Resilient City

Part I

Introduction to
Three Horizons

Three Horizons
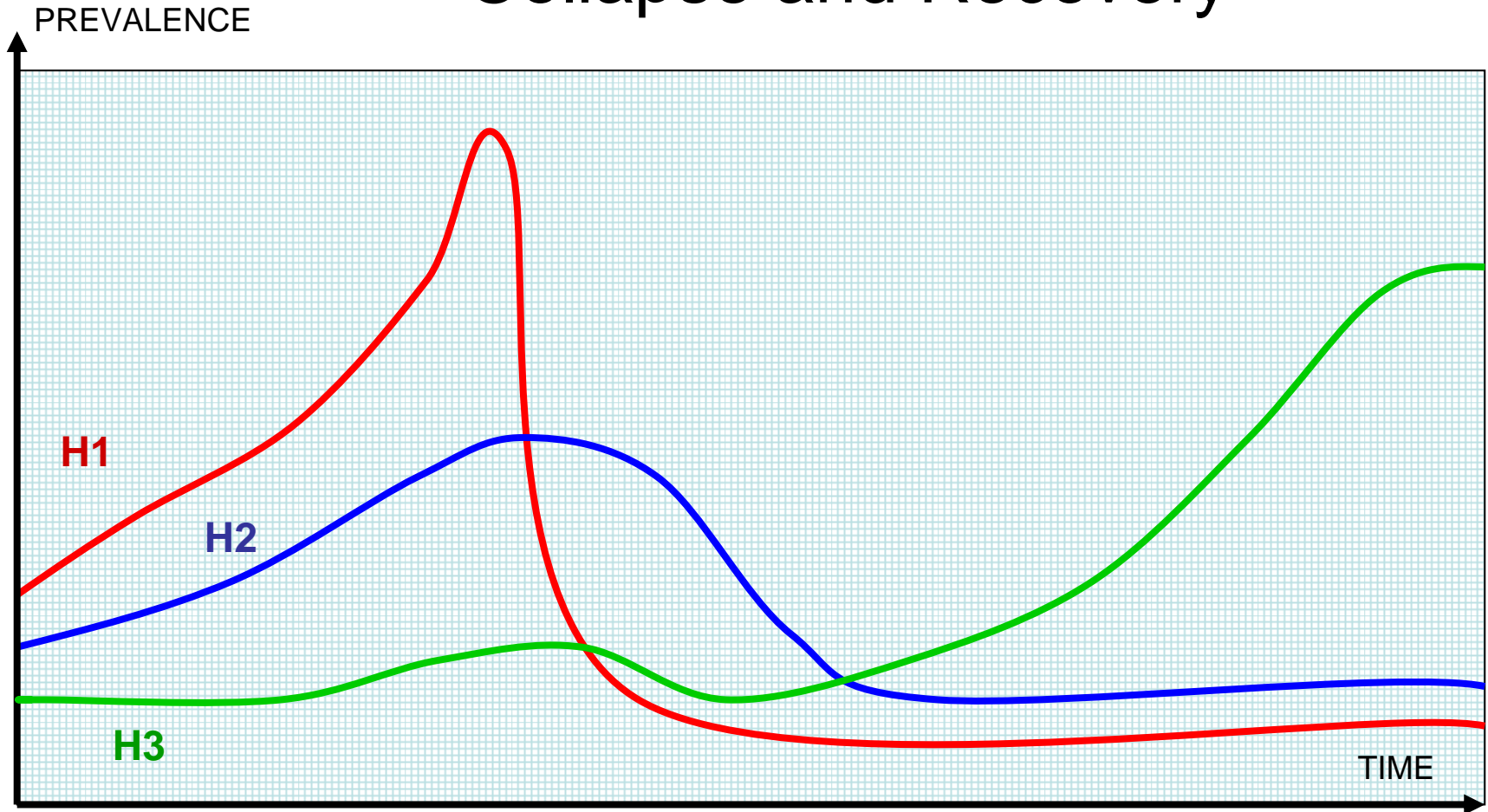

prevalence

H1

H2

H3

time

Variant 1: Collapse and Recovery
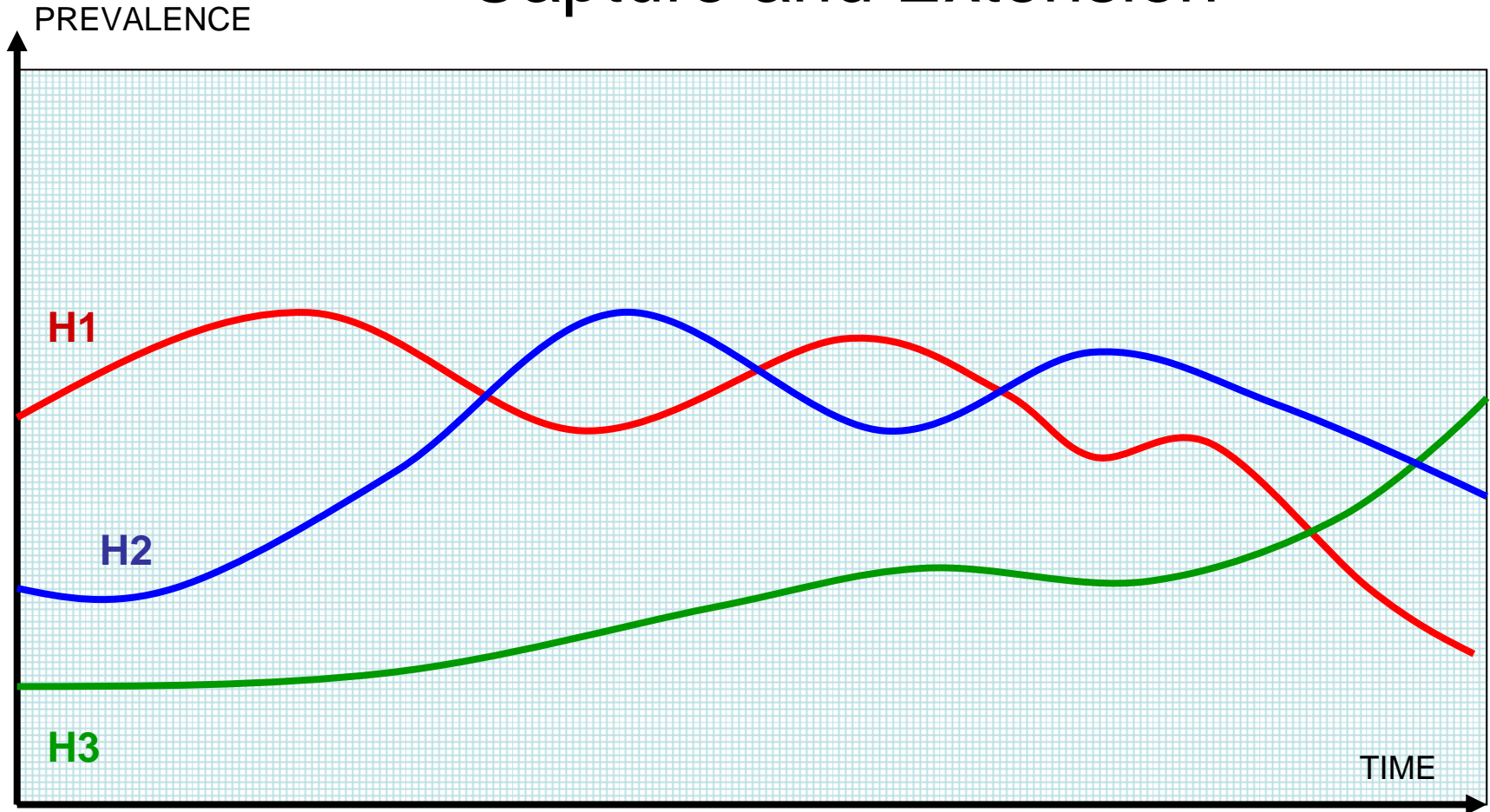
PREVALENCE

H1

H2

H3

TIME

In this variant the supremacy of the **Horizon 1** paradigm creates runaway success but at the expense of some critical condition. Failure to capture coupled with weaker innovation in **Horizon 2** leads to sudden collapse. Horizon 2 is unable to make up for this.

