



**ORLANDO REGION:
LEAP TO TOMORROW**

Acknowledgements

As a business proudly headquartered in Central Florida, Kedge was honored to be part of the Orlando Region: Creating Our Future project. We would like to thank the Partnership for the opportunity to facilitate this important work. We appreciate the commitment of the Staff and Leadership team and their trust in the process.

This visionary work product would not be possible were it not for the support of the OEP stakeholders and investors. We thank you for the time and energy you have dedicated to help make the vision of broad-based prosperity a reality.



EXECUTIVE COMMITTEE REPORT

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“I don’t believe there’s a challenge anywhere in the world that’s more important to people everywhere than finding solutions to the problems of our cities. But where do we begin...how do we start to answer the great challenge?”

-Walt Disney

EXECUTIVE SUMMARY

The merger of the Central Florida Partnership and the Metro Orlando Economic Development Commission to create the Orlando Economic Partnership (OEP) lays the groundwork for the visionary leadership required for Central Florida’s sustainable future. After all, these volatile and complex times require new approaches and mindsets. Trends in society, technology and the economy are all converging in unexpected ways, forever changing the way people view the world. The organizations and institutions that anticipate this value shift and make the appropriate course adjustments will be positioned to benefit from the opportunities that result. Those that remain tied to current business practices and outdated ways of operating will likely fail.

Building upon OEP’s transformative strategic framework and its vision for “a regional approach to broad-based prosperity,” Kedge assisted the organization by leading a collective effort which engaged leadership, staff and stakeholders in creating the future today. This ambitious plan to reconceptualize economic development through participatory engagement to achieve broad-based prosperity kicked-off in May 2018 with a goal to inform the Fiscal Year 2019 plan.

After an immersion phase which included: targeted interviews, a Delphi survey administered to over 300 individuals and extensive trend research; Kedge lead OEP and its stakeholders through the process of discovering, exploring, mapping, and creating strategic transformations with a series of face-to-face foresight-fueled work sessions. The result was the co-creation of a transformative narrative: Orlando as the “real” Experimental, Prototype, Community of Tomorrow that Walt Disney envisioned years prior. This narrative solidified support for OEP’s vision along with a re-framed conversation that has established an updated modality for the development, validation, and implementation of regional priorities.

ORLANDO REGION: CREATING OUR FUTURE BY THE NUMBERS

How did we engage

200
Stakeholders in a
12-WEEK
consensus building
effort to create the
future of our region?

We conducted

29

Genius Interviews and
distributed a survey to

310+

Individuals across the
Central Florida Region
And facilitated

Large-scale foresight
workshops, for a total of

60

Participants for
18 HOURS
of hands-on
collaboration

4 AREAS OF
FOCUS
Mobility, Security, Generativity,
and Openness along with

8 DNA
SOURCES
FOR OUR
REGION: Diversity, Education, Natural
Playground, Agriculture,
Healthcare, New Tech,
Hospitality, High Growth

Workshop
participants
were
immersed in **3** Scenario
worlds
set in...

2028
MICRO
2032
MIRROR &
2038
HOLOPTIC

The scenarios
leveraged the
insights from the
interviews and the
survey, along with

65

Trends across
social, technological,
environmental,
economic and
political realms

The result of
the first set
of Wicked
Opportunities
workshops was

16 STRATEGIC
TRANSFORMATIONS

The "Sweet
16" were then
funneled into the
ELITE

8

The stakeholders were
again engaged to prioritize
the ideas to the Final

4

Once mapped to their
transformational outcome
the final four converged to

1 Higher Order
purpose

ENGAGEMENT METHODOLOGIES AND FRAMEWORKS

The Postnormal Age

Attempting to describe the exponential change that is reframing our traditional operating systems, social structures and human perspectives, sociologist and scholar Ziauddin Sardar coined the phrase “Postnormal Times.” Based on the concept of Postnormal Science in which facts and values are in flux, Zardar’s framework describes the unique aspects of the ambiguous and shifting world in which we now find ourselves. Characterized by a climate of chaos, complexity and contradictions, the things which we have considered to be “normal” are quickly evaporating. The ideas that have historically guided us - hierarchical structures of society and organizations, top-down governance, segmented industries, intellectual property, personal ownership, etc. - are becoming increasingly irrelevant. If today’s organizations expect to thrive in the 21st Century, they must cultivate and embrace new pathways to value creation that align with the characteristics of a Postnormal Age.

As we continue the shift from the Industrial Age to a Postnormal Age, the metrics that have led us to educational siloing, organizational reductionism, and the general quantifying of life will no longer result in successful value creation. As Dr. Daniel Christian Wahl points out in his book *Designing Regenerative Cultures*, “What we need is a more nuanced understanding of how as living systems mature they shift from an early (juvenile) stage that favors quantitative growth to a later (mature) stage of growing (transforming) qualitatively rather than quantitatively.”⁷ If we are moving into an era with a greater focus on qualitative growth, then we must embrace new methods of economic development and value creation.

The Creating our Future engagement employed Strategic Foresight tools and methodologies. As we accelerate towards a new world of education, work and community, the present-day definition of value that stems from short-term agendas, incremental development and historical forecasting is becoming just as antiquated as the system for which it was coined. We must learn to pull from the future to create robust value in the present. In a world that is being rapidly reshaped by networked matter, artificial intelligence and digital lifestyles, creating value requires an emphasis on foresight rather than hindsight.

The Changing Sources of Value: A New Concept of Sustainability in a Complex Environment

The changing global landscape is impacting how sustainable value is conceived and measured as well as how economic development engines are structured and who they serve. Public, private and independent capital organizations will all be in a unique leadership position as we redefine sustainability in a more holistic manner that encompasses positive impacts within economic and social realms in addition to the environment.

In his groundbreaking book *The Origin of Wealth*, Professor of Public Policy Practice Eric Beinhocker argues against the classical notion of equilibrium in economic theory, stating instead that wealth creation has all of the characteristics of a “complex adaptive system.”

As is the case with organic or natural systems, the economy trends toward greater complexity, spontaneous self-organization, pattern generation, and the accumulation of novelty over time.

Referring to this concept as “Complexity Economics,” Beinhocker notes that, “The most obvious characteristic of economies is that they are collections of people interacting with each other in complex ways, processing information, and adapting their behaviors... Rather than portraying the economy as a static equilibrium system, these models presented the economy as a buzzing hive of dynamic activity, with no equilibrium in sight. Just as the pattern of a whirlpool arises from interacting water molecules, these models showed complex patterns of boom and bust and waves of innovation emerging from the interactions of simulated agents.”²

Beyond recognizing that an increasingly complex environment is a natural and organic sign of maturity, researchers and professionals are realizing that complexity is the seedbed of unlimited human creativity. This generative idea reframes our view of complexity from being a force that opposes progress to one that enables us to unearth creative solutions to our greatest challenges. Much like an ever-growing canvas, accelerating complexity is giving us more space on which to paint an unending series of unique masterpieces.

