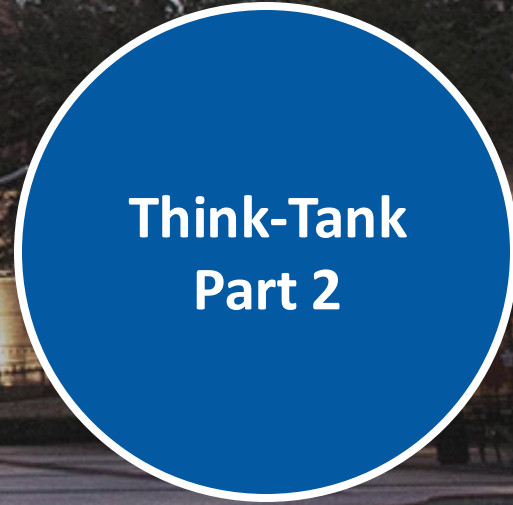




WELCOME TO THE CITY OF SUGAR LAND STRATEGIC ACTION PLAN PROJECT



City of Sugar Land Strategic Action Plan Think-Tank PART 2





WELCOME TO THE CITY OF SUGAR LAND STRATEGIC ACTION PLAN PROJECT

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.



City of Sugar Land Strategic Action Plan Think-Tank

Part 1 – Explore Future Trends

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

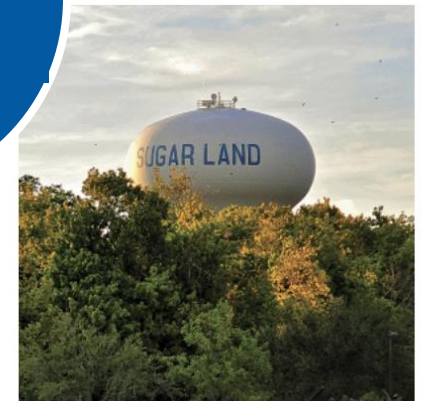
Part 2 – Build Scenarios

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

Sept 5



Sept 7





Key Drivers:

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

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

Table brainstorm



Key Drivers

1. Suburban Safety
2. Population Growth in the County
3. Transportation Options
4. Access to Worldclass Healthcare
5. Quality of Education
6. Sense of Community
7. Infrastructure Capacity
8. Reliable Power
9. Climate Change
10. Technology Infrastructure
11. Budget Constraints
12. Importance of Mental Health
13. Demand for Recreation
14. Aging Infrastructure
15. Cultural and Lifestyle Diversity
16. Level of Volunteerism
17. Quality of Amenities
18. Community Engagement
19. Family Atmosphere
20. High Quality Job Availability