In the background **Horizon 3** continues to develop and after the initial upset and chaos of the collapse demonstrates its ability to match the new conditions and emerges as the next viable paradigm.
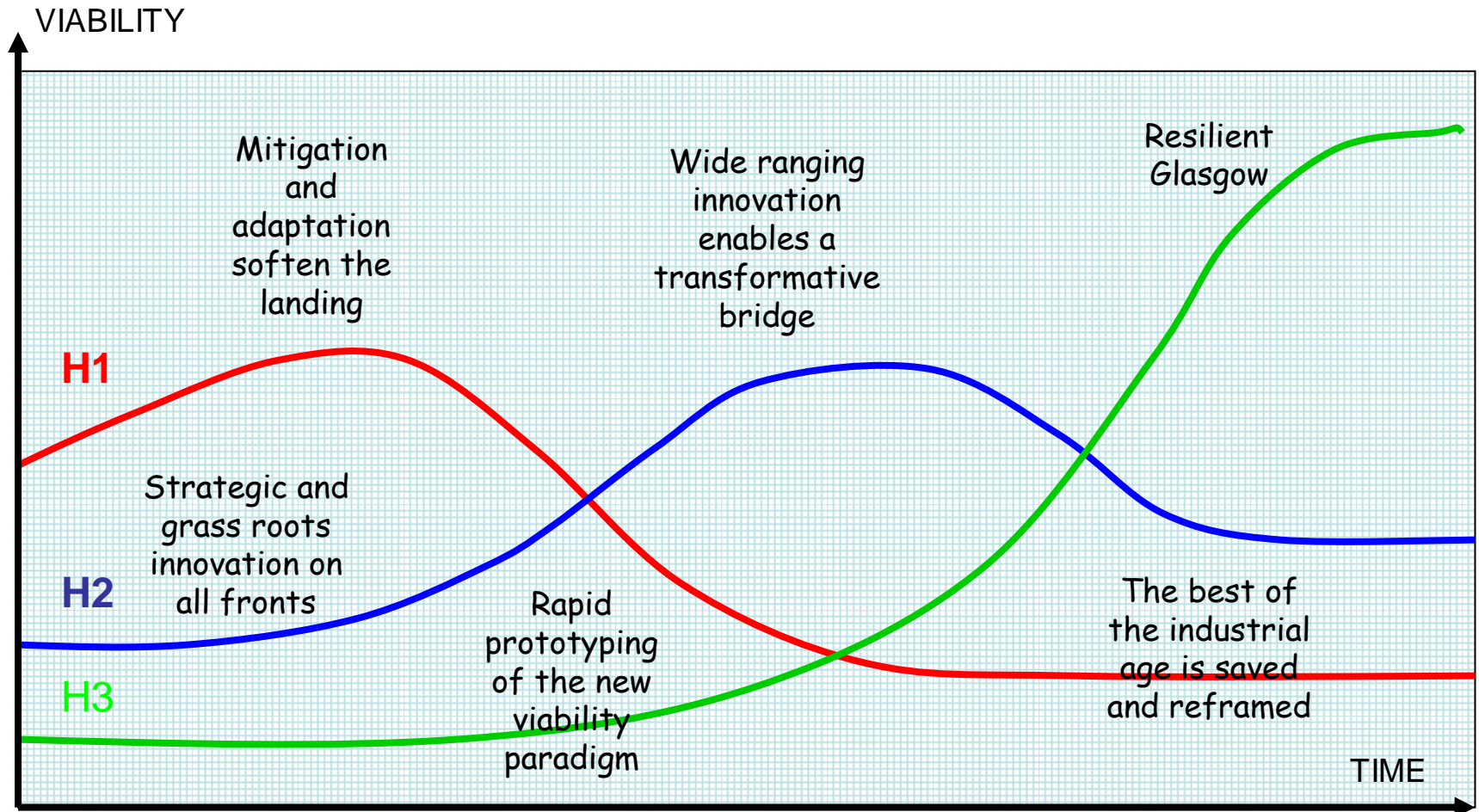
International Futures Forum