New Measures

In less volatile times, organizations relied on history as the best predictor of the future. As a result, strategy, business development, and financial planning efforts were largely focused on accurately documenting and reporting on the past. Linear forecasts - which informed all decision making within the organization – were based on extrapolating results from prior periods. Today, few entities would trust these outdated approaches for more than a 3-month timeframe, recognizing that greater turbulence undermines history’s ability to guide us into the future. In addition to leaning disproportionately on history, measurements of organizational value are also subject to systematic constraints, such as regulatory requirements on quarterly reporting, which produces short-termism.

As viewpoints regarding the role and contribution of organizations shift, so do the measures designed to capture these values. Emerging concepts which redefine time horizons and perspectives are replacing quantitative and past-centric approaches and the results suggest the change is for the better. “Research conducted by a team from McKinsey Global Institute in cooperation with FCLT Global, found that companies that operate with a true long-term mindset have consistently outperformed their industry peers since 2001 across almost every financial measure that matters.”⁸

Having a long-term mindset in a business environment which is characterized by the “tyranny of the urgent” is challenging to the say the least. Part of the problem is the misconception that the future is somehow disconnected from the present. The future exists across a spectrum, with two distinct ends: the push and the pull. Traditionally, organizations have focused solely on the push of the future. This end of the spectrum represents the trends and emerging issues that are coming at us,

pushing us into the future regardless of our actions. On the other end of the spectrum is the pull of the future. This represents our ability to purposefully identify and create our preferred futures. To achieve long-term success, entities are realizing that they must leverage both the push and pull of the future, actively engaging with their aspirational narratives so that they can effectively chart a course through today's emerging issues to achieve them.

To strengthen the connection between the past, present and future, new metrics are required. Examples of the shift to qualitative measurements can be found in geopolitical as well as corporate spheres. The use of the Gross National Happiness Index in Bhutan is well documented and, more recently, The Social Progress Index, "an aggregate of social and environmental indicators that capture three dimensions of social progress: Basic Human Needs, Foundations of Wellbeing, and Opportunity"⁶ is rapidly gaining popularity to redefine the standards of human development. For their part, organizations are not only adopting practices like the triple bottom line, they have also begun supplementing traditional employee engagement inventories to include factors meant to better capture well-being (spiritual, mental and physical).

New Stakeholders

Value creation and sustainment is made more complicated in today's environment as organizations and institutions become accountable to a larger network of diverse stakeholders. Beyond investors, employees and customers, institutions must now operate in a global ecosystem of interconnected partners, with each requiring greater transparency. The communities impacted by an organization's footprint, for example, go well beyond those physically residing near the company's headquarters. Global supply chain dynamics coupled with the availability and transferability of data, require that all firms adopt a broader view of the audience they serve. As a result of this sprawling ecosystem of stakeholders, consensus-building approaches must be leveraged to drive long-term benefit for communities.

New Organizational Models

Not surprisingly, established organizations with more traditional structures are struggling to adapt to the evolving expectations of their stakeholders. In response to this performance gap, some are experimenting with non-traditional organizational models that leverage changing societal values along with technological advancements that support more decentralized approaches. A common trait among these breakthrough organizational models is the ability to think holistically about the value they generate, how its measured and who it benefits.

One example is the platform cooperative, an operating model which has been developed as a substitute to sharing economy firms. "A platform cooperative is an online platform (e.g. website, mobile app) that is organized as a cooperative and owned by its employees, customers, users, or other key stakeholders."¹ Specifically designed voting software facilitates decision-making while innovations like blockchain provide new methods for value exchange.

The hybrid value chain (HVC) or system is another transformative idea that could reframe how organizations are defined. "This new game of building hybrid value systems is ... a team of entrepreneurs working with other stakeholders to change the rules of how industries work, so that profits and problem-solving become two sides of the same coin."⁵ Essentially, an HVC breaks through traditional silos to capitalize on the complementary strengths from a mix of sectors, driving both monetary value and societal benefit, simultaneously.

New Definition of Sustainability

The proliferation of new types of measures, broader stakeholder networks, and disruptive organizational models is reframing sustainability beyond the classic definition of protecting the environment. Even the core concept of "maintaining the status quo" is unrealistic in our current environment of complexity and volatile change. A broader definition of sustainability would include every dimension of how a business operates in the ethical, social, environmental, cultural, and economic spheres. Further, this expanded notion of sustainability transcends the static lens of its predecessor in favor of a generative view that promotes continual transformation and opportunities.

ENGAGEMENT OUTCOMES: STRATEGIC TRANSFORMATIONS

Multi-Faceted Strategy

It has been noted that whenever we make a decision, we kill every future except one. Our mechanical view of organizational development has taught us that we must choose one 'official future' from among many possibilities, and tie our fortunes to that one decision. However, McGill Professor Henry Mintzberg has said, "Planners should make their contribution around the strategy-making process rather than inside it. They should supply the formal analyses or hard data that strategic thinking requires, as long as they do it to broaden the consideration of issues rather than to discover the one right answer."⁴

OEP Strategic Transformation development utilized a multi-faceted strategy methodology, a process by which we include multiple alternative futures in every one of our decisions, making our strategy and actions agile, elastic, adaptive and transformative. Beginning with long-range aspirations, goals and opportunities that an organization has identified, we can compress and synthesize these actions and ideas into a robust strategy. In this way, organizations are able to pull to the outside to design transformational vision and new core capabilities.

The Sweet Sixteen, the Elite 8 and the Final 4

Stakeholders participating in the Wicked Designs workshops created 16 Strategic Transformations which were then funneled into 8 ideas before being prioritized into the top 4 by the Executive Committee. The last step in the Creating our Future Engagement was to utilize natural growth curves for the mapping of the higher-order purpose of each of the final 4 Strategic Transformations. Throughout the process, the stakeholders kept the region's DNA top of mind.

EVALUATING STRATEGIC TRANSFORMATIONS

Central Florida Region – What's In Our DNA?

