

WELCOME TO THE

CITY OF LAKE GENEVA, WI STRATEGIC ACTION PLAN

PROJECT



Lake Geneva Strategic Action Plan Think-Tank PART 1





City of Lake Geneva, Wisconsin Strategic Action Plan Process



We are here

City of Lake Geneva - Think-Tank



Part 1 – Explore Future Trends

- Macro trends shaping the future
- Key drives 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

January 8



January 10



Think-Tank Workshop Agenda



AGENDA

Session 1: Explore Future Trends

Date: Thursday, Jan. 8, 2026

Time: 9:00am – 12:00pm

Location: The Riviera Ballroom
812 Wrigley Drive
Lake Geneva, WI 53147

- 8:30 am** Registration
- 9:00 am** Welcome and Introduction
- 9:15 am** Future trends shaping the City's future; survey results and work to date
- 10:15 am** Identification of Key Drivers shaping the city's future
- 11:00 am** Build out insights on Key Drivers
- 11:45 am** Ranking Key Drivers
- 12:00 pm** Next Steps and Finish

Session 2: Build Future Scenarios

Date: Saturday, Jan. 10, 2026

Time: 9:00am – 12:00pm

Location: Lake Geneva Middle School Cafeteria
600 N. Bloomfield Road
Lake Geneva, WI 53147

- 8:30 am** Registration
- 9:00 am** Recap of Think-Tank Session 1
- 9:30 am** Outline Scenario Matrix
- 9:45 am** Scenario Narrative Development
- 10:45 am** Scenario presentations
- 11:05 am** Examine scenario implications and outcomes
- 11:20 am** Identify expected and preferred futures
- 11:35 am** High-level strategic action brainstorm
- 12:00 pm** Next Steps and Finish



WELCOME TO THE
CITY OF LAKE GENEVA, WI
STRATEGIC ACTION PLAN
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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.

Community Survey

Importance of a Shared Vision x
Importance of a Strategic Plan



Preliminary Data

Extremely
Important



Importance of
Strategic Plan



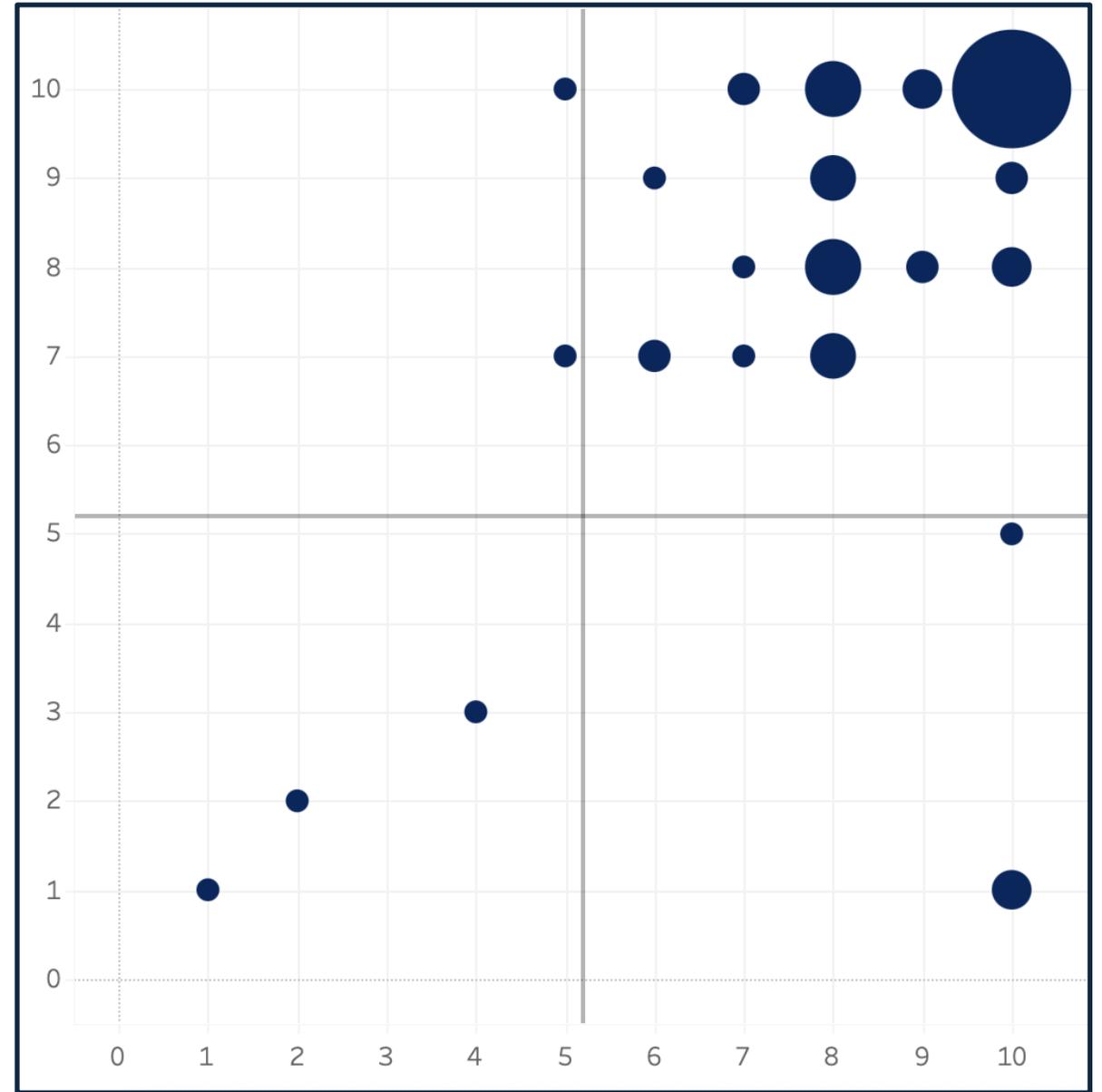
Not
Important



Importance of
Shared Vision



Extremely
Important





Key emerging trends shaping the future of Lake Geneva

In a time of change and uncertainty....

- Which trends are being amplified and accelerated?
- What changes might be more elastic?
- Where are the potential tipping points?





Forces impacting the world, regions and people

What are the emerging macro drivers...

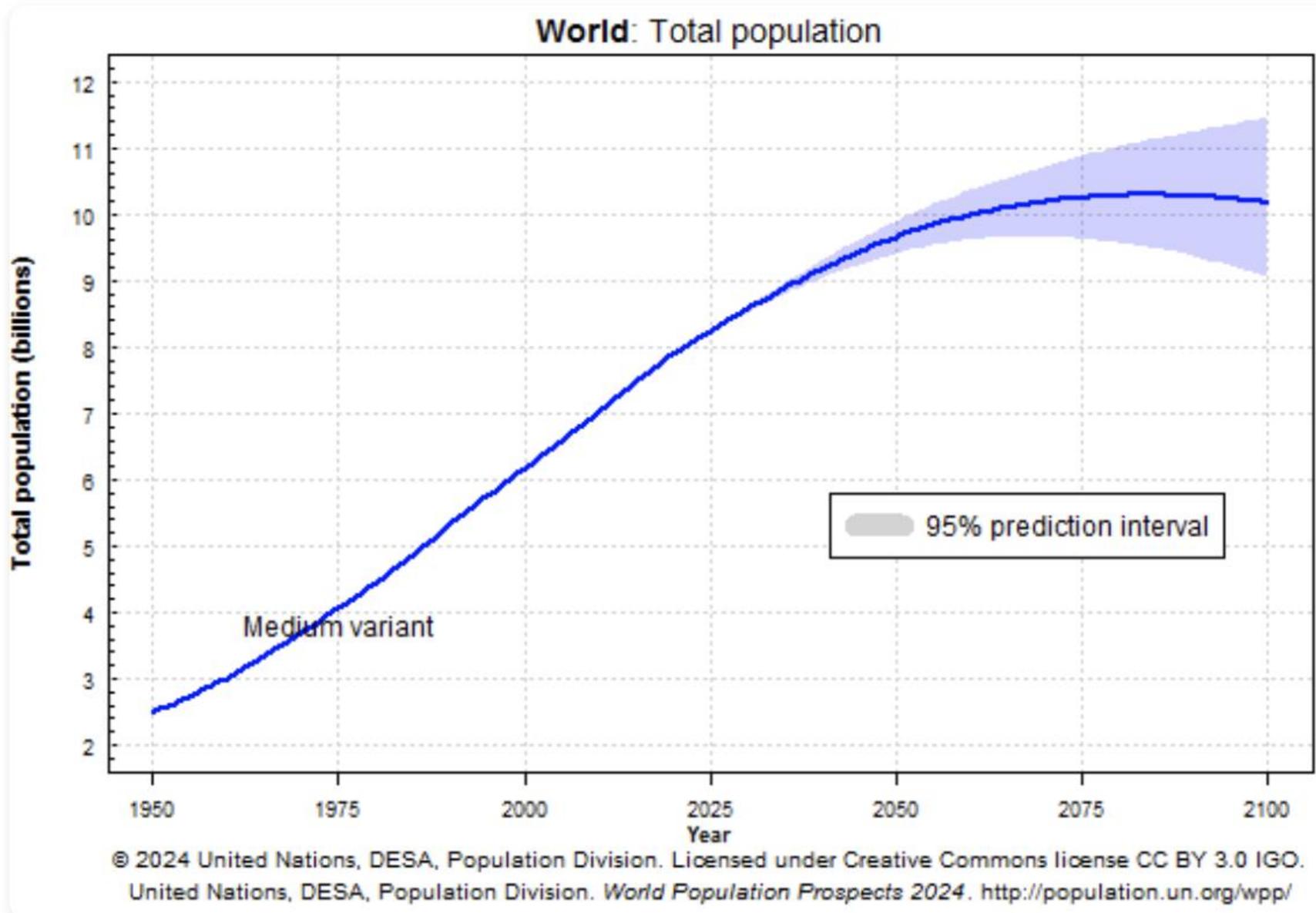
Macro Trends and Forces of Change Related to . . .