PREVALENCE

H1

H2

H3

TIME

Horizon 1 is challenged by changing conditions and there is strong innovation opportunity taken by **Horizon 2**. However, each wave of innovation is captured by **Horzon 1** and applied to extend its life. This may go on for several cycles.

Horizon 3 remains in the background since it is so different from **Horizon 1** that there is no place for it in the mainstream. It continues to languish in the margins until a much larger and long term change occurs.

Strategic Transformation: the Innovation Bridge

VIABILITY

Mitigation and adaptation soften the landing

Wide ranging innovation enables a transformative bridge

Resilient Glasgow

H1

Strategic and grass roots innovation on all fronts

H2

Rapid prototyping of the new viability paradigm

The best of the industrial age is saved and reframed

H3

TIME

Horizon 1 is a current paradigm that works well until changes in the environment plus its own diminishing returns put it on a a curve of decline. Meanwhile **Horizon 2**, aware of this in diverse ways is innovating more effective approaches which ⌐ake.

In the background, a completely new paradigm is emerging as **Horizon 3**. It appears for a long time to be marginal and ineffective but since it matches better the new environment it eventually takes over. The **Horizon 2** innovations have served as enabling the transformation.

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Using the three horizons model- the Civic Conversation

• Explored hopes, aspirations and concerns for the city from people whose activity, professional and non-professional, make up the city

• Answer the question; If we made health central to the culture of the city, what kind of actions would we engage in?

First and second horizon concerns

- What are the limits to growth?
- How do we include all in the city's prosperity? (the divided city)
- How do we increase confidence of citizens?
- How do we engage young people?