			
Diversity	Healthcare	Education	New Technology Industries
			
Natural Playgrounds	Tourism/Hospitality	Agriculture	High Growth

THE SWEET 16

THE ELITE 8



STRATEGIC TRANSFORMATIONS

THE ELITE 8

	EC VOTE
Smarter City	27
Talent Ecosystem	23
Autonomous Connection	14
Wellness Cloud	13
"X"celerating Space Colonization	6
Immersive Civic Engagement	6
Orlando Watson	2
City of the Future	2



SMARTER CITY

The extensive and collaborative mining of regional data (gathered from both residents and tourists) could result in the creation of well-informed, more diverse and inclusive communities where everyone prospers. Data-driven technologies and planning would allow for holistic decision-making by community developers, organizations, citizens, and visitors in the areas of talent sourcing, education access, wayfinding, home purchasing, and land development. Understanding what people desire when moving to the region or seeking prosperity would allow us to build more inclusive neighborhoods and districts. Such a data-rich approach would create a sustainable workforce, while fostering more vibrant and appealing neighborhoods and communities. Through the use of mobile technology, digital simulation and app development, such a database would allow residents and visitors to have a more expansive view of all that Central Florida has to offer while also promoting the broad-based appeal of the region to external businesses and talent.



AUTONOMOUS CONNECTION

There are transformative possibilities on the horizon for a region that specializes in autonomy. With Florida's favorable laws and Orlando's established businesses in driverless vehicle technology, community-wide connectivity could be the area's next core strength. Autonomy, however, reaches beyond transportation and into areas where drones and even intelligent, mobile structures could facilitate a more equitable distribution of resources and amenities while also solving transportation issues and greatly reducing negative environmental impacts. Autonomous assets could provide responsive and on-demand capabilities and improve opportunities for citizens. We've already seen autonomous technology spur new businesses and services. To take things further, it could also become "elastic spaces" that are co-owned or shared by individuals or communities.



TALENT ECOSYSTEM

Already a hub for talent attraction, Orlando can leverage the large-scale use of artificial intelligence, big data and digital identities to foster a dynamic and responsive region-wide digital talent ecosystem. This "living" environment would organically but intentionally balance the availability of quality life-long learning. Such a comprehensive and far-reaching platform would tailor users' education, talent development and career advancement based on their digital footprint. Individuals would also be able to create customized material that would serve personal aspirations that could then be leveraged by the entire community, thereby increasing the original creator's reputation and clout in the region. This ecosystem could increasingly evolve as an adaptive, "real-time" marketplace that would match region-wide skills to employer needs. The resulting feedback loop would address current skills gaps and keep the region's economy prosperous.



WELLNESS CLOUD

With developments like the Lake Nona Medical City, an established specialized Pharma industry, a focus on genome health and a culture of innovation, the Orlando region is poised to lead in new fields that can transform how healthcare is delivered. The creation of a wellness cloud could engage patients and empower them to take control of their own healthcare with the ability to collaborate with providers, share information and improve efficiency. This includes biological information and insights that lead to more proactive approaches to healthcare, breakthrough discoveries, and overall greater individual wellness. This access to cloud computing could revolutionize healthcare and allow patients and drug companies to work together to bring the right medicine to the right patients and develop treatment plans based on an individual's molecular background. This new approach could speed the elimination of diseases, considerably reduce healthcare costs, and even lengthen lifespans far beyond what we see today.





"X"CELERATING SPACE COLONIZATION

Developing a crowdsourced "X" prize (a monetary award which provides leverage for a sponsor's investment by driving additional support of a solution, shifting risk from sponsors to competitors), would greatly accelerate space colonization while leveraging our DNA in new tech industries. As a result, the Central Florida region would become a hub for the "Fourth Industrial Revolution," spurring the creation of emerging technologies, new areas of exponential growth, and a wave of new fields of study and jobs to support it all. The winners of this contest would be required to carry out the idea in Central Florida, advancing our start-up/entrepreneur community, and driving high-skilled talent to the region.



IMMERSIVE CIVIC ENGAGEMENT

Community-wide gamification techniques that cover everything from individual behaviors (health and wellness, recycling, energy use, etc.) to civic engagement (community development, voting, volunteering, etc.) could be successfully implemented through the creation of a "life currency." This region-wide "currency" would leverage blockchain technology – an incorruptible digital ledger of transactions that is verified by the entire participating network and that can be programmed to record virtually everything of value. Citizens earn currency through their participation in a broad swath of activities that build broad-based prosperity. Earning could be exchanged for various tax incentives, local goods and services, priority school selection, etc. This gamified, life currency could also help communities intentionally build around a common purpose, and create an equal playing field among community members, allowing open access to learning and opportunities regardless of stature and legacy. Ultimately, such a platform creates a city that is a feedback loop of continual improvement and innovation at the grassroots level.



ORLANDO WATSON

A global knowledge and research repository that utilizes immersive mixed reality, holographic and even neural technology to preserve ideas and cache the collective human consciousness could transform the Orlando region's educational approach in terms of accessibility, delivery and quality. This would allow far-flung students of all ages to visit global destinations throughout time, converse with ancient and modern scholars, engage in project-based education, and collaborate with deep learning systems that could lead to groundbreaking global innovations. This transdisciplinary model not only prepares our students to prosper as global citizens in an increasingly complex environment, but would also provide an accessible platform for directly engaging in worldwide humanitarian and planetary issues. Leveraging the region's core strengths, we can enable greater knowledge transfer in commerce, business and talent development without limits, both on-demand and "just-in-time." The result is a region that is a borderless source of global expertise and social entrepreneurship.



CITY OF THE FUTURE

What if, as a community, we intentionally created an agenda and landscape to continuously prepare ourselves for the future? What if we took it a step further by building tools, processes and models that allowed us to discover the future and create it today? This approach would position Central Florida as a digital and global incubator for the "leap to tomorrow" that other cities around the world could emulate. Through immersion in a virtual cityscape and the exploitation of connective technologies from a young age, our population would embody a "future ready" culture and mindset. The subsequent digital values and ideas would extend to the physical environment as collective expectations shift in regards to transformational possibilities, entrepreneurial endeavors and social initiatives. The resulting boundaryless city that is fully connected, diverse, inclusive and smart will serve as a manifestation of our EPCOT legacy which could make us a living laboratory and future-empowered exporter to cities across the globe.

