



THIRD MILLENNIAL CENTER

Preparing Norfolk for a Second Enlightenment

Background Information

A core group of dedicated individuals involved with Leadership Norfolk's Master Capacity Builder Program is in the process of designing and evolving a community transformation project created to apply COTF 21st century ideas and methods in a unique way to help prepare the culture of the region for a constantly changing, interconnected and increasingly complex society.

The basic concept of their Third Millennial Center is simple: develop and foster new ways that enable local citizens to excel and find success because they look at the future in a different light.

If one considers the local Norfolk area, it is a thriving mid-sized, rural community poised to have a promising future if its leadership, institutions and culture prepare themselves for a society and world in total transformation. Norfolk has a strong retail business community, a strong commercial and industrial community, three good traditional school organizations, a strong local community challenge, and a wide variety of health care facilities. The community also has a strong governmental infrastructure, a wide selection of churches and a solid rural agricultural economy that drives the area. From a traditional point of view, one could say that this region is poised for continued success.

This assumes that the future will be fundamentally the same as the past, with changes occurring as expected in the normal boundaries of traditional thinking and action. What is expected will not be more of the same due to the type of change that is occurring.....parallel processes of complex change that are transforming the very assumptions upon

which traditional thinking, behavior and actions are no longer appropriate.

Bruce Sterling, a well-known science fiction writer states, "we are living in an historical time where scientific and technological advances are beyond human comprehension, rendering traditional knowledge and traditional experience no longer able to be used as a guidepost for the future." As a result, we are entering a world requiring continuous innovation....and the conservative culture of Norfolk, while important for values related to spiritual and human needs, often blocks thinking that will be the foundation for continuous innovation in economic, government and societal arenas. Because there has been much work over the last decade to help local leaders understand the impact of trends of the future, the Norfolk region is primed to go to the next level of preparing for the future.

With this in mind, this core group of "master capacity builders" has been meeting for six months in "futures generative dialogue" to identify and consider ideas and projects that would begin to seed a culture of transformation in the Norfolk area. What is recommended is a new type of "futures" facility capable of not only providing space for residential, commercial and economic activities of the 21st century, but also to be a place to develop and model new capacities for transformation. We call this new type of facility a Third Millennium Center.

A Second Enlightenment

It is our opinion that we are in the early stages of the emergence of a time of historical transformation which is consistent with what the Center for Communities of the Future calls a Second Enlightenment. The MCB group feels the best way to prepare for and embrace a new type of emerging future is to study new trends, watch for weak signals, and position Norfolk to capitalize on the new trends, new ideas and new markets that will emerge, and are, in fact, increasingly inevitable.

In the past, the horse and buggy era passed with the advent of the automobile. Twenty years ago, personal computers, the Internet and cell phones rose to the radar screen. Those individuals and

organizations that had an understanding of what was occurring were positioned to take advantage of the new societal and economic forces. Now that new technologies and innovation are continuously impacting all aspects of our society, what are the best ways to prepare for the future? In our opinion, we need to plan in a different way, and build new capacities in communities that will enhance their ability to align themselves in appropriate ways during this time of historical transformation.

For this to occur, people and organizations must come to the conclusion that they need to adapt and transform their traditional beliefs and behaviors. The creation of a Third Millennium Center will allow those involved to see, touch and feel the future in ways they would be unable to do otherwise.

Two Concepts of a Multistory Center

There are two diverse ideas that emerged from the "futures generative dialogue" of the MCB group. One is to consider rehabbing an historical multiple story property in the downtown area. The second is to develop a new building or series of buildings that are co-located with other existing buildings in the Norfolk area. A possible siting for this type of TMC is the area across 4th street from the Johnny Carson Theater, north of the City Library and on both sides of the Norfolk River. This is all public property where the Center could be interconnected to the Johnny Carson Theater, City Library, the Senior Center and the old Madison Hotel using an elevated pathway (above 4th street). Future connections could be made to the Arts Center and the Elkhorn Valley Museum.

Potential Specific Layouts for a Six Story Design

The following identifies and develops a multi-floor layout that incorporates key ideas which emerged from our futures generative dialogue. Each idea can be applied to a historical rehabbed building

or a totally new facility. On purpose, the concept of a civic center and complete educational administration center is not a part of this initial layout in order to focus on totally transformational ideas.

Utilization of Floor Space

Floor #1

The first floor is to be designated for multiple uses integrated into a "community welcome center." This concept of a welcome center is to be rethought to insure that not only will new visitors and residents be welcomed, but that young adults, baby boomers and seniors reflecting the increasing diversity of the community be given transformed ways to build deeper relationships among each other. In addition, new ideas to help support 21st century entrepreneurial thinking and behavior are to be included.

The following are suggested as functions to be designed into the utilization of the first floor:

The "Here's Norfolk" Room

This will be a 21st century "service" area that supports information for cultural diversity of the region, historical events and places, futures oriented development, and social networking based on interest, need and potential.

