and disruptions. Market forces dictate decision-making and drive the development patterns and availability of housing and property.



Plausible Scenario Matrix 2040



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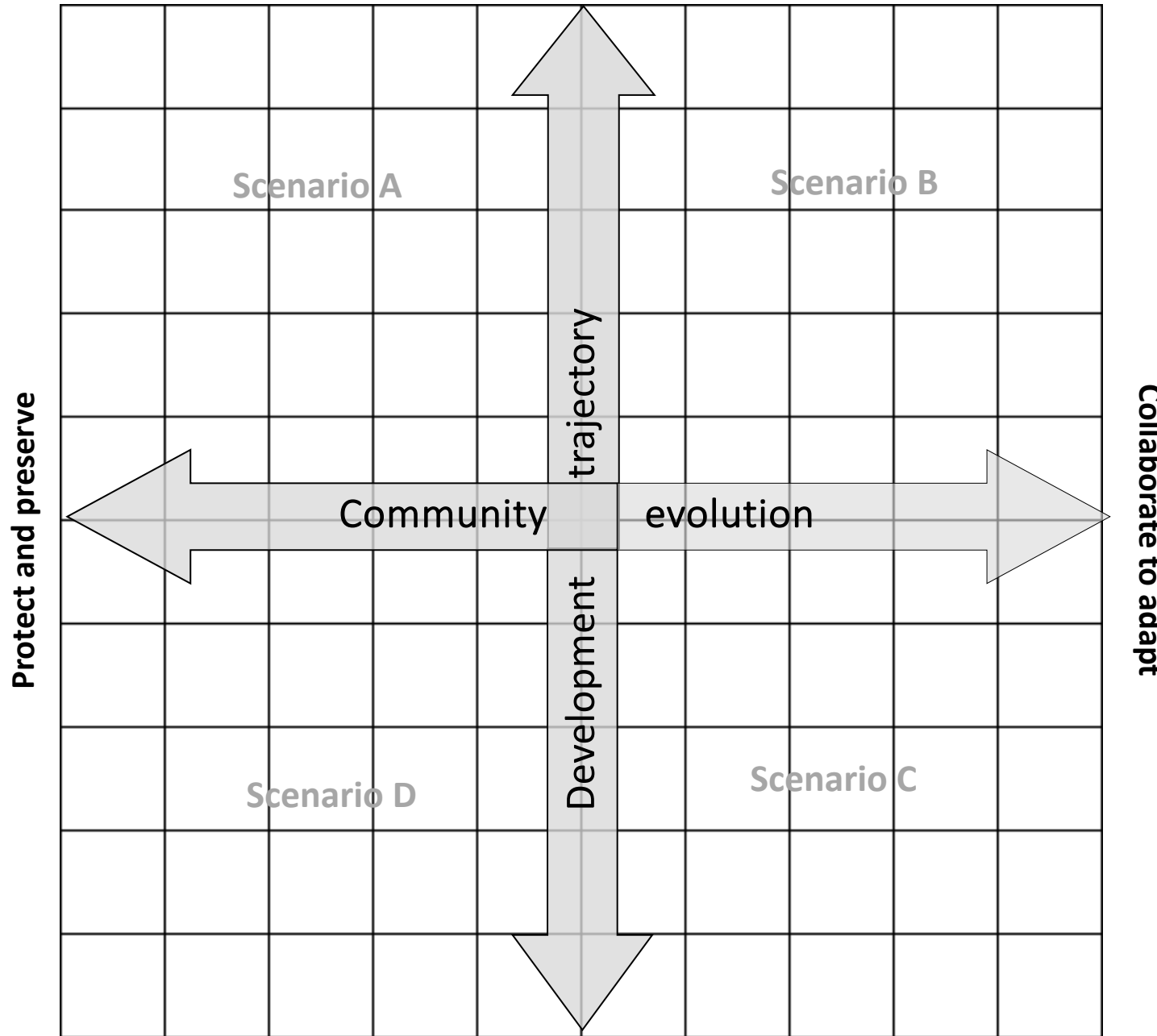
VISION KEENE 20-FORWARD

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 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 Keene in 2040.

Seize the moment



Vision Keene 20-Forward
Think-Tank Heatmaps

May 30-31, 2024

Instructions

On the grid at the left, please assign coordinates for the following:

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



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 Keene over the next 10-15 years?

1.

2.

3.



City of Keene, New Hampshire Comprehensive Master Planning Process Phase 1: Community Vision and Community Snapshot



Vision Keene 20-Forward - Next Steps

Community Visioning Sessions

- Recap on Think-Tank outcomes
- Explore Preferred Future for Keene
- Identify key desired outcomes and objectives
- Heatmap Survey



- **Community Visioning Sessions**
- **Week of June 17, 2024**

June
2024



Vision Keene 20-Forward - Next Steps

Future Summit

- Recap on Community Visioning outcomes
- Transition from Phase 1 to Phase 2 of the Comprehensive Master Plan Project



- **Future Summit**
- **Saturday, October 5**
- **9:00am – 12:00pm**

October
2024





Thank you!

For more information on the Vision Keene 20-Forward comprehensive master planning project, please visit the project portal at:

<https://keenemasterplan.com>