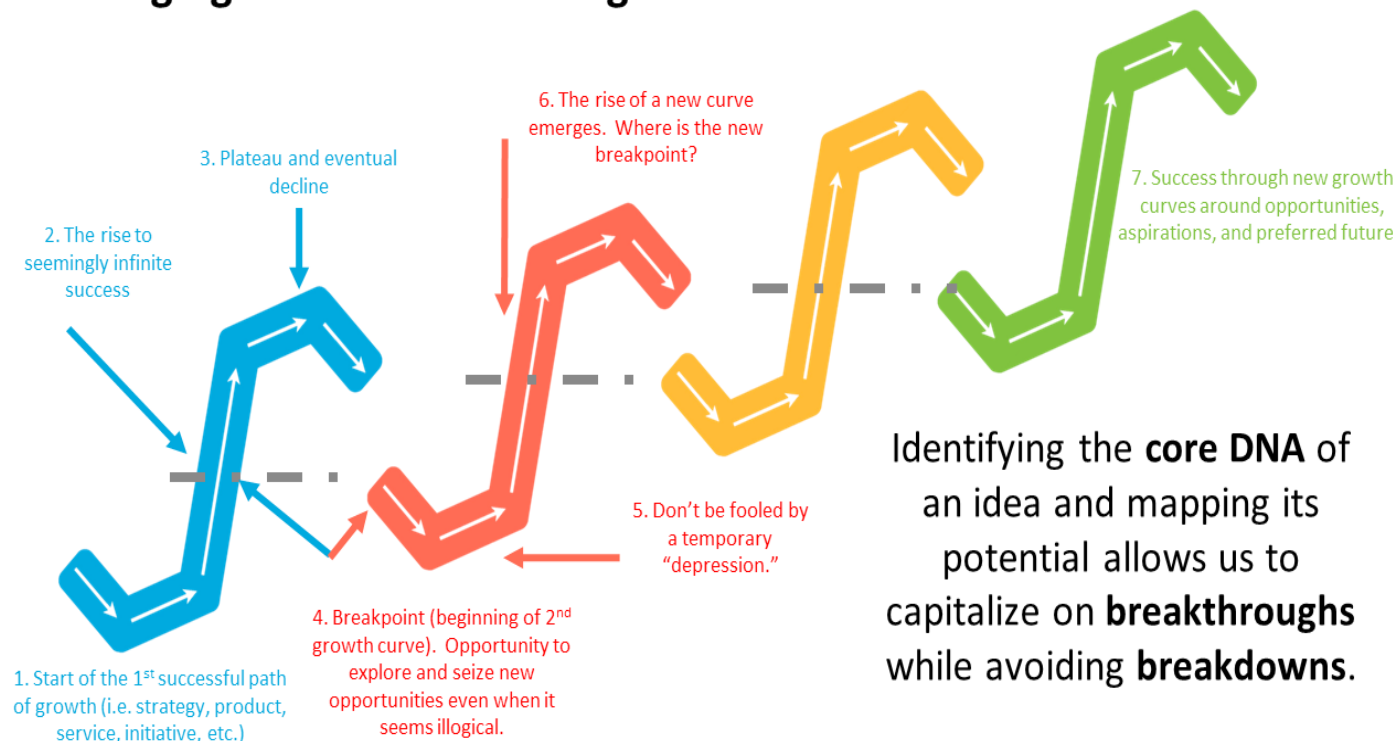


Natural Growth Curves and Mapping the Higher-Order Purpose

Every business, social entity, or innovative idea contains not only the seeds of greater potential, but also of greater mission and aspirational ability. Discovering that purpose and pulling ourselves towards it requires the mapping of transformational growth curves that begin with your idea's nascent competency and ascend through multiple breakpoints and breakthroughs. Those breakthroughs and higher-order purpose are inherent in the DNA of your products, services and models, but don't look like glorified versions of the original that have simply been teased out through incremental iterations. Each breakthrough leads to new complex manifestations of the original and opens the organization to new ways of seeing itself and unique opportunities to pull itself to the outside.

For the Creating Our Future engagement, we began by mapping 3 of the final 4 Strategic Transformations: Autonomous Connection, Wellness Cloud and Talent Ecosystem.

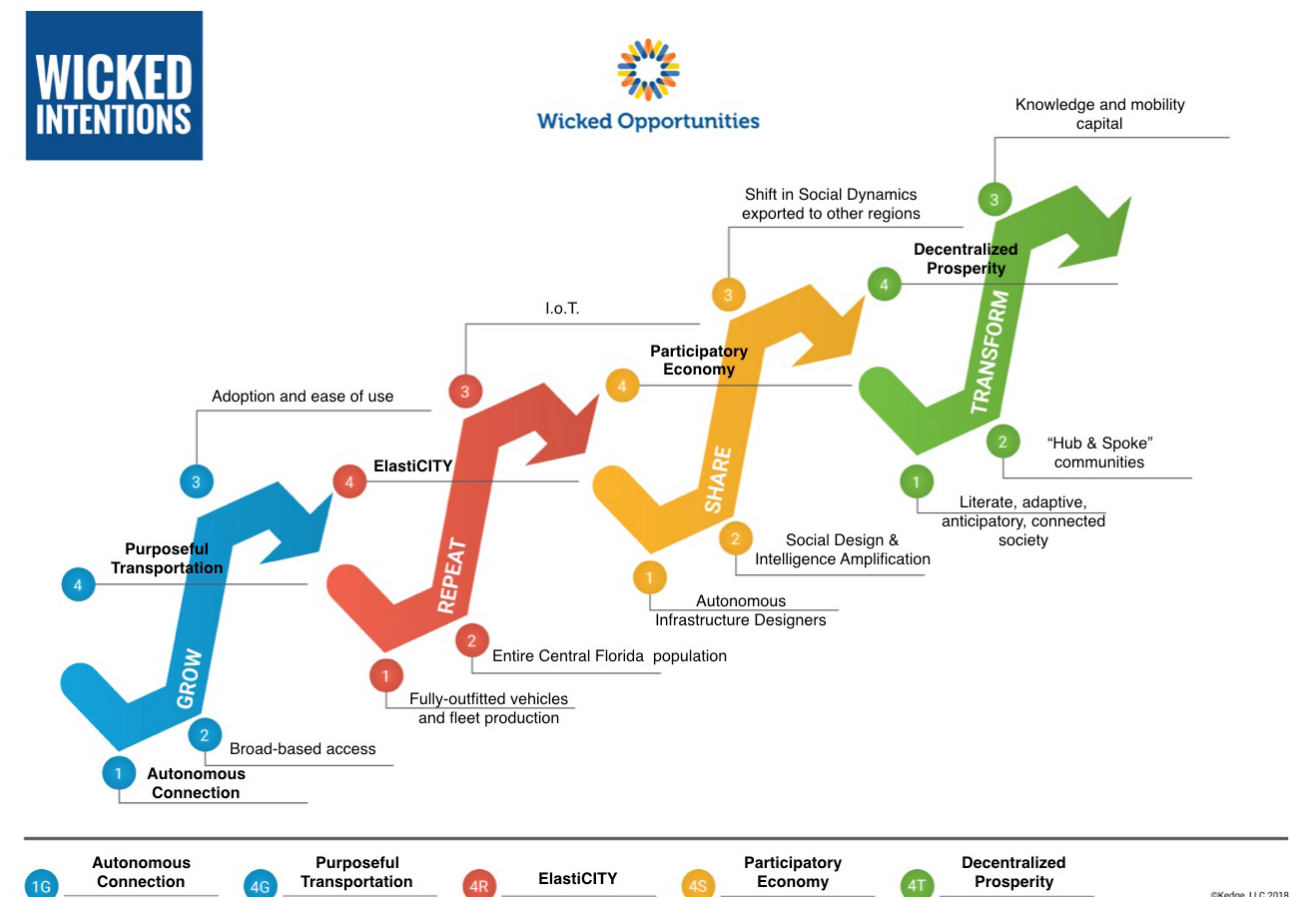
Leveraging our DNA for Strategic Transformation