A manned workstation will be the centerpiece of this room with a circular shelf to provide written material about the various aspects of the Norfolk Region. Also, the workstation will have three computers that can be accessed through touch screens to provide information for any self-directed questions about life in Norfolk. Connection "pods" and "kiosks" would be designed in different parts of the room with technology to provide different types of information as well as the opportunity to sit down and talk to the greeters as appropriate.

A collaboration with an entrepreneurial firm somewhere in the world could be established to test out new translational software and

technology. A guest could approach the pods or kiosks where they would speak or type in their comment or question. The technology provided would assist two individuals trying to communicate in a face-to-face situation or over the Internet. The guest would also be able to utilize the pods/kiosks as individual transformational learning centers. Any guest would be introduced to the overall concept of the Third Millennium Center and be placed on a waiting list if the individual/family would like to be considered as a member resident of the facility in the future. Thus, participation in the residence would be developed over time as a reward for being willing to meet certain criteria (identified by the MCB group) and being willing to commit to a covenant relationship focused on becoming a MCB. All of this would be designed within the context of existing laws.

"Johnny" volunteer greeters will be coached how to welcome anyone who enters the room and answer their questions or help them find out any information required. Each greeter will wear a button with Johnny Carson's smiling face with the word Hello Friend, or some equally connective phrased used by this most notable of home town heros. The chamber and city would establish a Hello Friend program that would be coordinated by the youth and retired citizens who would meet and collaborate on this community program as a legacy to the memory of Johnny Carson. As people walk around the downtown area and work with each other in the community, they would wear a Hello Friend button with Johnny's picture and their name on the button. The arts community would be given the opportunity to collaborate on a community wide contest to design the overall appearance of the button.

"Connections"

An updated coffee shop that connects with one of the following: a) a local entrepreneur who develops the shop as an independent entity or b) a franchise such as Flying Saucers.

This coffee shop would be distinguished in the following way. It would be the designated meeting place for Norfolk citizens who want to meet each other to form new and deeper relationships. The MCB group

would develop an intensive program to identify and recruit individuals to meet each other at particular times during the week. Those that wanted to talk beyond an hour would have an overflow area to be able to sit and talk for as long as they wanted. Of special interest would be to identify and set up "connections" for 1) new/old residents, 2) multigenerational connections, and 3) those with entrepreneurial ideas. A key role of the MCB group would be to function as "community connectors" to bring diverse people and new ideas together to help create a culture of continuous innovation.

"World Flavors" - an international restaurant of diverse cuisine.

Three unique concepts would be utilized with this restaurant:

- 1) Food entrepreneurs who would like to be responsible for different weeks during any one month of the restaurants operation would be responsible for preparing and serving new dishes from their own cultural background. The local chamber of commerce/city would promote a three month contest for those preparing different dishes during that time period. Citizens who had always wanted to operate a restaurant would be able to test their recipes with a clientele interested in their food because of being involved with the overall concept of a new type of "culinary cultural" program. The MCBs would work with the youth of the Norfolk region to help coordinate the networking of clientele to make sure that there was a good demand for those interested in testing their entrepreneurial potential.
- 2) The arts community of Norfolk would be involved to help develop diverse décor on panels that could be rotated, either manually or on digital panels. This would allow the background to always coincide with the type of cuisine provided and to provide unique dining experiences in the welcome center. The overall mood of any decor would be relaxing and informal.
- 3) The digital panels could also be hooked up to the Internet to link with collaborative restaurants in other parts of the world. World Flavors could provide a limited number of flat bed

monitors/computers hooked to wireless connections at any table so that individuals eating at the restaurant could be in contact with new friends and potential entrepreneurs in other parts of the world.

Each of the groups who would provide food would be responsible for going through a training program which would insure, not only knowledge of running a restaurant, but also the use of the technology. This would be a hands on way to introduce those involved to new trends, new income opportunities and new ways of transformative thinking.

Each group who provided a seven-day course of food would be able to keep the earning except for a small percentage that would go to cover the cost of the basic food preparation equipment. Any unique equipment needs based on diversity of cuisine served would be coordinated with the MCB group. When each group finished, the restaurant would be inspected by the city to insure cleanliness.

Community "Futures Generative Dialogue" Room

This room would be designed and laid out in a way where individuals could both dialogue with those in the room as well as be able to have technology stations available to answer questions and make decisions anonymously.

The room would be utilized whenever there was demand for citizen interaction, whether related to an existing issue in the community, or related to connecting new knowledge through the COTF technique of "futures generative dialogue."

Those who would facilitate the "fgd" would be coached in the theory, concepts, methods and techniques by the MCB group, to insure that the dialogue was always transformational in potential within a futures context.

Floor #2

This floor would be designated for intergenerational dialogue and Transformational Learning program development and implementation during the day, as well as a young professional entertainment club at night.

Intergenerational Institute

This would be a collaboration among key organizations in the Norfolk area as well as a state and national group interested in developing connections and ideas between seniors and young professionals. A program would be designed that would be a COTF research and development project to help the knowledge of the youth and the experience of the senior be integrated in different ways important to the transformation of the culture of the Norfolk region.