- Demographics, population and mass urbanization
- Energy, food, water & climate change
- Technology driving change





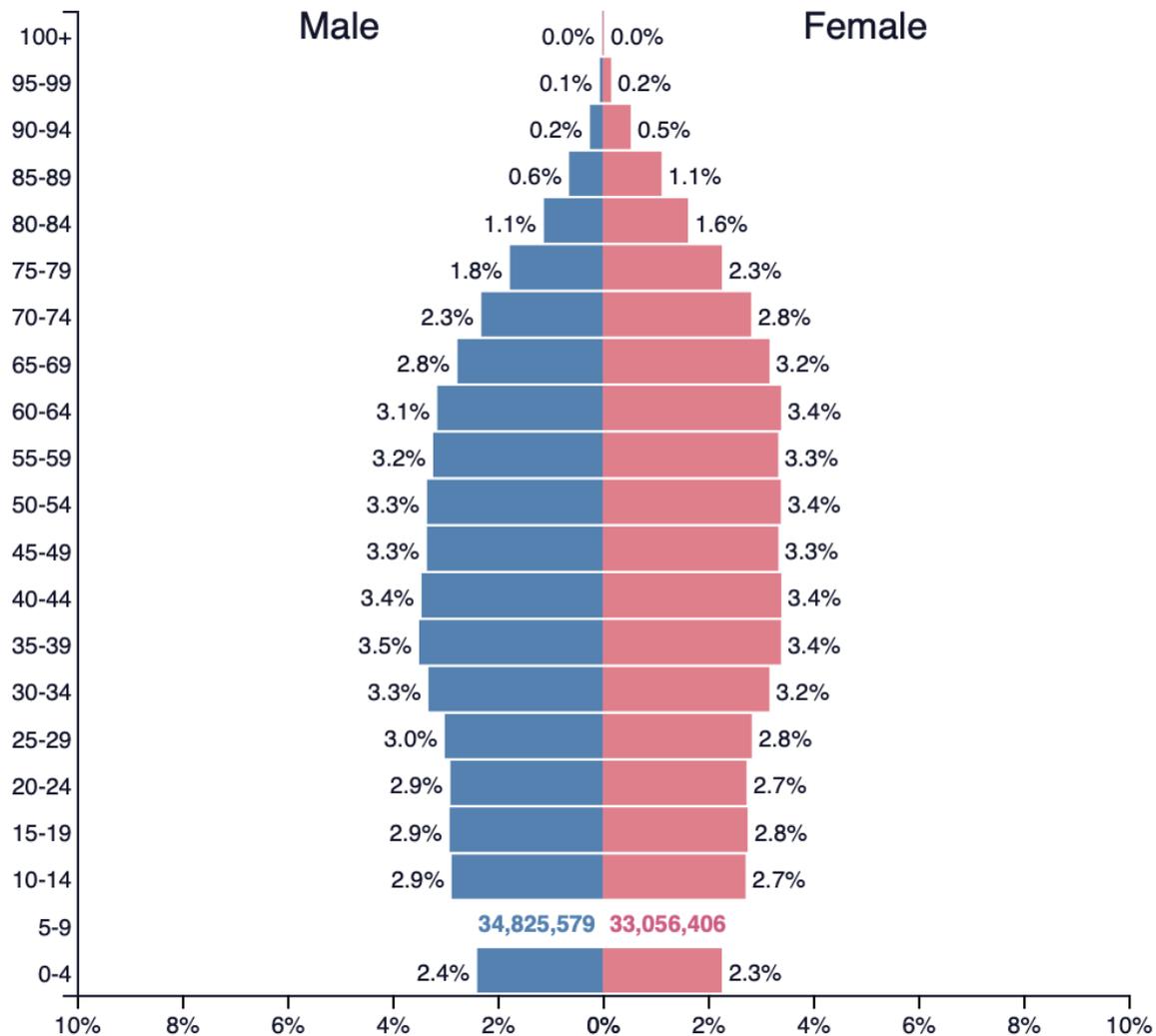
Demographics,
population and
mass urbanization