Autonomous Connection - Natural Growth Curves

The strategic transformation of Autonomous Connection leverages the growing technology of autonomous transportation as a means to create community-wide access and inclusion to services, education, healthcare, jobs, tourism, cultural diversity, and a broader sense of place and belonging. As the Orlando region increases the use of autonomous vehicles and autonomous fleet services that are enabled as spaces for "on-demand" learning, work and entertainment - as well as drone technology for ubiquitous internet, public security and delivery of goods - transportation, mobility and connectivity will become a much larger part of our overall I.o.T. (Internet of Things) strategy, and will be a much more personal, integrated and purposeful part of daily life.

Autonomous services as a technology platform breaks down community silos and eliminates metropolitan deserts, giving rise to a transdisciplinary environment (emerging innovation that results from uncommon connections) that is adaptive, resilient and transformative - a truly elastic city (ElastiCITY). New jobs are created around autonomous infrastructure development; new technologies are created for the expanding in-vehicle experience; and widespread mobility and connectivity fosters a participatory approach to the economy and government. The population of the Orlando region becomes a model to other cities and communities of intentional social architecture centered around "knowledge and mobility capital" that produces a landscape of openness and generativity. This expanded definition of broad-based autonomous connectivity - "not simply being moved but being empowered" - helps us to tackle long-standing issues such as literacy, poverty and general inequality through a more decentralized, distributed and shared approach to prosperity.



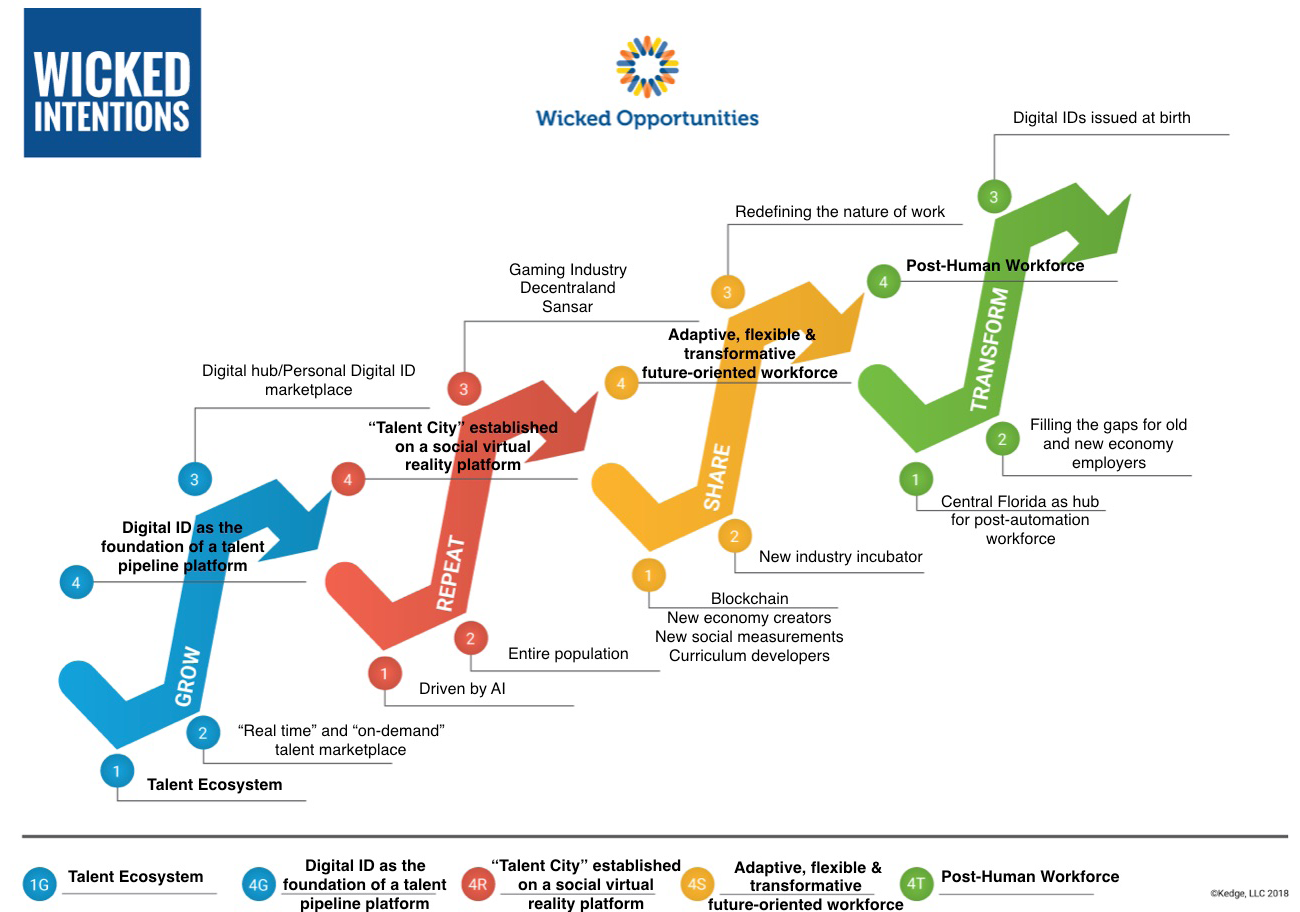
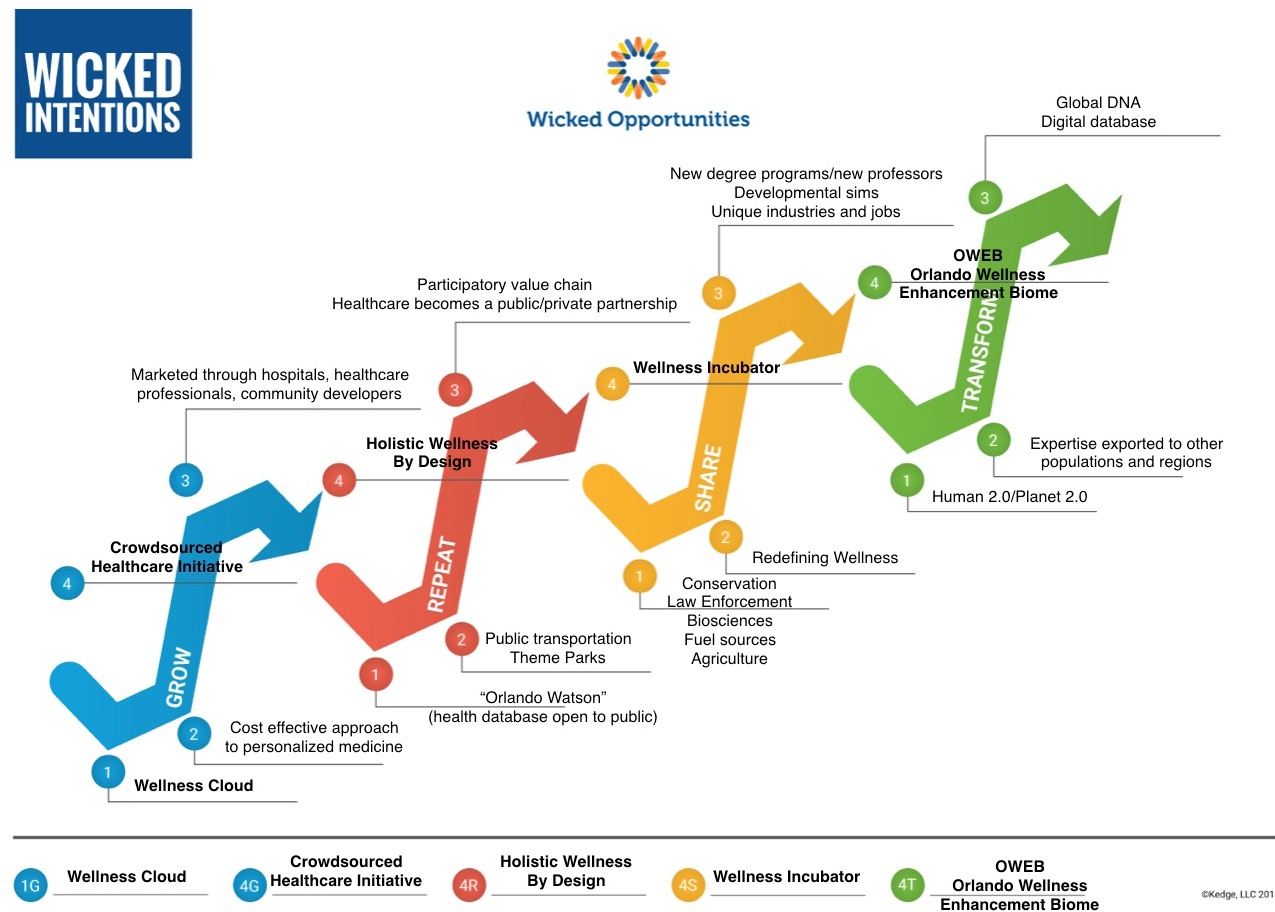
Wellness Cloud - Natural Growth Curves