Focus around economy, politics and well-being
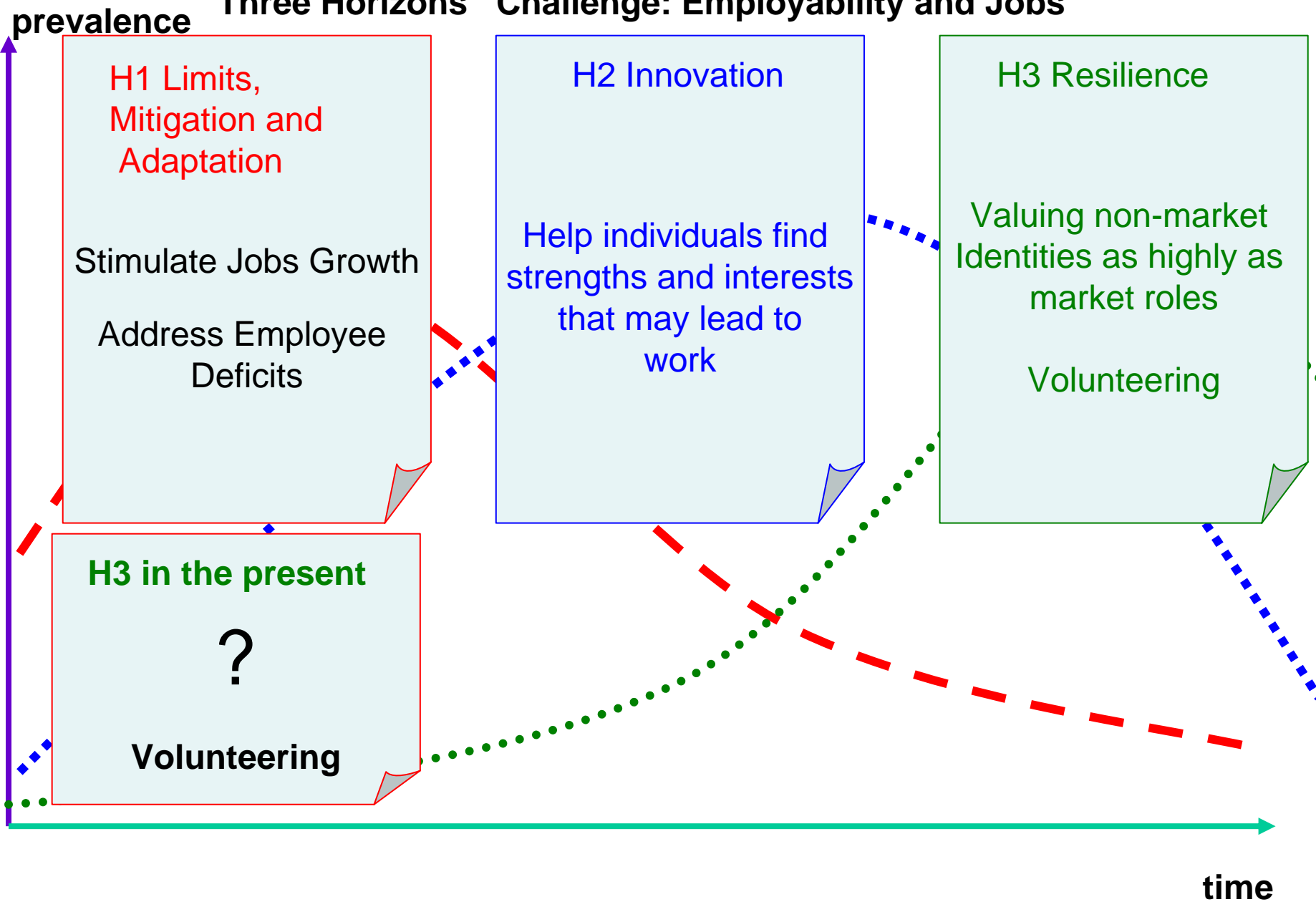
Third horizon concerns

- Anxiety about success and failure
- Material betterment brings us no close to happiness
- Disengagement of old and young
- Instrumentalism shaping our relationships to each other
- Fragmentation, alienation from others and ourselves

Focus on cultural aspects of city experience

Solution space

- What things are already happening in the city that offer sources of hope and learning?