More developed regions ▼

2024

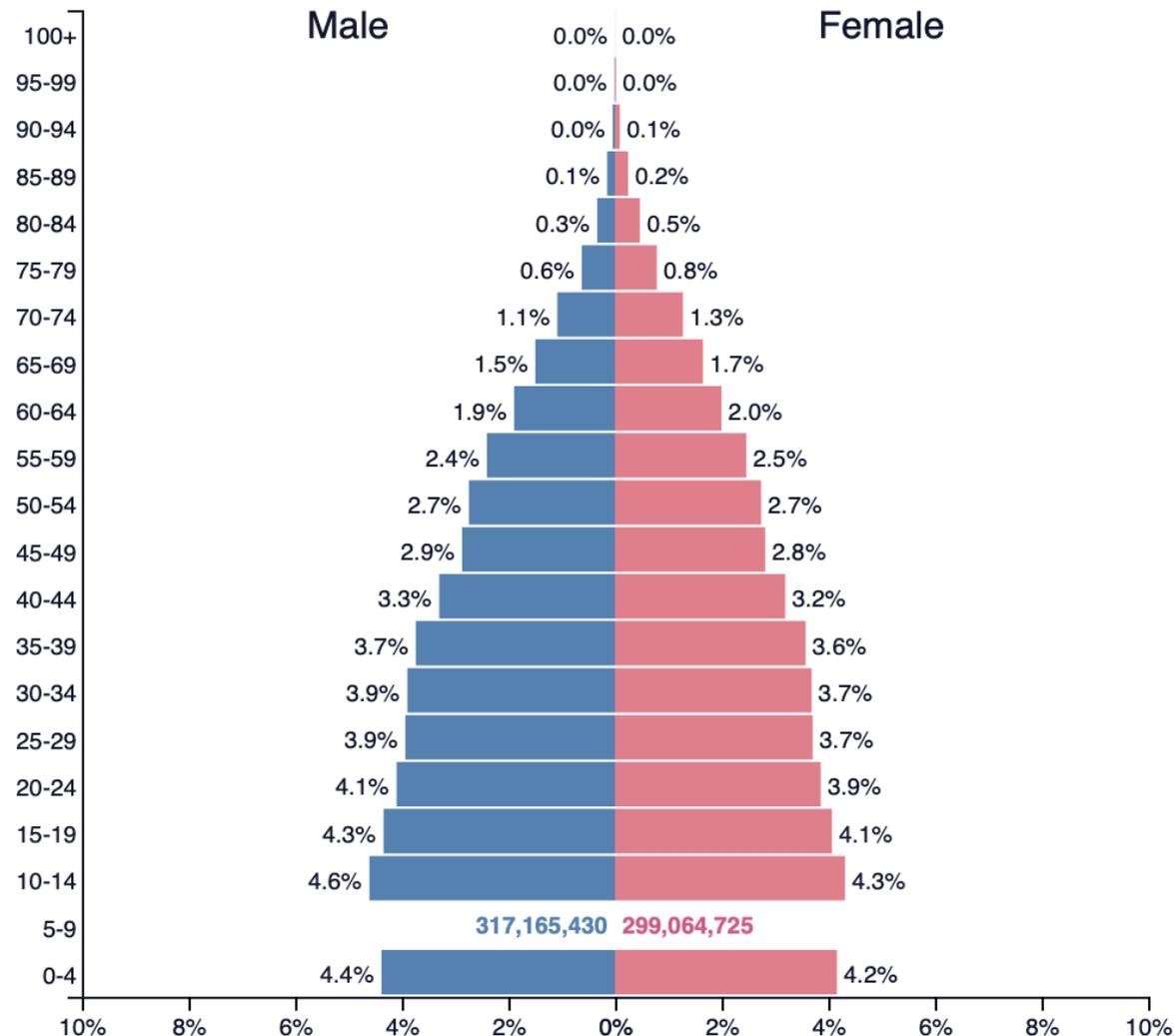
Population: **1,286,059,118**

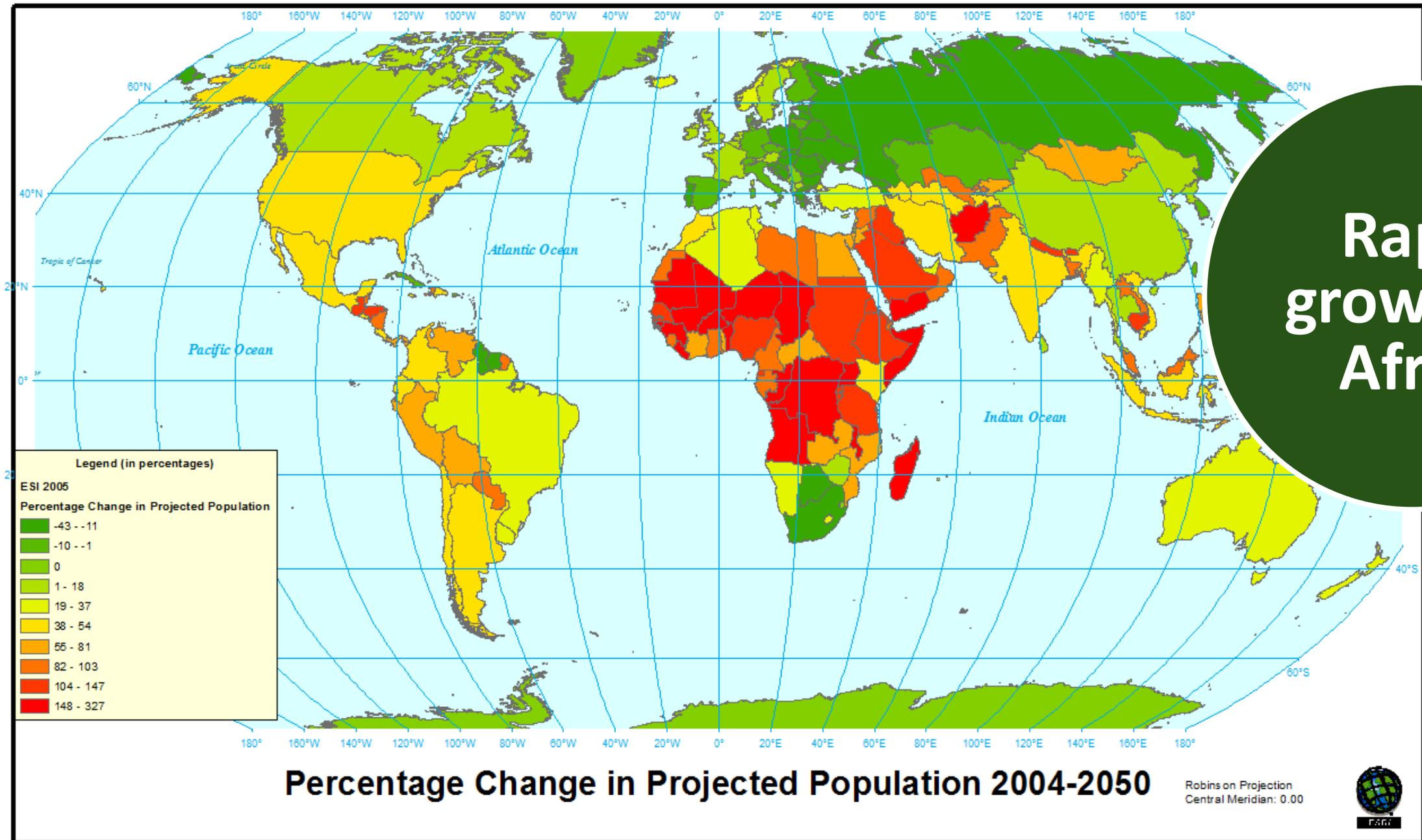


Less developed regions ▼

2024

Population: **6,875,913,454**





Rapid growth in Africa

This graphic depicts countries and territories with 2050 urban populations exceeding 100,000. Circles are scaled in proportion to urban population size. Hover over a country to see how urban it is (percentage of people living in cities and towns) and the size of its urban population (in millions).

Urban Population

- Greater than 75%
- 50% - 75%
- 25% - 50%
- Less than 25%

AN URBAN WORLD



1950



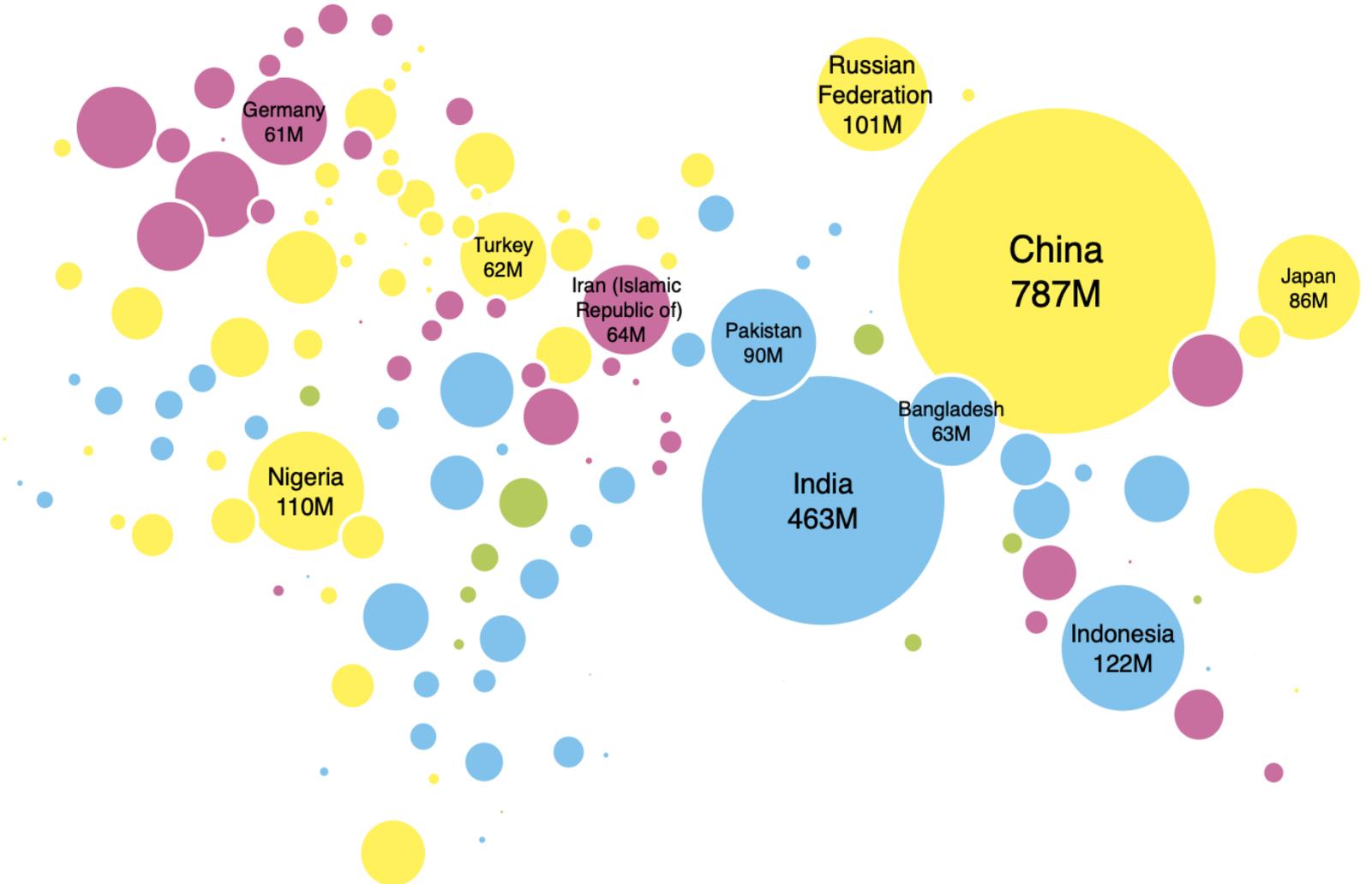
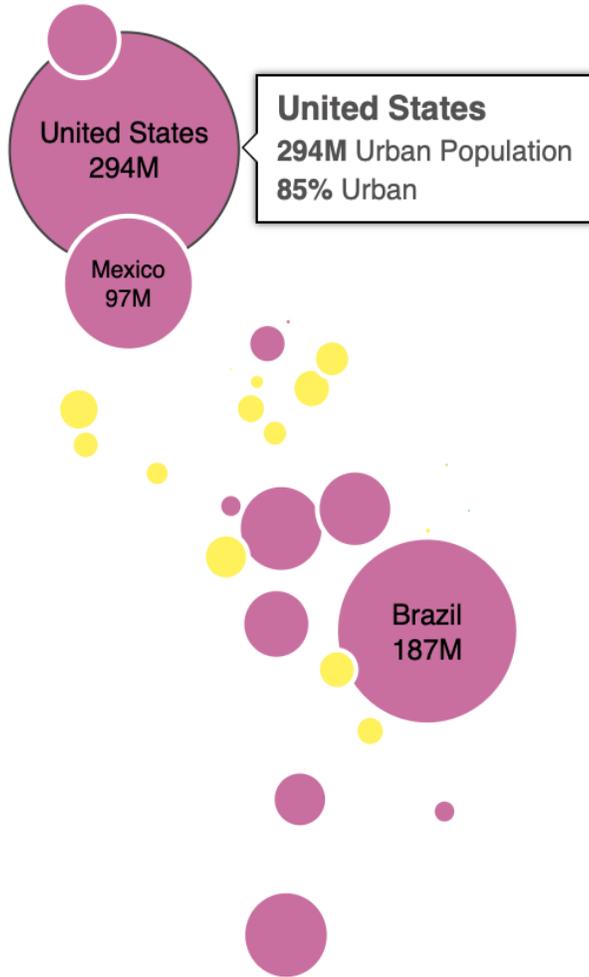
AN URBAN WORLD