The strategic transformation of Wellness Cloud would produce the world's largest DNA database for personalized medical therapies (gene therapy), phage therapy, pharmaceutical development, disease eradication, genetic engineering, and even life extension. Companies such as Google, 23andMe and GlaxoSmithKline have developed labs and partnerships to use genetic information for targeted medicine and bioengineering - applied to humans, animals, agriculture, fuel development and even security - and the future of healthcare promises to be more personal, crowdsourced and open. Such a transformation would require a large investment in Artificial Intelligence, and a partnership with a company like IBM (Watson) would be critical. A wellness database that is AI-based would greatly benefit from an increase of public/private collaborations, as well as a participatory and civic engagement approach to healthcare. It may be possible that the number of visitors to Central Florida every year gives us the largest metagenomic profile in the world. This means that the "cloud" would not only pull from residents, but also from the large tourist population in the Orlando region.

These strategies would cultivate a "wellness by design" community and would effectively redefine wellness as a collective concept that makes health a driver of prosperity rather than an afterthought once an individual is sick. Wellness becomes integral to new fields of study and new industries, and the education would need to respond accordingly (i.e. new degree programs, new curriculum, new professors, etc.) At this point, the Orlando region is seen as both a biome (a feedback ecosystem and living lab) for a new, global approach/definition to wellness - one that is both individual and citywide - as well as an AI database and incubator of wellness for communities around the world.


Talent Ecosystem - Natural Growth Curves

The strategic transformation of Talent Ecosystem is the development cascading feedback loop that creates a real-time and on-demand talent marketplace. This ecosystem benefits both the workforce (acting as a talent pipeline for ongoing job training, upskilling, job creation and entrepreneurship), as well as established and potential employers (who need to build a "future-empowered" workforce that is adaptive, resilient and transformative in terms of shifting landscapes and needs). The ecosystem would be driven by an Artificial Intelligence and Blockchain-based platform that manages the individual digital identities and avatars of Central Florida residents, creating a virtual Talent City that can be managed through collective participation and spawn software development from community members for continued growth. The virtual Talent City could evolve into an incubator for social gaming, emergent economies, and new educational approaches, and could even hasten the reframing of work. The result is a flexible and future-oriented workforce that embodies the social realities of the 21st Century, and this positions Central Florida as the hub of the "post-automation workforce." Since digital identities play such a large part in this strategy, new policies and metrics will need to be established that favor open-development, digital security and new work structures. The unfolding "post-human" environment that is being suggested by individuals such as Elon Musk, Nick Bostrom and Yuval Noah Harari becomes a reality in the Orlando region, allowing both citizens and companies to work together on broad-based prosperity.




Brilliant City

After mapping Autonomous Connection, Wellness Cloud and Talent Ecosystem an interesting revelation appeared. It was clear that if those 3 ideas successfully achieved their higher order purpose as forecasted, then the fourth and eighth idea, Smarter City and City of the Future, would actually be achieved. In other words, if expressed as a timeline, Autonomous, Wellness, and Talent should be pursued first with Smarter City and City of the Future manifesting at some future date as a result of those efforts. We are calling this new, combined strategic transformation “Brilliant City.” Further, mapping the S-curves forward from the achievement of Brilliant City demonstrated that the “EPCOT” concept discussed early on in the process could also be an outcome of the prioritized initiatives.