IMPACT MATRIX

City of Sugar Land Think-Tank Day 1 | September 5, 2024

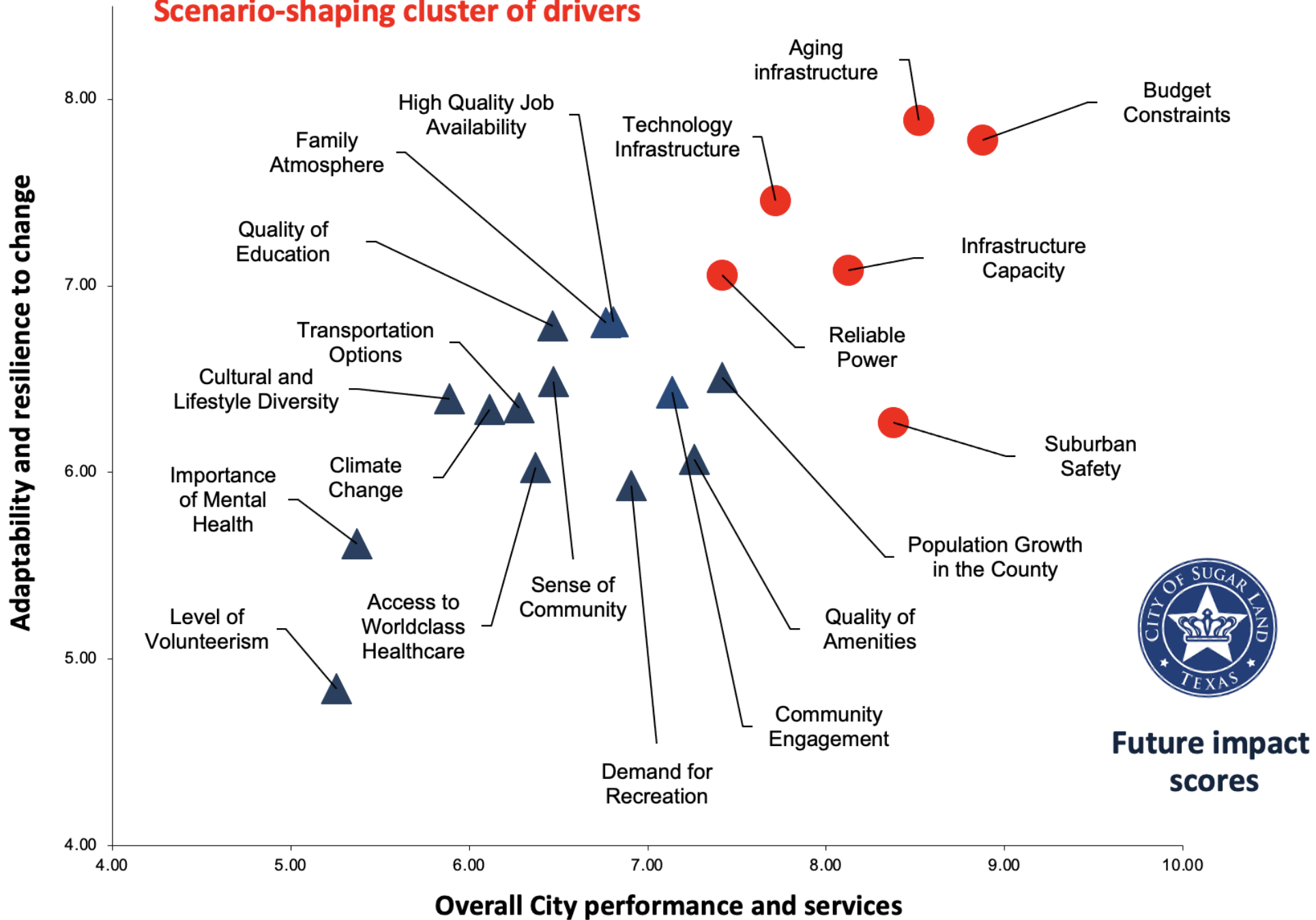
Rate each driver in terms of likely future impacts on the following dimensions for the City of Sugar Land.

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

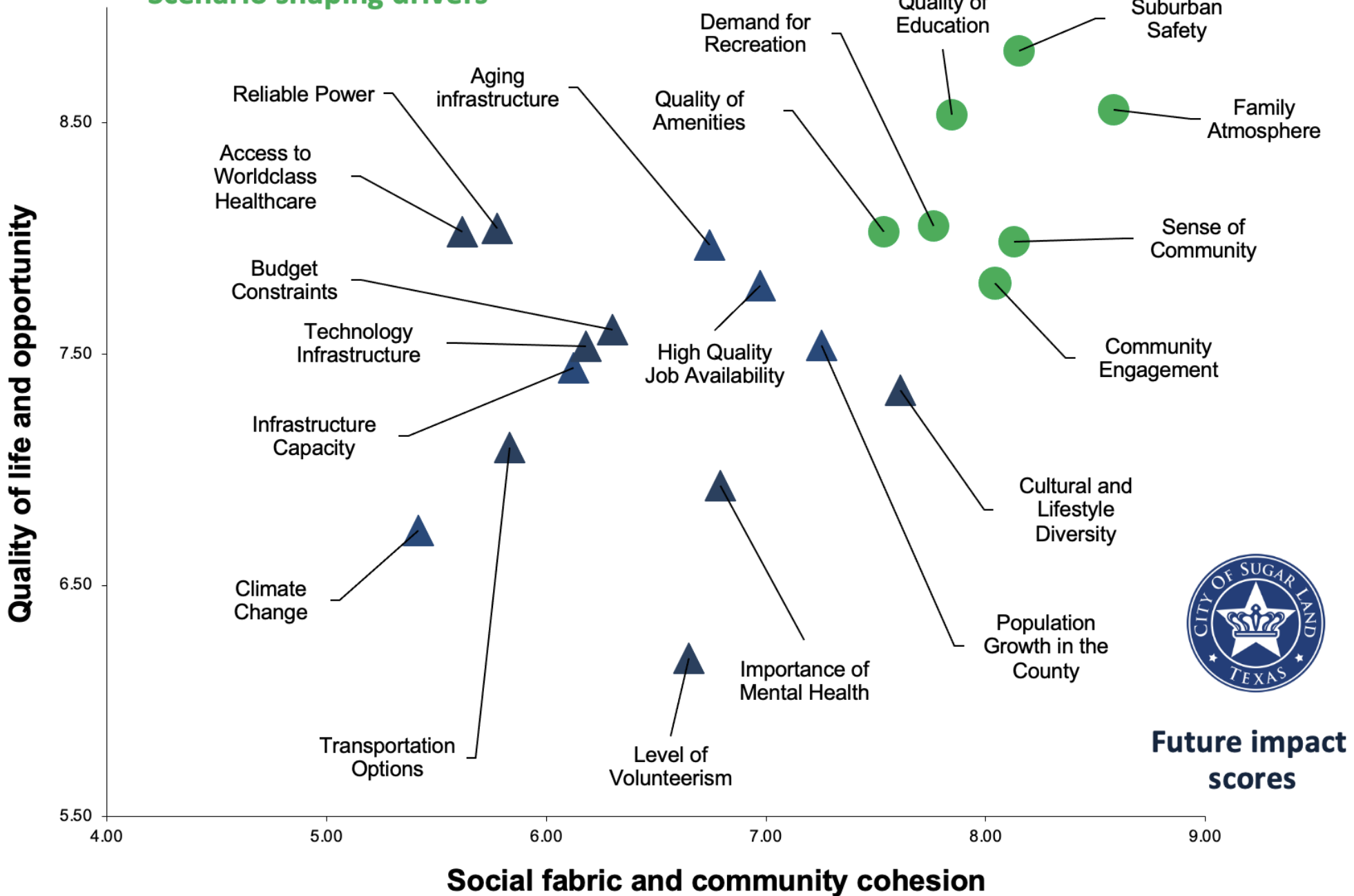
	Dimensions			
Driver	Overall City performance and services	Adaptability and resilience to change	Social fabric and community cohesion	Quality of life and opportunity
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Rating the importance of each driver – individual scoring