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Urban Population

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- Less than 25%

2020



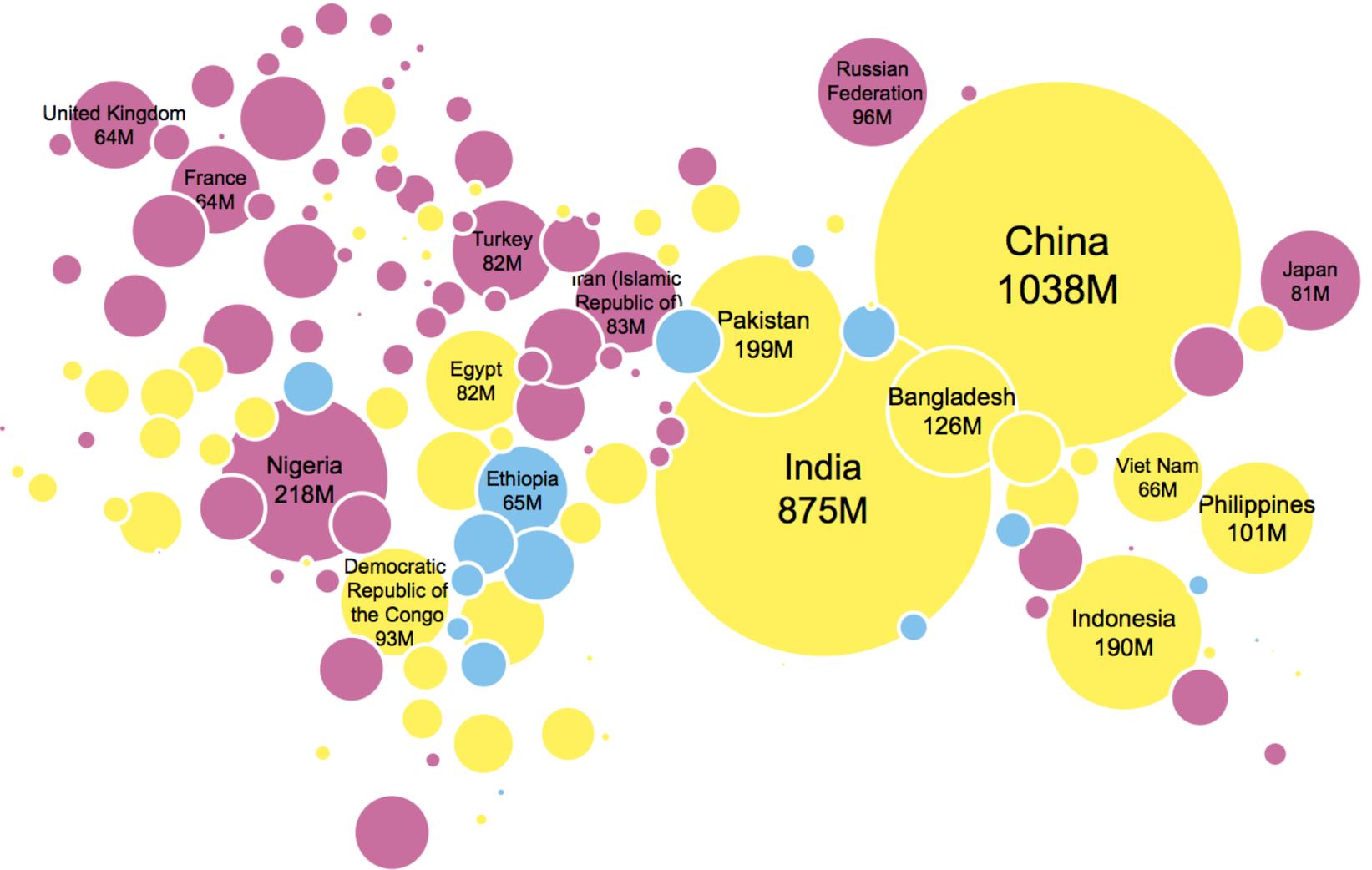
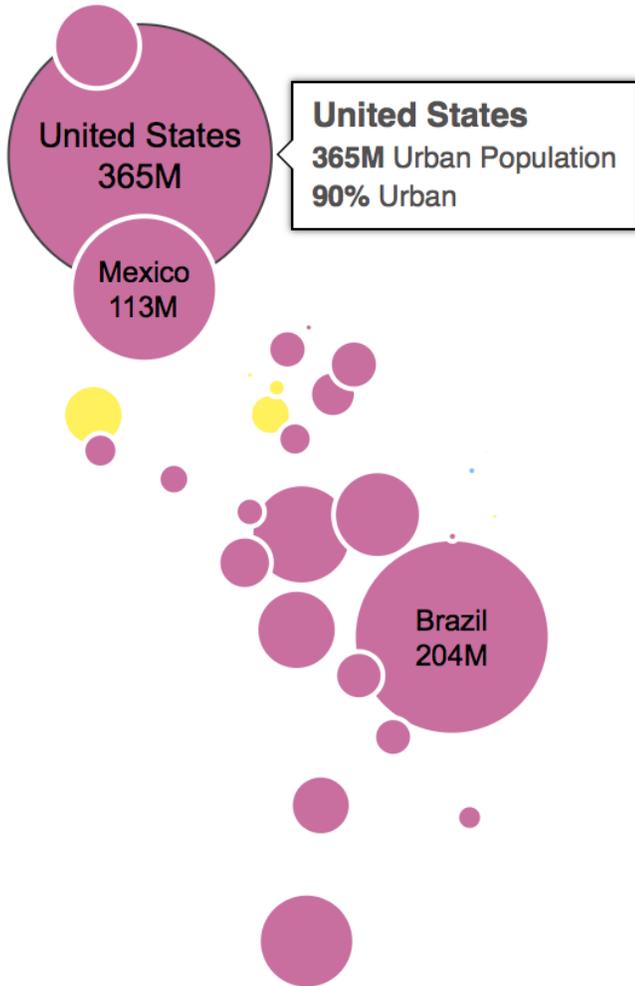
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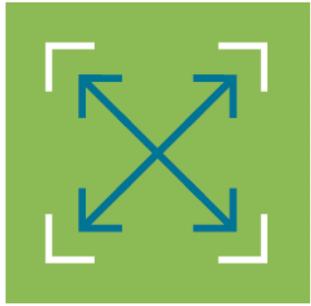
Urban Population

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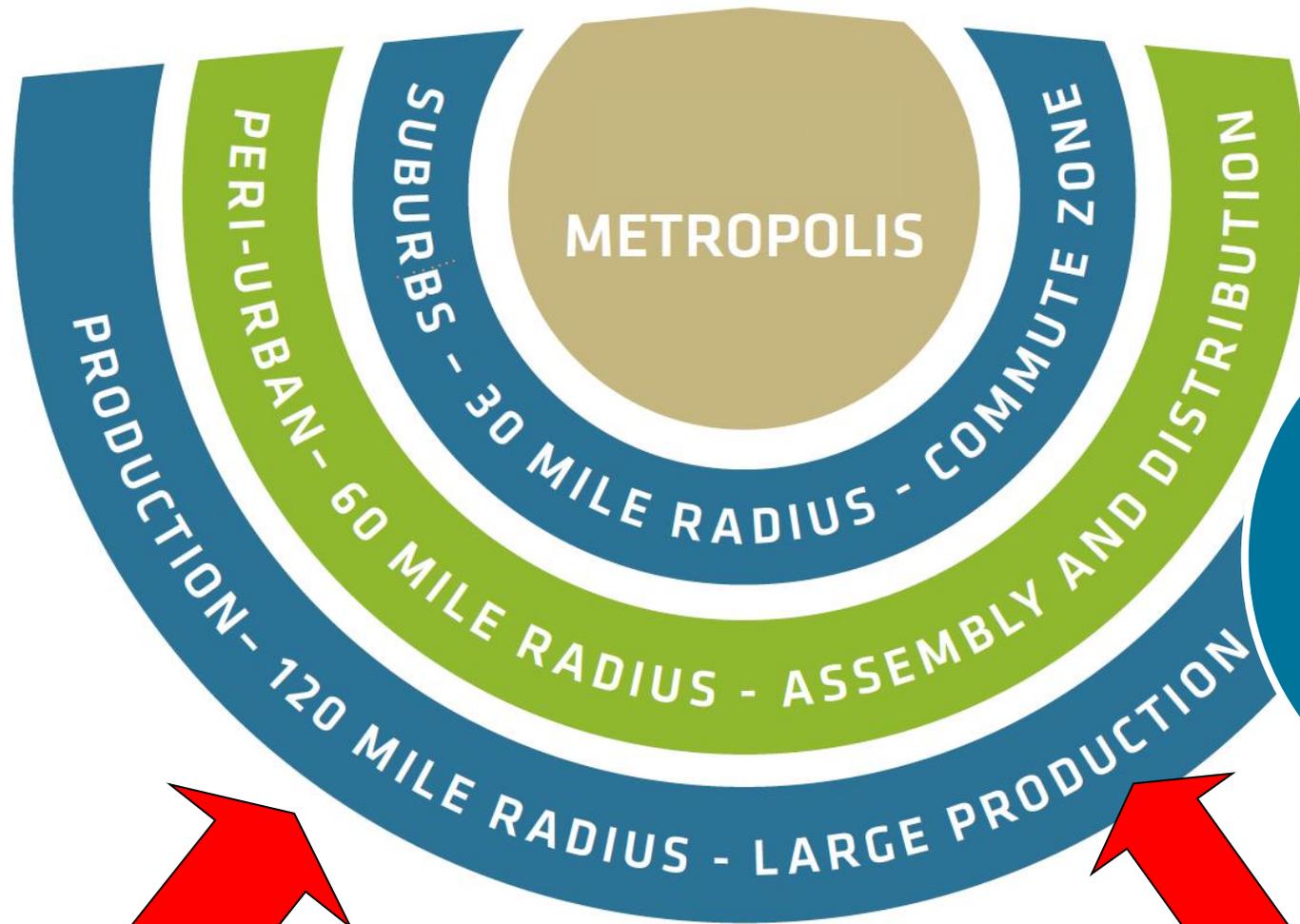
2050



Arc of Innovation



Future-Splitting
Questions™



What is the
implication for Lake
Geneva, and its
proximity to Madison,
Milwaukee, and
Chicago?