Transformational Learning Areas

This area would focus on bringing networks/groups of interested citizens to learn about trends, weak signals and new opportunities that result from understanding how to connect disparate ideas and factors. The MCB graduates would be linked to some educational institution and paid for time working with those interested to help them build "capacities for transformation."

The Transformer - A Club for Young Professionals

This area of the 2nd Floor would be designated to bring young professionals together for wholesome entertainment with local djs/bands as well as a unique opportunity to talk to peers face to face and throughout the world as a result of the technology that would be provided.

The following elements would be included in the club:

- 1) Wall-sized digital screens offering sports, entertainment and worldwide peer connections.

- 2) A dance floor that would be utilized by couples.
- 3) Music from different eras with individuals (youth) dance leaders available to teach new and old dances will be a part of the intrigue of Club Transformer.
- 4) Anyone who becomes a member of the club will have access to the other options of the Third Millennial Center. This can be developed into an access point for the young to help them become those who will want to utilize their energy for the opportunity to help provide leadership to transform the culture of Norfolk (thus, the name of the club).

Floor Three

Retirement living and childcare facilities.

The majority of this floor would be developed into living condos and apartments for those young-old retirees from 50 - 70 who would like to be a part of such a facility. The seniors would be connected to various national groups as a part of their work with the TMC. Those interested could also earn income from child care (certified by appropriate agencies). The MCB would decide if childcare would be provided at night until 10PM so that young parents could become members of Club Transformer. The arts community could be integrated into developing the décor of the Club as well as provide ideas using digital technology that would add to "edutainment" experiences while the young professionals and young parents participated in Club Transformer activities.

One of the indirect ideas important is to layout the Third Floor in a way that would minimize noise disruption from The Transformer Club on the 2nd Floor.

Childcare should have age limits that would insure the most involvement from the young adult community of Norfolk. Those providing the care to be able to introduce the children to transformational play activities that also will help prepare them for

deeper personal relationships as well as the capacity to be connective thinkers during their lifetime.

Fourth Floor

Condos and apartments for young professional families.

These apartments would be designed in collaboration with those recruited to be a part of the TMC facility as a part of the incentive package.

Fifth Floor

Condos and apartments for young individual professionals.

Loft apartments would be for "teams" of young professionals who have bedrooms off a common living area. There would be several of these co-living loft apartments on the floor.

Sixth Floor

Condos and apartments would be provided on the sixth floor for those young professionals and professional families who agree to be involved with a research and development experiment with the MCB team. Each family and individual who lives on the sixth floor would be coached on how to build transformative capacities for different organizations in the Norfolk region. There would be a "command central" coaching/fgd/technology area that would be accessible to all those on the sixth floor. A variety of condos/apartments would be designed to provide communications connections with those being coached as well as those in other parts of the world involved with the coaching.

Roof

This area will be a relaxation area with ecological recyclable materials, natural plants and artistic figures and statues reflecting a connection of history and the future. This area will be off limits to anyone not sixteen or over, and will be cordoned off with flowers and shrubs grown on "recycling/non-polluting fences".....materials and technology that can scrub the air and provide a healthy/safe environment for relaxation and recharging human batteries.

Every month, there will be a day designated to provide drinks and appetizers made to reflect some different part of the world.

No visual communications technology will be utilized in order to allow the brains of those residents of the TMC who use the roof to be able to rest in order to balance the constant technological impact of the other features of the Third Millennium Center.

Epilogue

The TMC is designed to be unique on purpose. By developing such an idea, the MCBs have grown to understand that leadership in the future will 1) have no standard models to go by, 2) require true collaboration at a deeper level, 3) understand how to think connectively within a futures context, 4) require team networking in order to develop and implement more complex ideas at a higher level of risk (as seen from a traditional point of view), and 5) need to understand that 80% of leadership techniques will be coaching, asking questions, and helping to design and implement complementary parallel processes.

As we evolve beyond this preliminary stage of developing a concept paper for a TCM, it is important that those MCBs involved take into consideration the following:

- . That the facility needs to have fixed and wireless broadband capacity capable at a minimum of 45 megabits with burst capacity to 100 megabit.
- . That multiple families of questions need to be identified and considered before thinking about how to go forward with this project.

- . That multiple networks of internal and external collaborators need to be identified and recruited to help prepare for the evolution of this idea.
- . That the existing processes in the region need to be understood to include a) who are the key leaders at different levels and for different reasons, b) who will be interested (hmmmers & ahaers) and who will be blockers because they are still traditional thinkers and leaders.
- . How can unique multiple revenue streams be built into the processes of implementation that have not been a part of previous financing of projects?
- . What personal transformation needs to occur with each MCB and those involved as residents of the TMC to be able to provide leadership to seed this overall idea?
- . What other ideas, questions and processes that have not been currently identified need to be brought to the table?