Scenario-shaping cluster of drivers



Scenario shaping drivers



Future-splitting themes – based on clusters of drivers

Infrastructure Trajectory

- Budget constraints
- Aging infrastructure
- Technology infrastructure
- Infrastructure capacity
- Reliable power
- Suburban safety

Community Focus

- Suburban safety
- Family atmosphere
- Quality of education
- Sense of community
- Demand for recreation
- Quality of amenities
- Community engagement

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

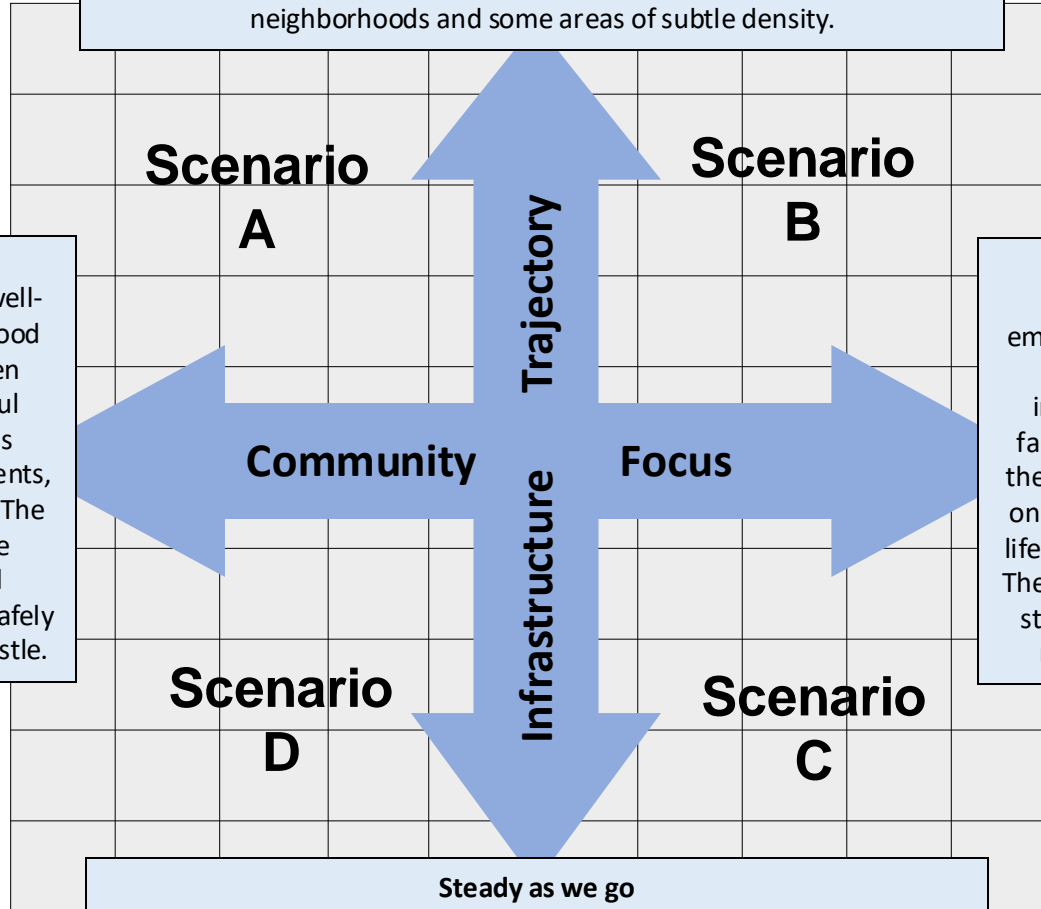


Plausible Scenario Matrix 2035

Investing in the future
 There is a focus on embracing new technology to create a 'Smart City' to tackle emerging infrastructure challenges, resource management and climate adaptation. Infrastructure helps provide new community connection points and recreation options. Innovative models help create more housing diversity across age ranges, with more intimate neighborhoods and some areas of subtle density.

Stay the course
 The community relies on its well-earned strengths, including good school district, existing green spaces and safe and peaceful neighborhoods. The focus is primarily on the existing residents, who have earned their place. The priority is on preserving the traditional family-oriented suburban community, that is safely outside the urban Houston hustle.

Adapt and evolve
 The community embraces emerging demographic and social changes, to build a diverse intergenerational community fabric. The community builds on the existing strengths, by focusing on creating exceptional quality of life for current and new residents. There is an intentional fostering of strong, connected and engaged neighborhood communities.



Steady as we go
 The focus is on cost-efficient and budget conscious investment in key infrastructure. The focus is on only replacing existing infrastructure as needed, and the community is reliant on the broader regional transportation network and power systems. Housing stock and availability is limited and dominated by existing single-family homes in the suburban setting.



Scenario name:

Economy & Industry –
Predicted Characteristics in 2035:

Community & Social Fabric -
Predicted Characteristics in 2035:

Built Environment & Landscape -
Predicted Characteristics in 2035:



Scenario Characteristics - Dimensions to Consider

Economy and Industry Characteristics

- Businesses types and location
- Commercial and retail development, location and density
- Types of jobs, employment levels, labor participation rates
- Skills profiles, workplace models and opportunity levels
- Wage and salary profiles and commute patterns
- Cost of living and services
- Connectivity, accessibility and transportation

SUGGESTED
TOPICS

Community and Social Fabric Characteristics

- Population makeup, growth rates and locations
- Age profiles and wellbeing
- Underlying community values and ethos
- Community engagement, connectivity and social fabric
- Role of educational institutions and models of education
- Community reputation and vibe
- Types and location of community focused City services

Built Environmental and Landscape Characteristics

- Neighborhood nodes and clusters – development patterns
- City and neighborhood character
- Transportation systems and patterns
- Housing types, sizes, prices and affordability
- Community amenities and social infrastructure – types and locations
- Adaptation to climate change / severe weather events
- Land use allocation, use of green and open spaces
- Ecological and environmental health and quality
- Resource and energy management systems



Headline News

Economy and Industry	Community and Social Fabric	Built Environmental and Landscape
2025	2025	2025
2030	2030	2030
2035	2035	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



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 Think-Tank 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.*





Scenario Group timeline (elapsed time - minutes)

- 00 min Whole group to meet and scope out scenario (10m)
- 10 min Break into 3 sub-groups, and Develop Characteristics (30m)
- 40 min Regroup and share insights and predictions (10 min)
- 50 min Break into 3 sub-groups, Develop Headlines News (15m)
- 65 min Regroup and create short scenario name and description (10m)
- 75 min Return; ready to present

Plausible Scenario Matrix 2035

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Traditional Values, Incremental Innovation