**Society is re-distributing into and
around mega-cities**

**Unique opportunities for
regional centers**



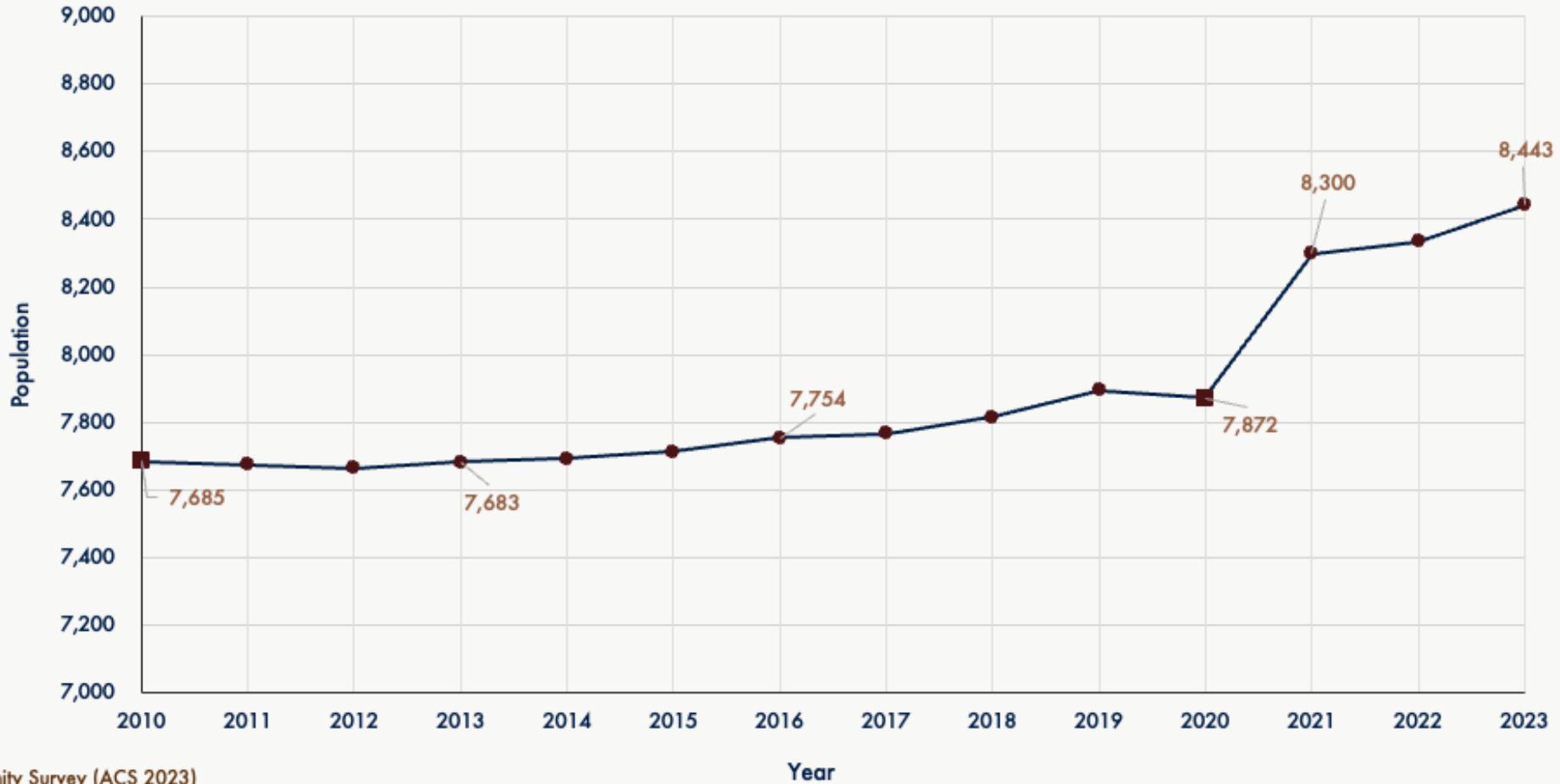
1.1 Population Trend

Lake Geneva’s population has **increased steadily** since 2010, growing from approximately **7,685 residents to 8,443 residents** in 2023. Population levels were largely stable between 2010 and 2015, followed by gradual growth from 2016 to 2019.

The most **significant change** took place between **2020 and 2021**, when the city experienced a noticeable population increase

What key population trends have emerged in Lake Geneva since 2010?

Number of Residents in the City of Lake Geneva (2010 - 2023)



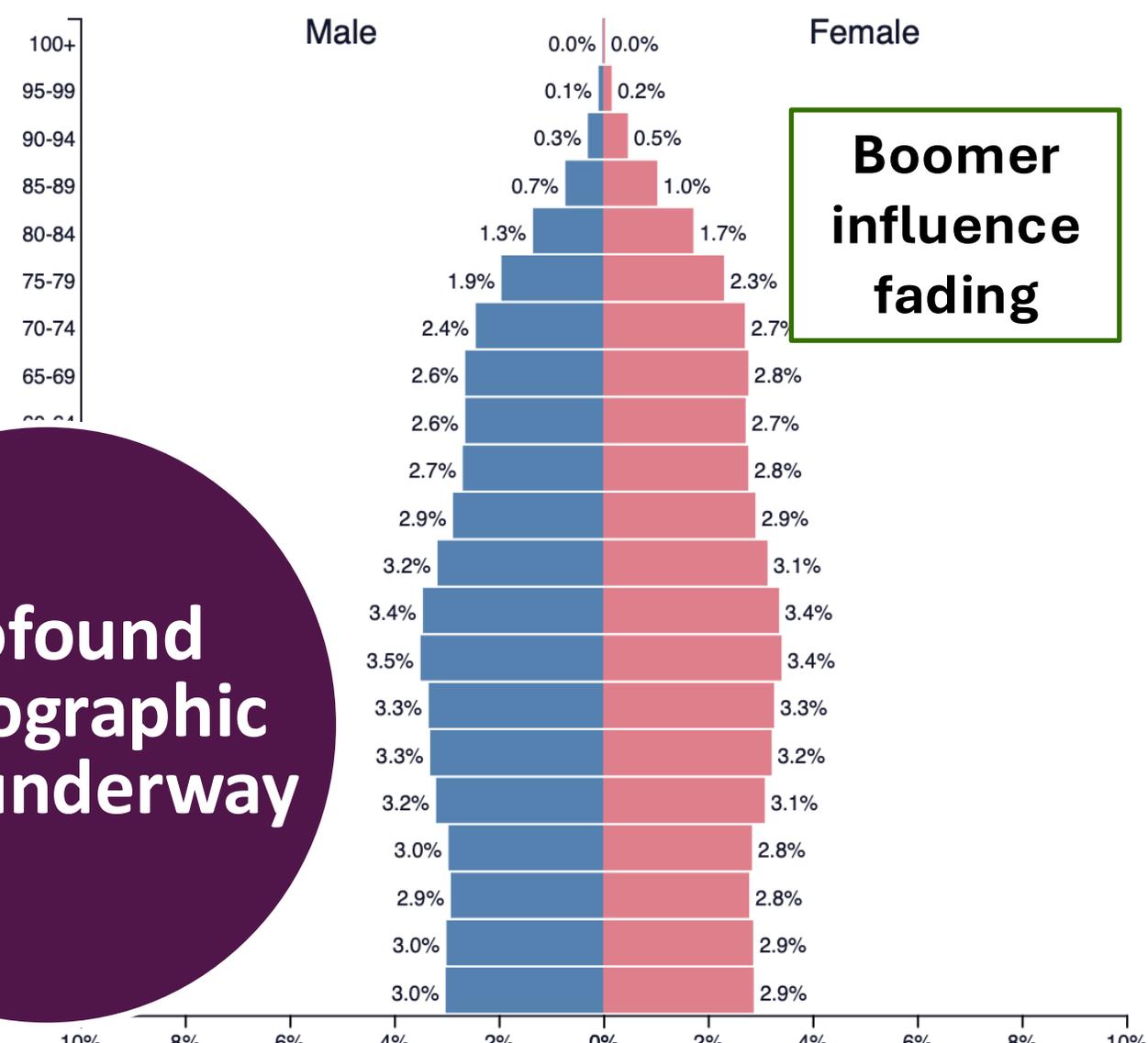
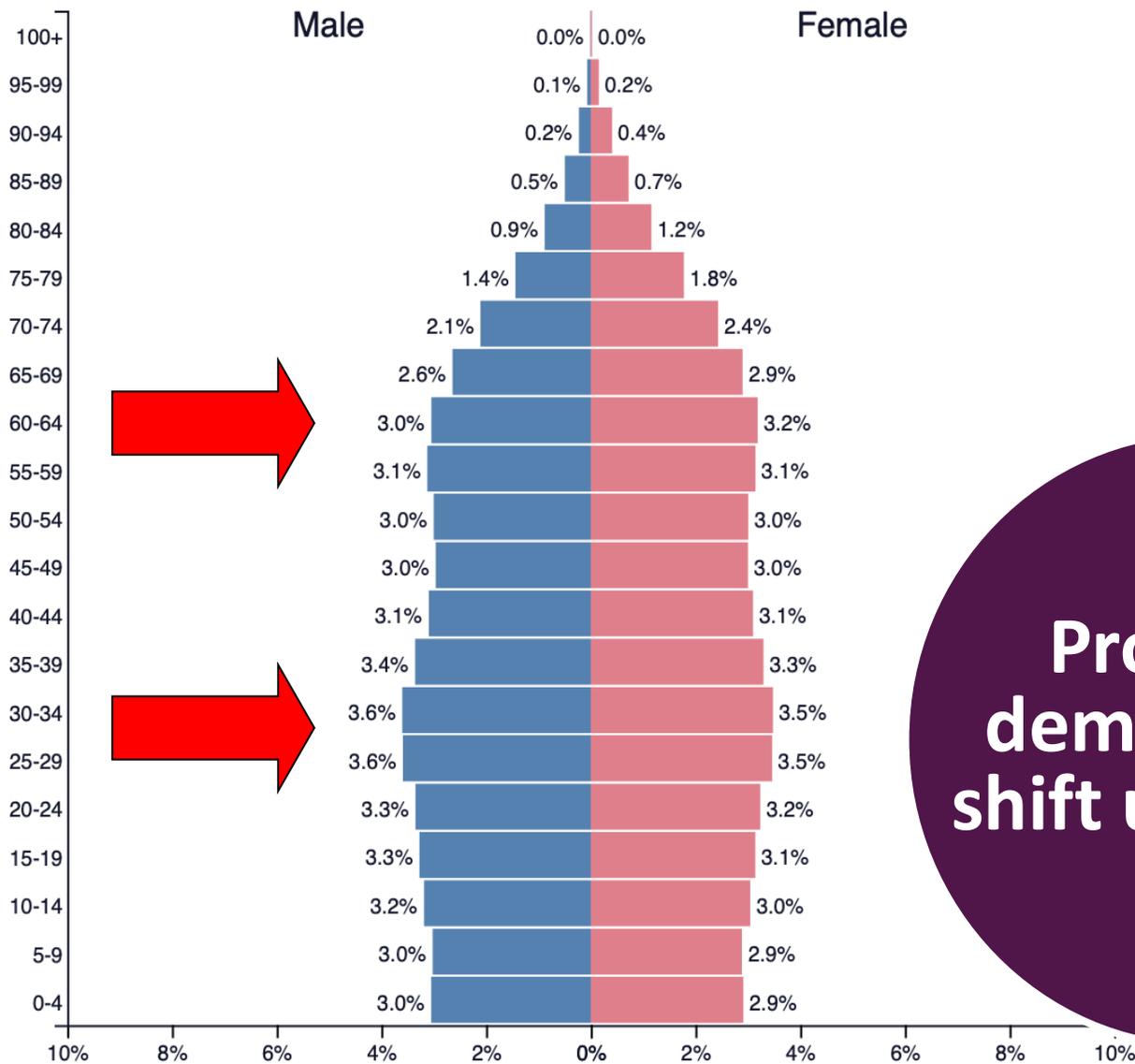
Sources: Decennial Census 2010 & 2020; American Community Survey (ACS 2023)