BRILLIANT CITY

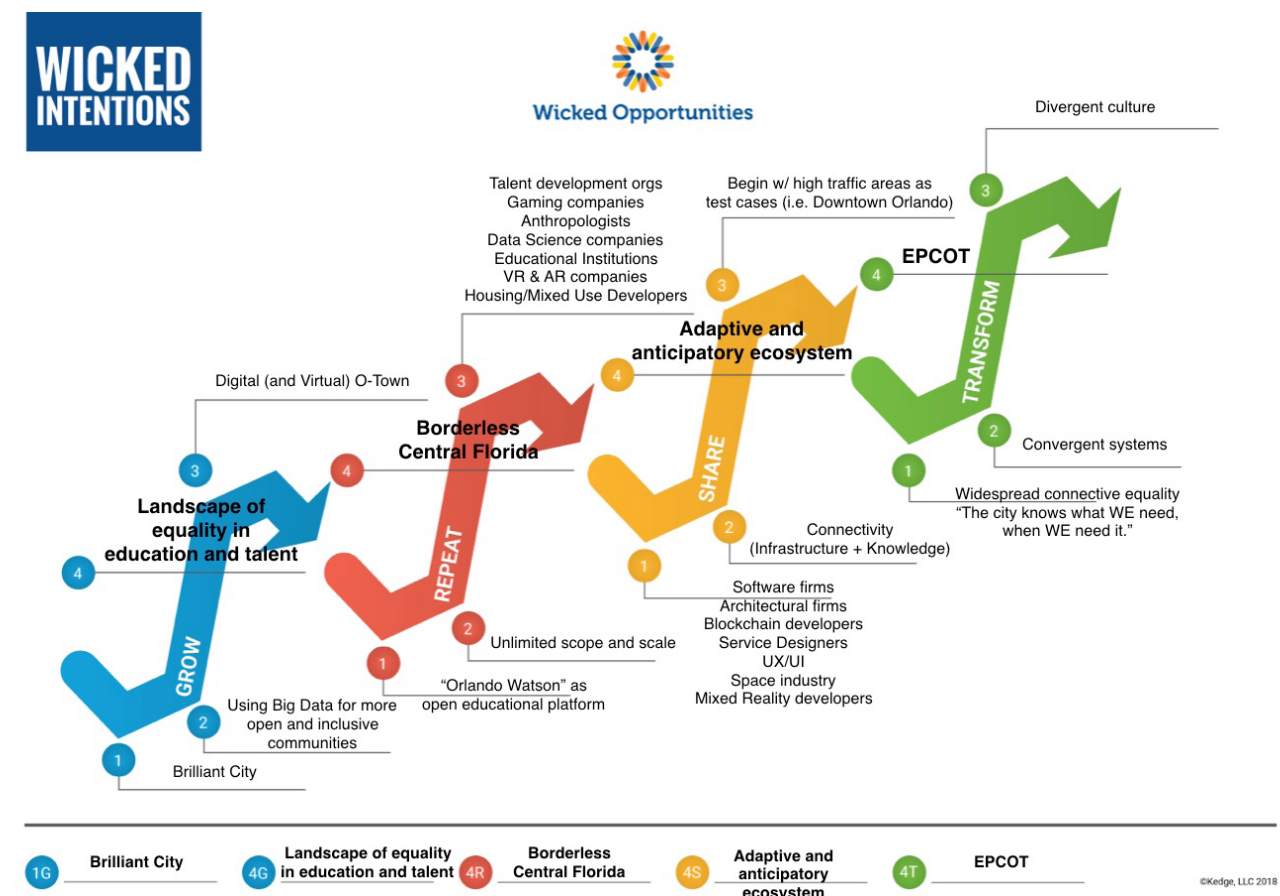
The Orlando region is focused on intentionally creating a landscape that allows us to launch to tomorrow by taking steps now that build tools, partnerships and models designed for the future. We can start to create that future today. As a smart city with the ability to extensively and collaboratively mine regional data, collected from both residents and visitors, Orlando can establish a well-informed, diverse and inclusive community where everyone prospers. Using a data-driven approach, the region can create a sustainable workforce, foster more vibrant and appealing neighborhoods and nurture a “future ready” culture and mindset. The resulting boundaryless city would be fully connected, diverse, inclusive and smart making our Epcot legacy a reality. By leveraging opportunities in the areas of autonomous connectivity, developments towards a wellness cloud and fostering the growth of a talent ecosystem, Orlando can become a living lab and future-focused exporter of ideas to cities around the world. cities across the globe.



Brilliant City - Natural Growth Curves




Embodying the identities of Autonomous Connection, Wellness Cloud and Talent Ecosystem, the newly created, ninth strategic transformation of Brilliant City combines exponential technologies with emerging social, economic and political constructs to create a revolutionary landscape for educational and developmental equality. As Big Data is harnessed from both residents and visitors across the Central Florida region, broad-based prosperity can be cultivated through collaborative learning, “on-demand” networking and user-generated training. Utilizing technologies such as Virtual Reality, Augmented Reality, Digital Platforms and Artificial Intelligence, citizens of all ages can gain unlimited access to the skills that they need in order to succeed in our ever-changing world. Business partners from the domains of talent development, gaming, data science, anthropology and computing would be needed to foster widespread adoption of this data-driven approach, and their partnership would promote a truly “boundaryless” landscape of unlimited opportunity.




Incorporating players from industries such as blockchain, design, software development, architecture, utilities and IoT expertise would serve to broaden the reach of this strategy, and their partnership would begin to generate an “adaptive feedback loop” that makes the city a living and human-centric habitat. The resulting “hyper-connectivity” of both infrastructure and knowledge systems gives birth to a new kind of city - one that is anticipatory in nature and exists to truly serve the needs of every member of the community. Through the convergence of technological advances and the divergence of cultural transformation, the Orlando region is able to realize its legacy of being an experimental prototype community of tomorrow.