Steady as She Goes

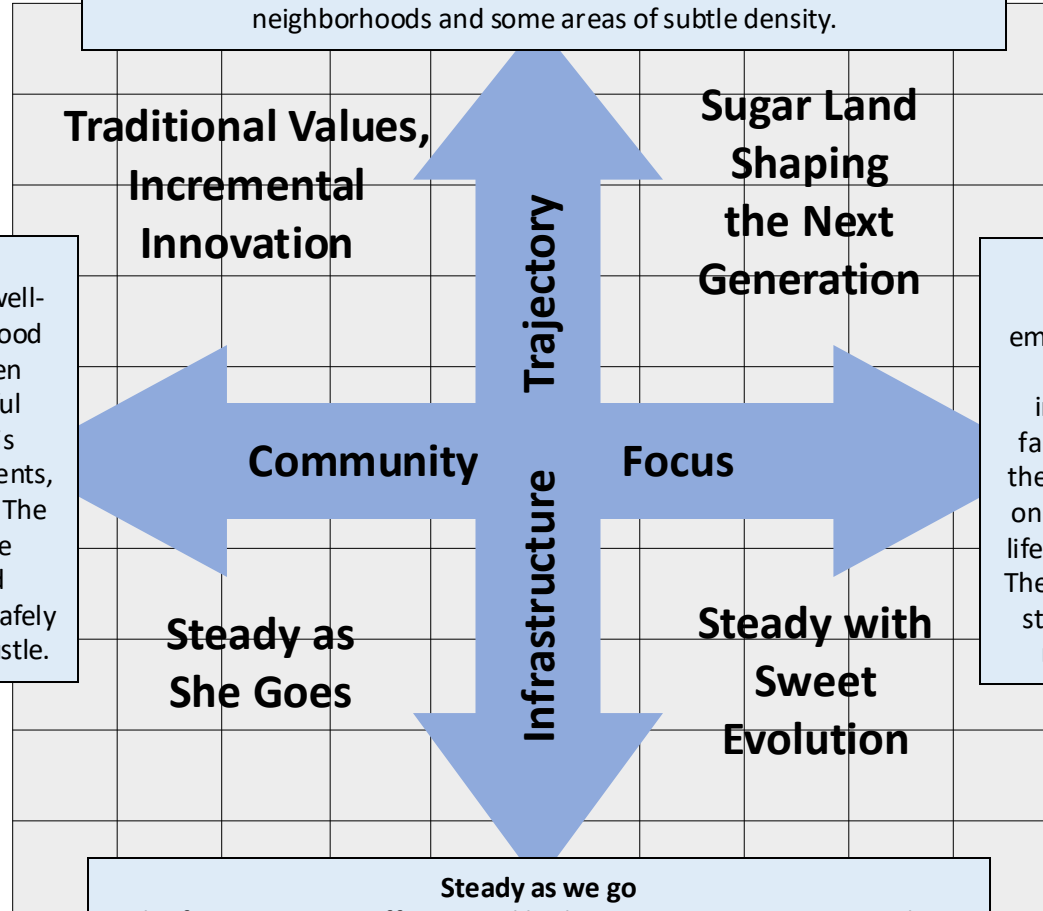
Sugar Land Shaping the Next Generation

Steady with Sweet Evolution