United States of America ▼ 2022

Population: 334,805,268

United States of America ▼ 2032

Population: 353,335,452



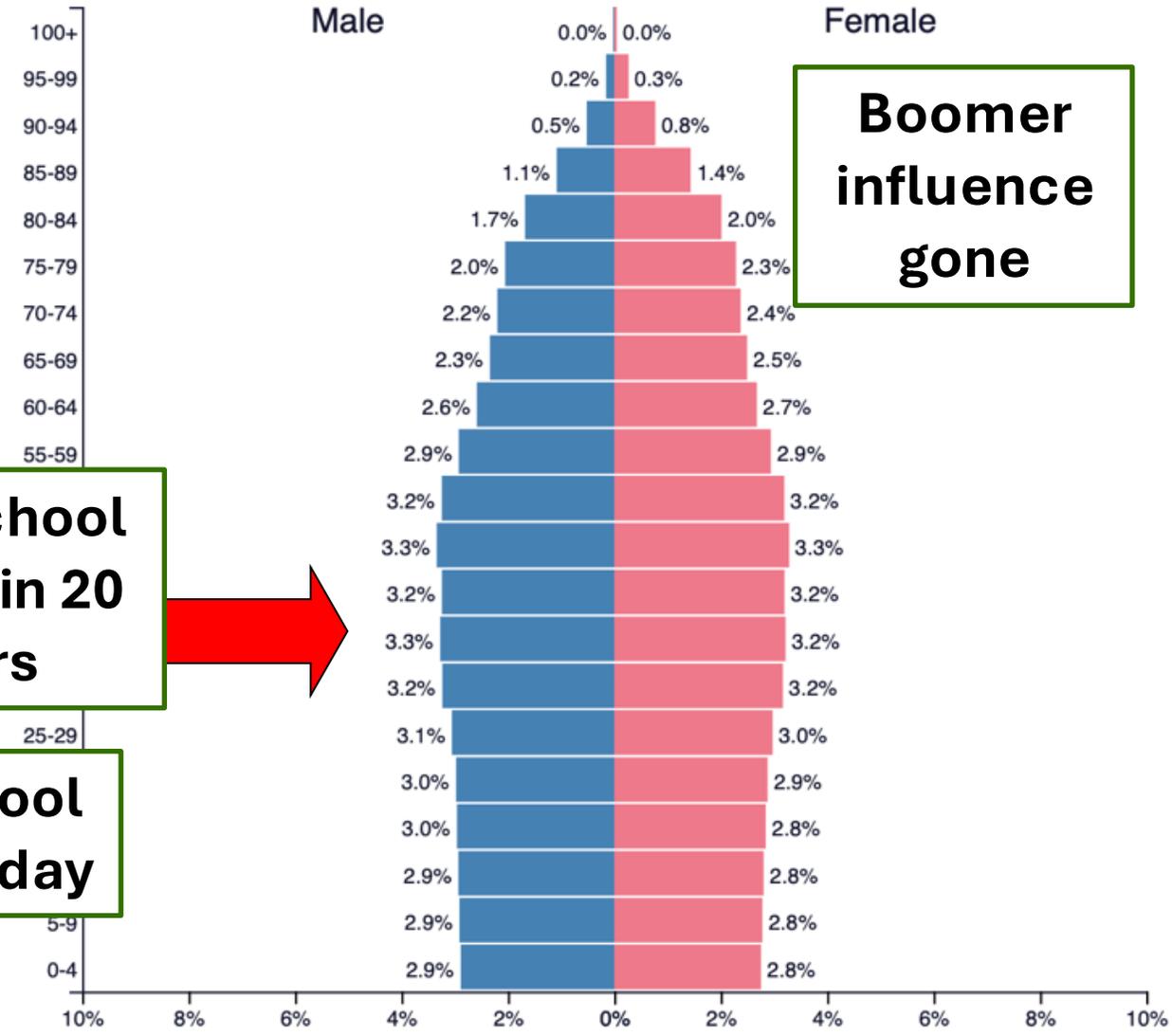
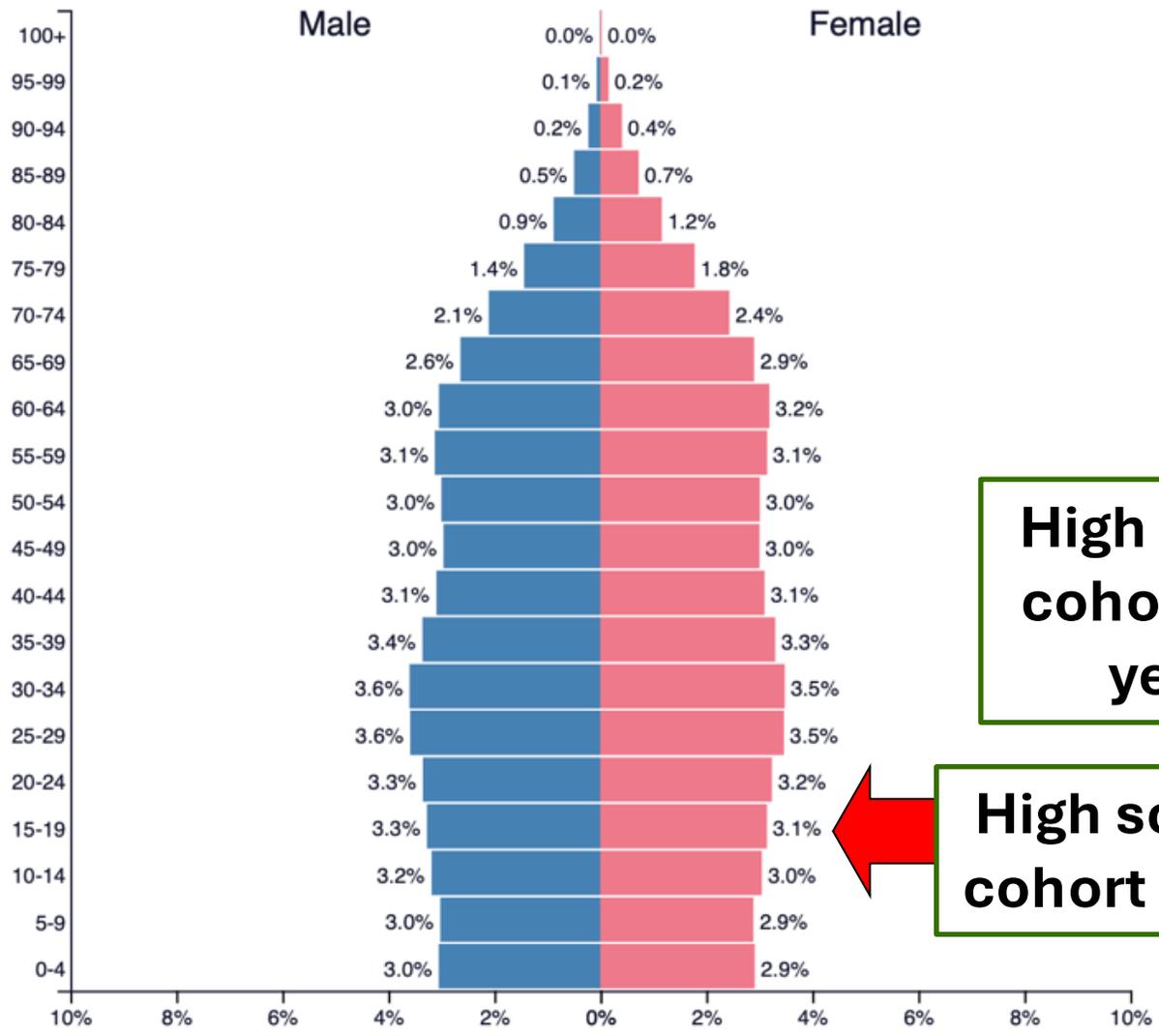
**Profound
demographic
shift underway**

United States of America ▼ 2022

Population: 334,805,268

United States of America ▼ 2042

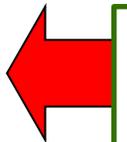
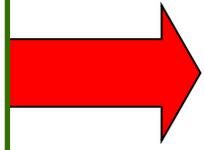
Population: 369,396,554