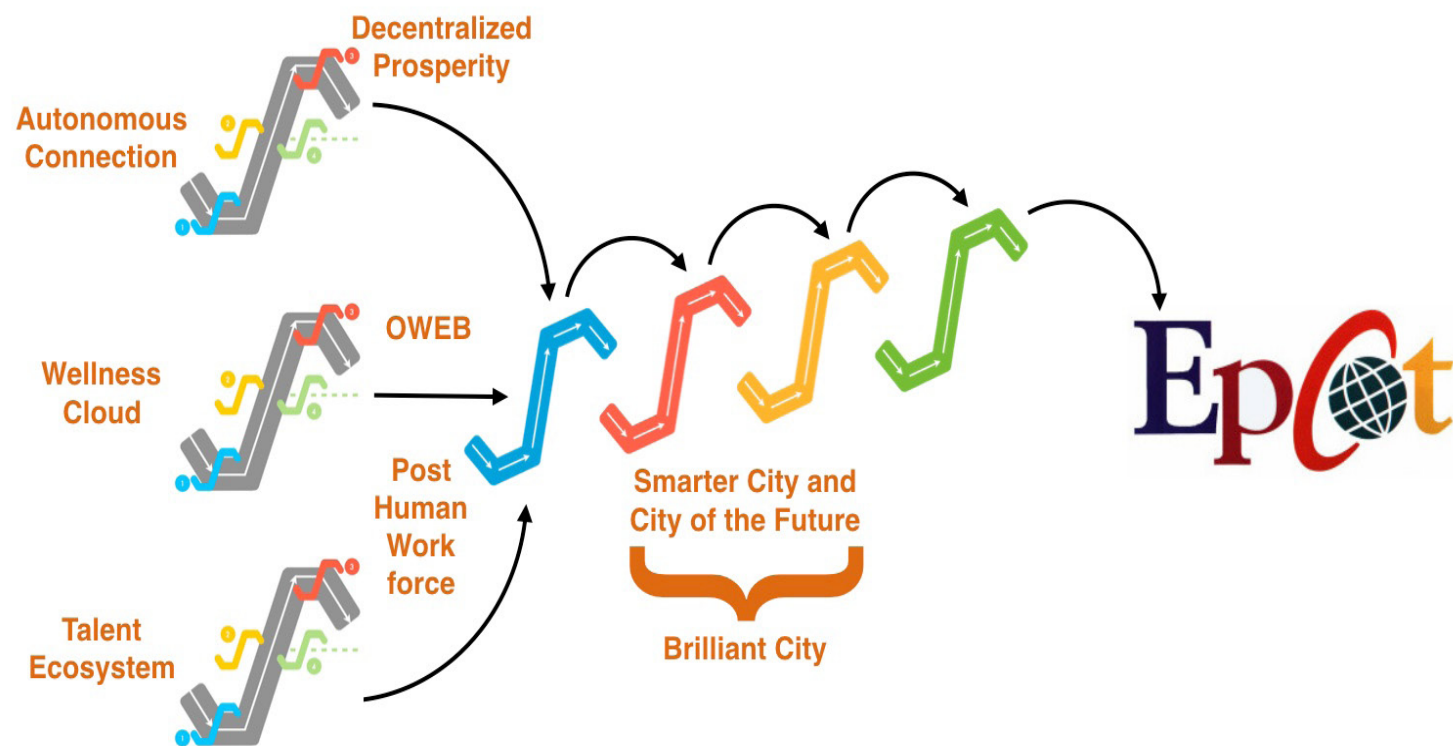
STRATEGIC RECOMMENDATIONS

The Creating our Future Engagement is just the beginning of the region’s transformation. As OEP and its stakeholders finalize the Fiscal Year 2019 Plan for the organization, we recommend the following next steps based on the trajectory of the work thus far.

 Current Strategy	 Future-Empowered Strategy	 Recommended Next Steps
Utilize a collective leadership approach and engage the broader business community.	Empower the community by providing boundaryless access through participatory foresight.	<ul style="list-style-type: none"> › Build foresight capacity across the community <ul style="list-style-type: none"> • Integrate futures thinking into Leadership Orlando • Establish The Futures School™ as a permanent fixture in Central Florida to democratize foresight in the region • Teach the Future (K-12) Partnership › Establish the Community Foresight Forum for crowdsourced and participatory insights to ensure the inclusion of diverse voices › Purposefully identify pilot areas for Strategic Transformation implementation, favoring underserved communities
Be a proactive economic catalyst.	Be a catalyst for transformation.	<ul style="list-style-type: none"> › Proactively and exclusively source those industry partners and investors that align with the future-enabled vision for the region (i.e. the Strategic Transformations in their ultimate, breakthrough form) › Breakdown silos to connect seemingly disparate partners (e.g. EA meets military simulation) › Establish agile working groups made up of current stakeholders along with non-investors: <ul style="list-style-type: none"> • To evaluate the Strategic Transformations for feasibility and establish resource needs • To triage legal, banking, policy, and technological implications • To develop OEP dashboard with holistic measures

 Current Strategy	 Future-Empowered Strategy	 Recommended Next Steps
Operate as a lean startup that innovates and effectively adapts to the changing environment.	Champion a “RAISE” philosophy that equips OEP to be Resilient, Adaptive and Innovative for Sustainable Empowerment.	<ul style="list-style-type: none"> › Develop an internal foresight capacity and a futures thinking culture › Future-test existing OEP strategies to ensure alignment with the Strategic Transformations (e.g. Legislative Priorities) › Utilize foresight tools (e.g. S-curves) to define OEP organizational transformation
Serve as a visionary quarterback.	Pull the region into the future and the future into the region.	<ul style="list-style-type: none"> › Build the marketing narrative that supports the “Leap to Tomorrow” concept which engages investors, the Central Florida community and the rest of the world › Create a Futures Think Tank to establish Central Florida as the “center of gravity” for broad-based prosperity › Redefine value creation KPIs for sustainable empowerment › Launch the “State of our Future” platform

Orlando Region: The Road To EPCOT



APPENDIX

About Orlando Economic Partnership

The Orlando Economic Partnership (the Partnership) works to provide the Orlando region with quality jobs, economic growth, broad-based prosperity and a sustainable quality of life. It is a not-for-profit, public/private partnership representing Central Florida's seven counties – Brevard, Lake, Orange, Osceola, Polk, Seminole and Volusia – as well as the City of Orlando.

The mission of the Partnership includes creating high-wage, high-value jobs, expanding Central Florida's global reach and competitiveness, supporting and enhancing educational/skills preparedness in the talent pipeline, strengthening advocacy for improved infrastructure and community resources, and creating an enviable quality of life that is broad-based and sustainable.

About Kedge

Kedge is a global foresight, innovation and strategic design firm. We empower organizations and individuals to seize opportunities, achieve aspirations and turn both short- and long-term possibilities into the actions and outcomes you need today.

Kedge is not just our name – it's a great analogy for what we do.

A kedge is an anchor used on ancient sailing vessels. When there was no wind to fill the sails, members of the crew would get in a rowboat and drop the kedge far from the ship. Those remaining on the ship would pull themselves in the direction they wanted to travel.

When thinking about the future, we should imagine a spectrum. On one end of the spectrum are the trends and events that will push us into the future whether we like it or not. However, we prefer to focus on the other end of the spectrum, where it's possible (and more desirable) to pull yourself toward the future you want. But that's not all: if we purposefully and intentionally act on the future, we can pull its possibilities and opportunities to us. You might even say that we can "kedge" the future into the present.

With this metaphor in mind, we partner with organizations and individuals to "democratize the future," helping them navigate a world of increasing complexity and empowering them to pull the future into their organizations, initiatives and lives. We believe everyone should think like a futurist, and everyone should have access to the tools, skills and mindsets that will allow them to shape the future.

Citations

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“To all who come to this place of joy, hope and friendship, welcome. EPCOT is inspired by Walt Disney’s creative vision. Here, human achievements are celebrated through imagination, wonders of enterprise and concepts of a future that promises new and exciting benefits for all. May EPCOT Center entertain, inform and inspire and above all, may it instill a new sense of belief and pride in man’s ability to shape a world that offers hope to people everywhere.”³

-E. Cardon Walker, October 24, 1982



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