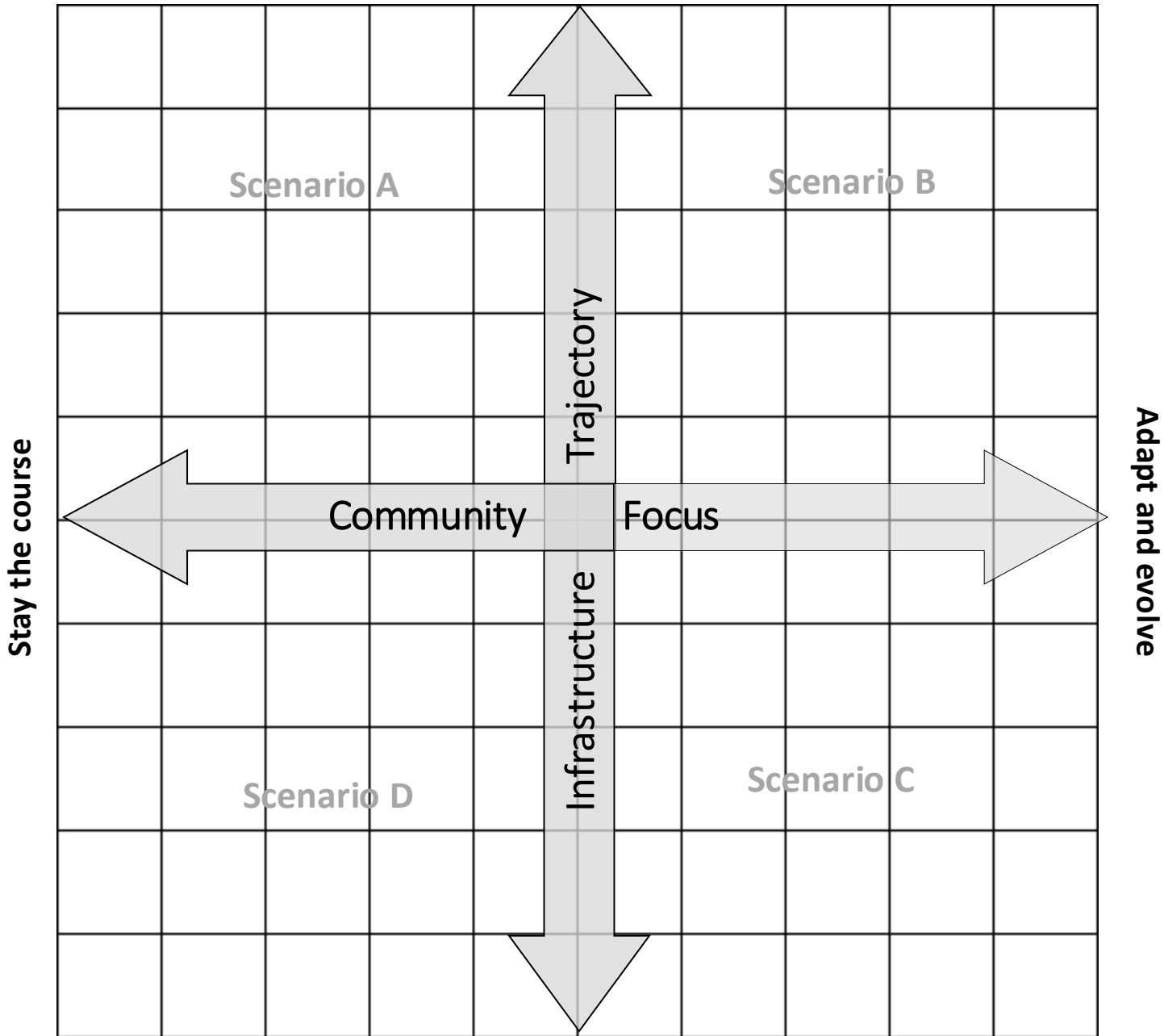
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Invest in the future