- Used three horizons to interrogate discussion themes and data

- Example challenge: employability and jobs

prevalence

Three Horizons   Challenge: Employability and Jobs

H1 Limits, Mitigation and Adaptation

Stimulate Jobs Growth

Address Employee Deficits

H2 Innovation

Help individuals find strengths and interests that may lead to work

H3 Resilience

Valuing non-market Identities as highly as market roles

Volunteering

H3 in the present
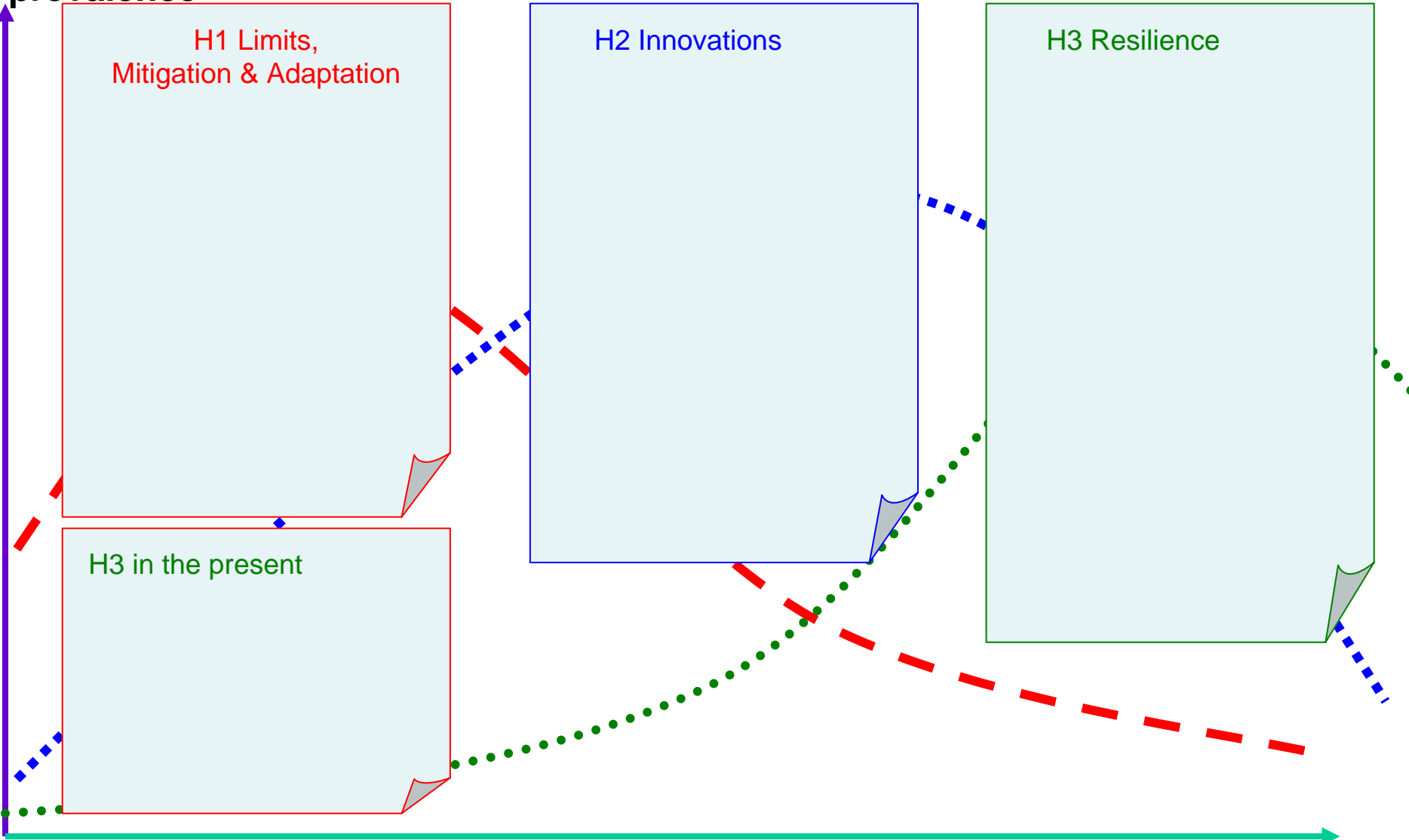
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Volunteering

time

What did we learn?

- Third horizon resilient responses meet not only the extant concern at issue (e.g employability and the economy) they tackle current concerns identified in the culture of the city too
- Identify what is missing and respond

Introduction to the Exercise

Three Horizons **Challenge: ……………………**

prevalence

H1 Limits,
Mitigation & Adaptation

H2 Innovations

H3 Resilience

H3 in the present

time

Exercise

- Agree on a challenge to discuss

Use the three horizons framework to
1. Identify a few key limits to the existing (H1) approach in the city
2. Describe the ideal situation H3
3. Suggest some (off the radar) actions already happening to address this (H3 in the present)
4. Some innovative actions in H2 to help bridge from H1 to H3

Choose a Challenge

- Economic Downturn
- Mental Wellbeing
- Climate Change
- Violence
- Obesity
- Other