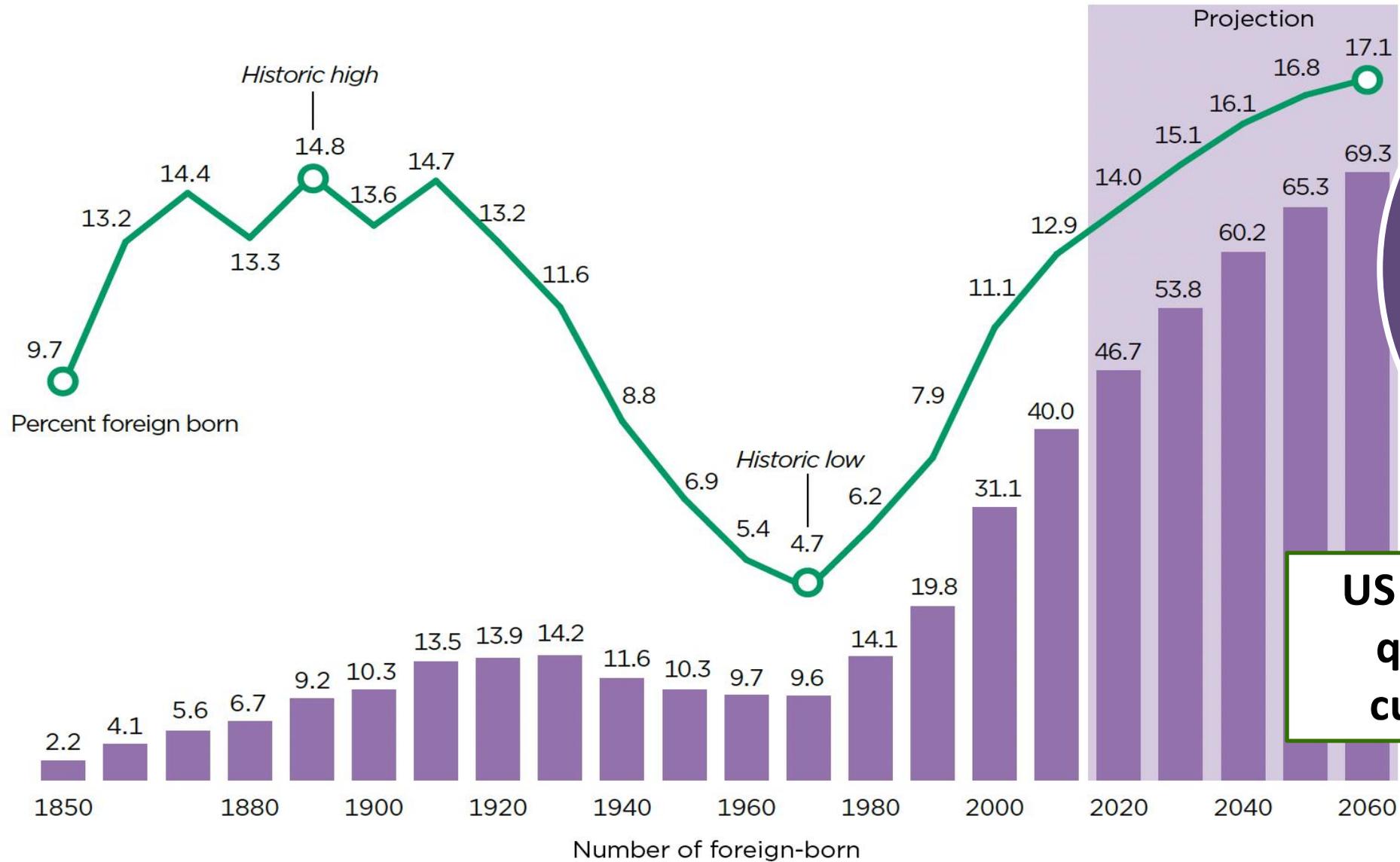
**Boomer
influence
gone**

**High school
cohort in 20
years**

**High school
cohort today**



By 2028, the foreign-born share of the U.S. population is projected to be higher than at any time since 1850.



**Foreign born %
increasing**

**US society is changing
quickly, with more
cultures and voices**

Source: U.S. Census Bureau, 1850-2000 Decennial Censuses, American Community Survey 2010, 2017 National Population Projections for 2020-2060.



Blow in her face and she'll follow you anywhere

Hit her with tangy Tipalet Cherry. Or rich, grape-y Tipalet Burgundy. Or luscious Tipalet Blueberry. It's Wild! Tipalet. It's new. Different. Delicious in taste and in aroma. A puff in her direction and she'll follow you, anywhere. Oh yes.... you get smoking satisfaction without inhaling smoke.

Smokers of America do yourself a flavor. Make your next cigarette a **Tipalet**

New from Muriel. About 5 for 25¢.



For a better start in life
start COLA earlier!

- Promotes Active Lifestyle!
- Boosts Personality!
- Gives body essential sugars!

How soon is too soon?

Not soon enough. Laboratory tests over the last few years have proven that babies who start drinking soda during that early formative period have a much higher chance of gaining acceptance and "fitting in" during those awkward pre-teen and teen years. So, do yourself a favor. Do your child a favor. Start them on a strict regimen of sodas and other sugary carbonated beverages right now, for a lifetime of guaranteed happiness.

The Soda Pop Board of America
1515 W. Hart Ave. - Chicago, ILL.



Shifting societal values

Predictions and observations

- Generational change is coming which will trigger widespread upheaval of norms.
- People and industries will continue to cluster around mega-cities, in specialized cities and regional centers.





Demographic + Population + Mass Urbanization

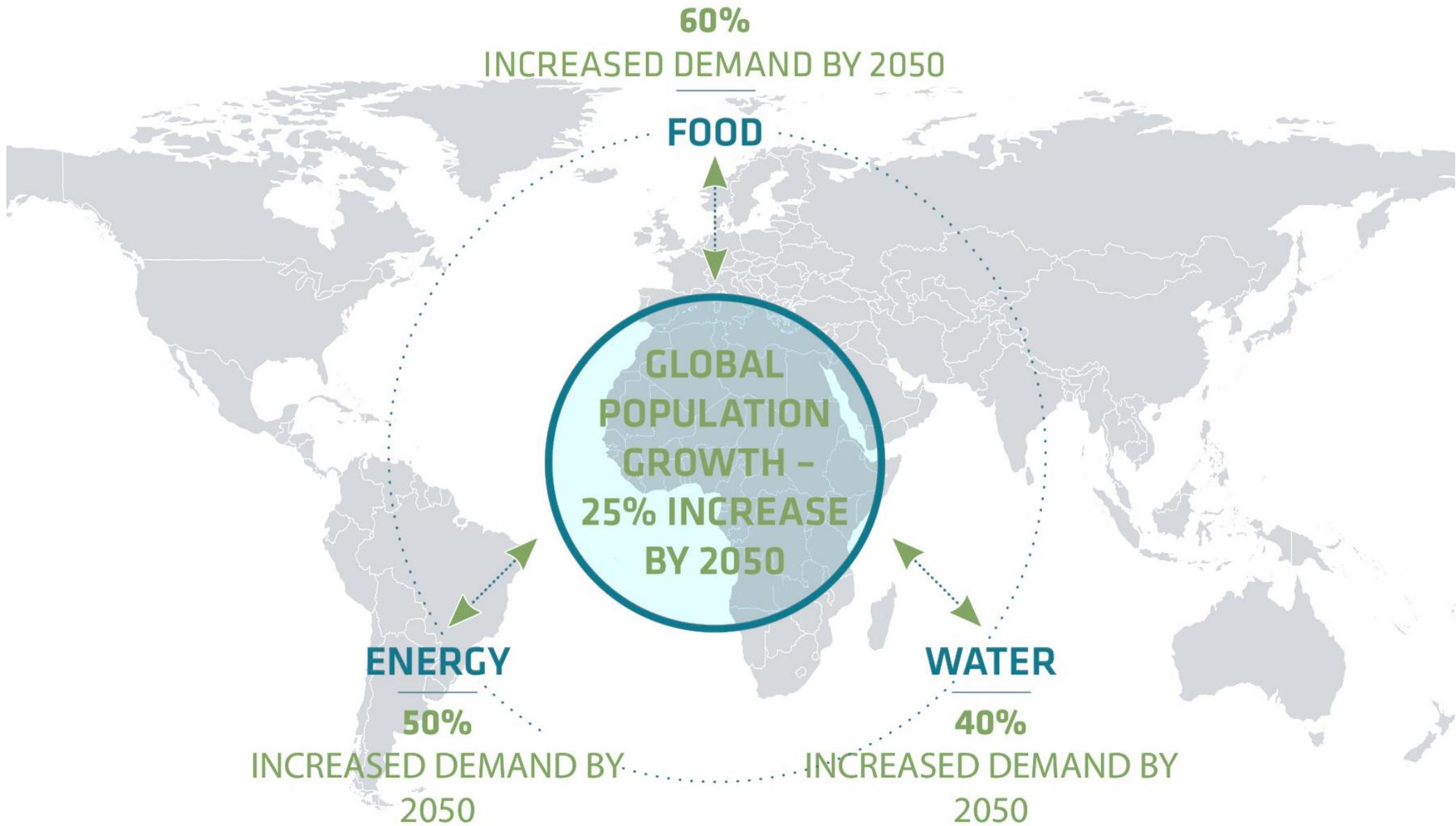
What does this mean for the
the future of Lake Geneva?