**City of Sugar Land
Strategic Action Plan
Think-Tank Heatmaps**

September 7, 2024

Instructions

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

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



CITY OF SUGAR LAND STRATEGIC ACTION PLAN THINK-TANK

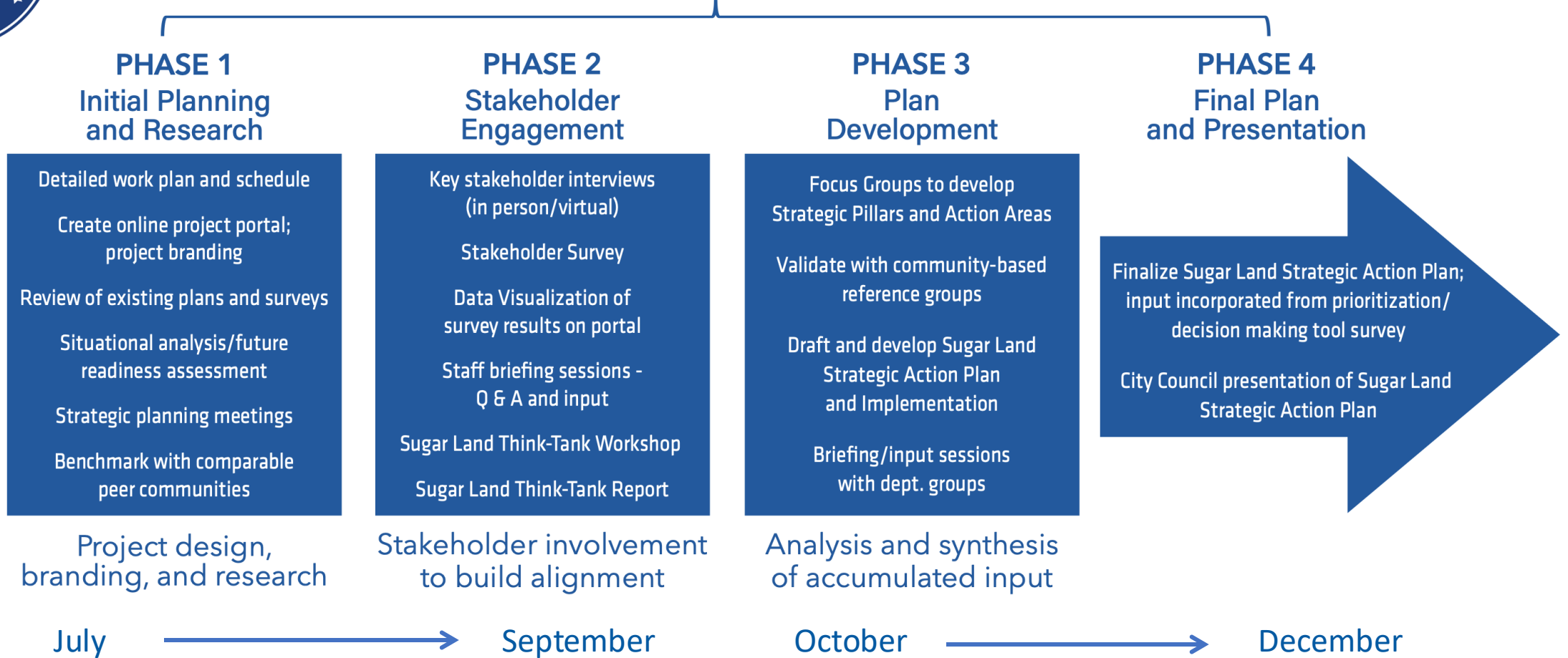
Expected, Preferred and Least Desirable Futures Heatmaps

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 trajectory persists.
3. **PREFERRED FUTURE:** The Preferred Future is the future you think is optimal and creates the best outcome for Sugar Land in 2035.



SUGAR LAND STRATEGIC ACTION PLAN



City of Sugar Land Strategic Action Plan - Next Steps

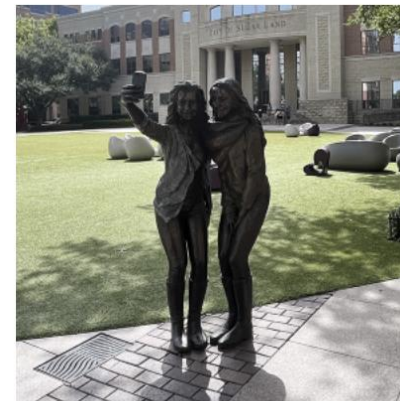


Stakeholder Survey

- Targeted key stakeholder survey
- Analyzing stakeholder appetite for change and future readiness – building on Think Tank
- Results presented on portal via data visualization

- Stakeholder Survey
- September 2024

September 2024



City of Sugar Land Strategic Action Plan - Next Steps



Focus Group Sessions

- Conducted with specific stakeholder groups
- Develop strategic actions and pillars
- Explore goals and actions to get to preferred future

- **Focus Group Sessions**
- **30 Sept – 3 Oct 2024**



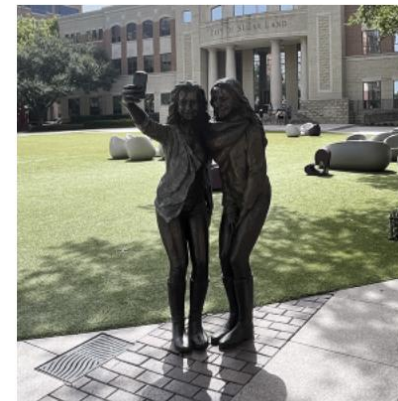
City of Sugar Land Strategic Action Plan – Next Steps



City of Sugar Land Strategic Action Plan

- Focus group findings validated with community-based groups
- Briefing/input sessions with staff
- Council Retreat
- Production of final Strategic Action Plan

- **FINAL WORK**
- **Oct – Dec 2024**





Thank you

For more information on the City of Sugar Land Strategic Action Plan project, please visit the project portal at:

<https://lab2.future-iq.com/sugar-land-strategic-action-plan/>