Energy + Water + Food + Climate Change





Renewable Energy

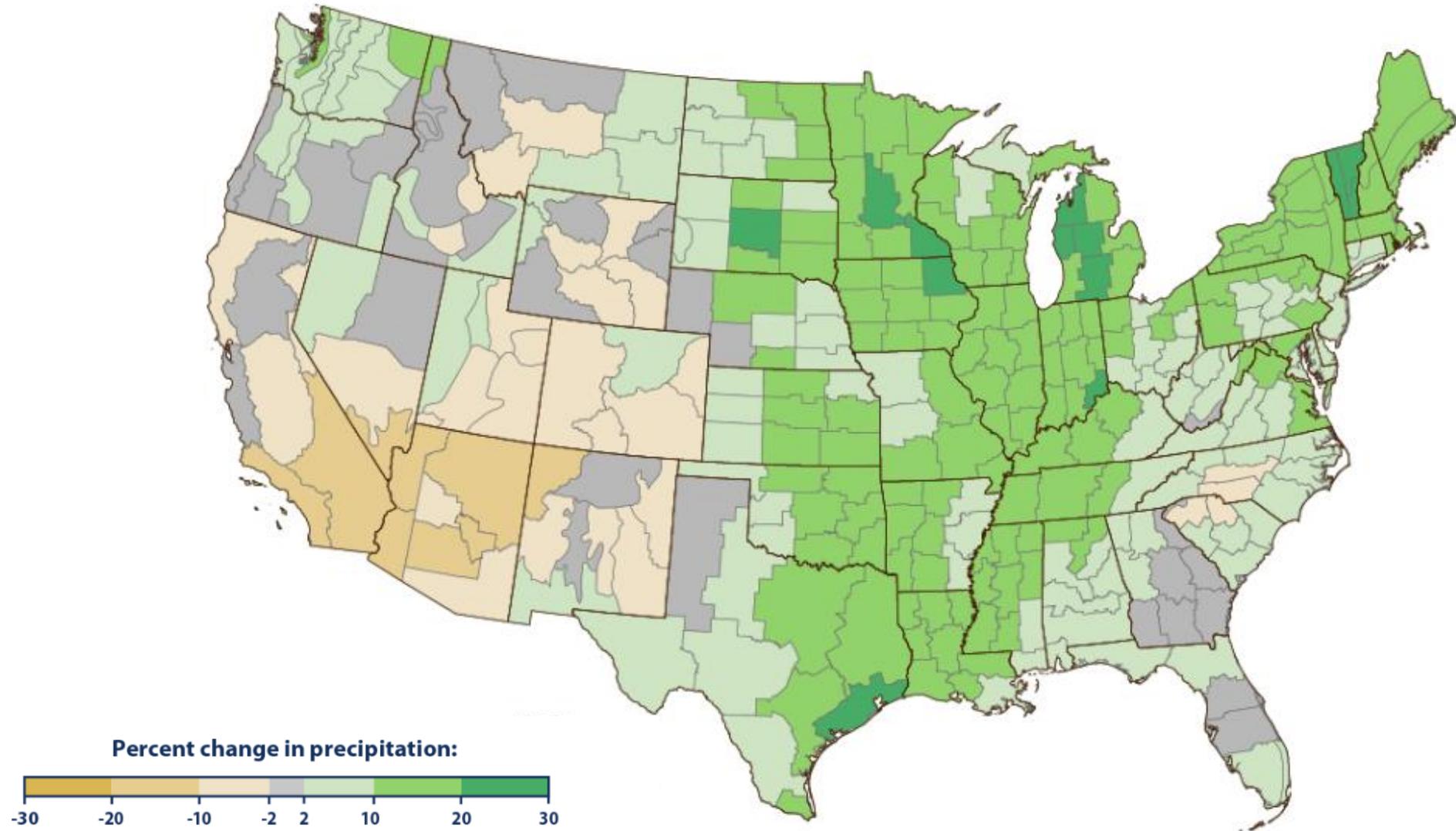
Potential for
unlimited
cheap energy

Electrification of the
world is accelerating,
driven by renewable
energy

FRESH WATER

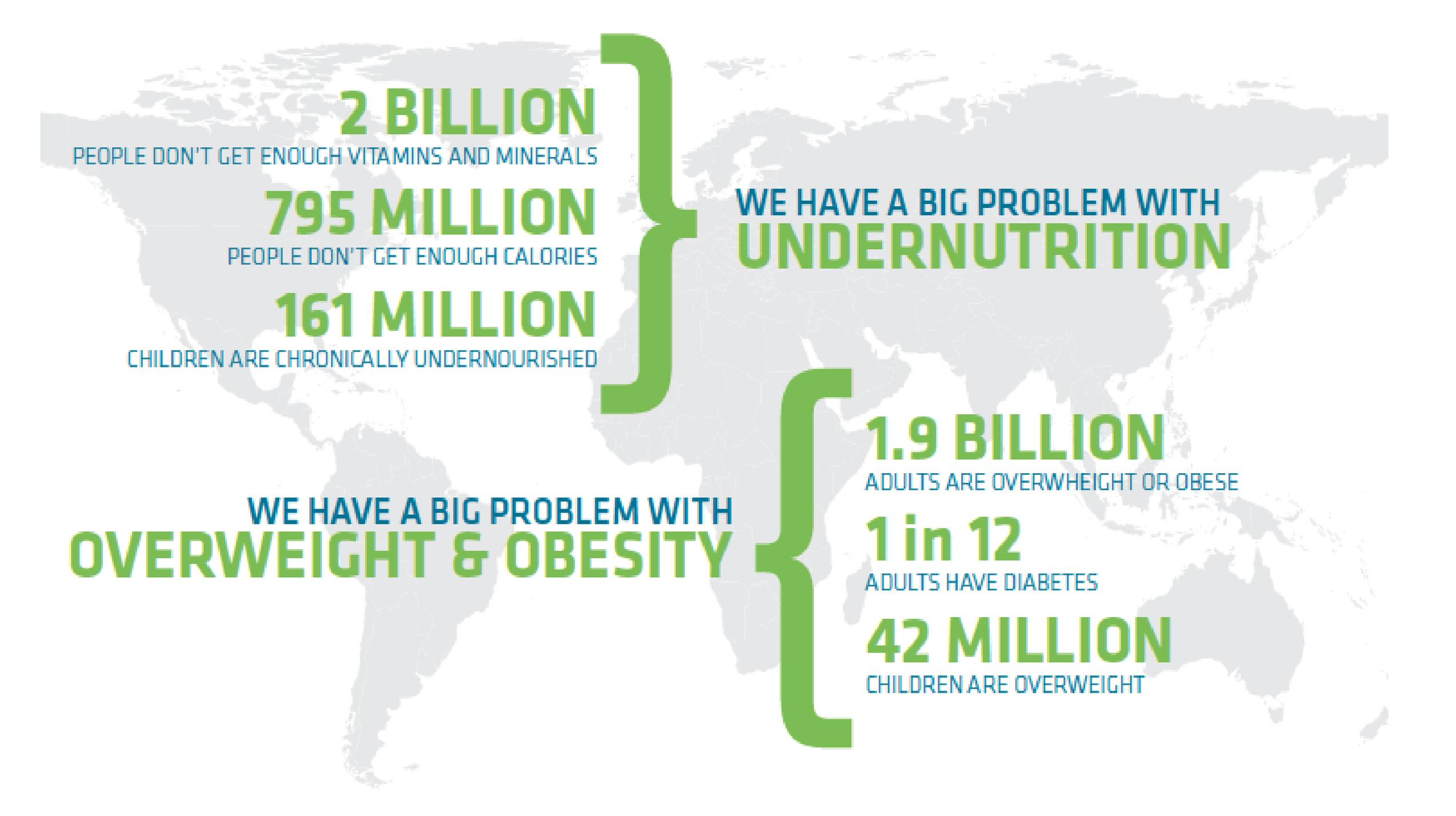
- Nearly 450 million people in 29 countries now face severe water shortages
- As much as 2/3 of the world population faces water-stress
- Half the world's rivers and lakes are seriously polluted

Change in Precipitation in the United States, 1901–2021



Alaska data start in 1925.

Data source: NOAA (National Oceanic and Atmospheric Administration). 2022. Climate at a glance. Accessed March 2022.
www.ncdc.noaa.gov/cag.



2 BILLION

PEOPLE DON'T GET ENOUGH VITAMINS AND MINERALS

795 MILLION

PEOPLE DON'T GET ENOUGH CALORIES

161 MILLION

CHILDREN ARE CHRONICALLY UNDERNOURISHED

WE HAVE A BIG PROBLEM WITH
UNDERNUTRITION

WE HAVE A BIG PROBLEM WITH
OVERWEIGHT & OBESITY

1.9 BILLION

ADULTS ARE OVERWEIGHT OR OBESE

1 in 12

ADULTS HAVE DIABETES

42 MILLION

CHILDREN ARE OVERWEIGHT

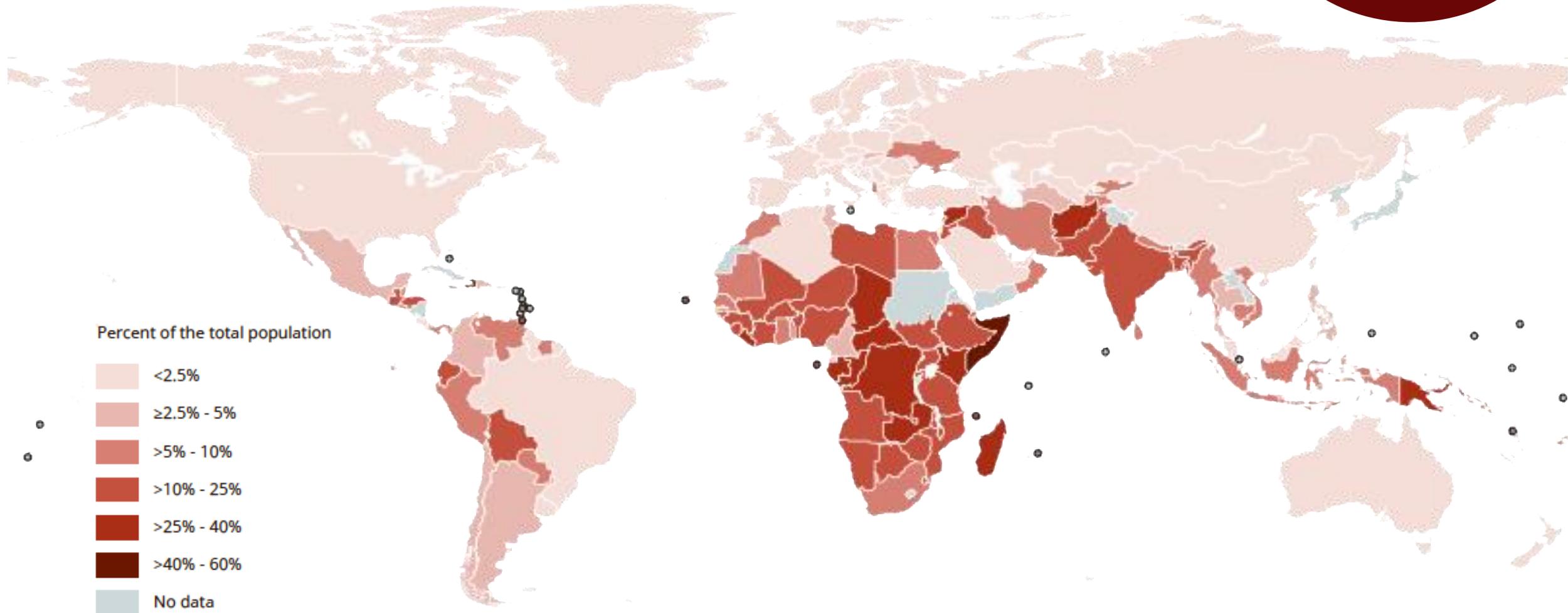


Food and Agriculture
Organization of the
United Nations

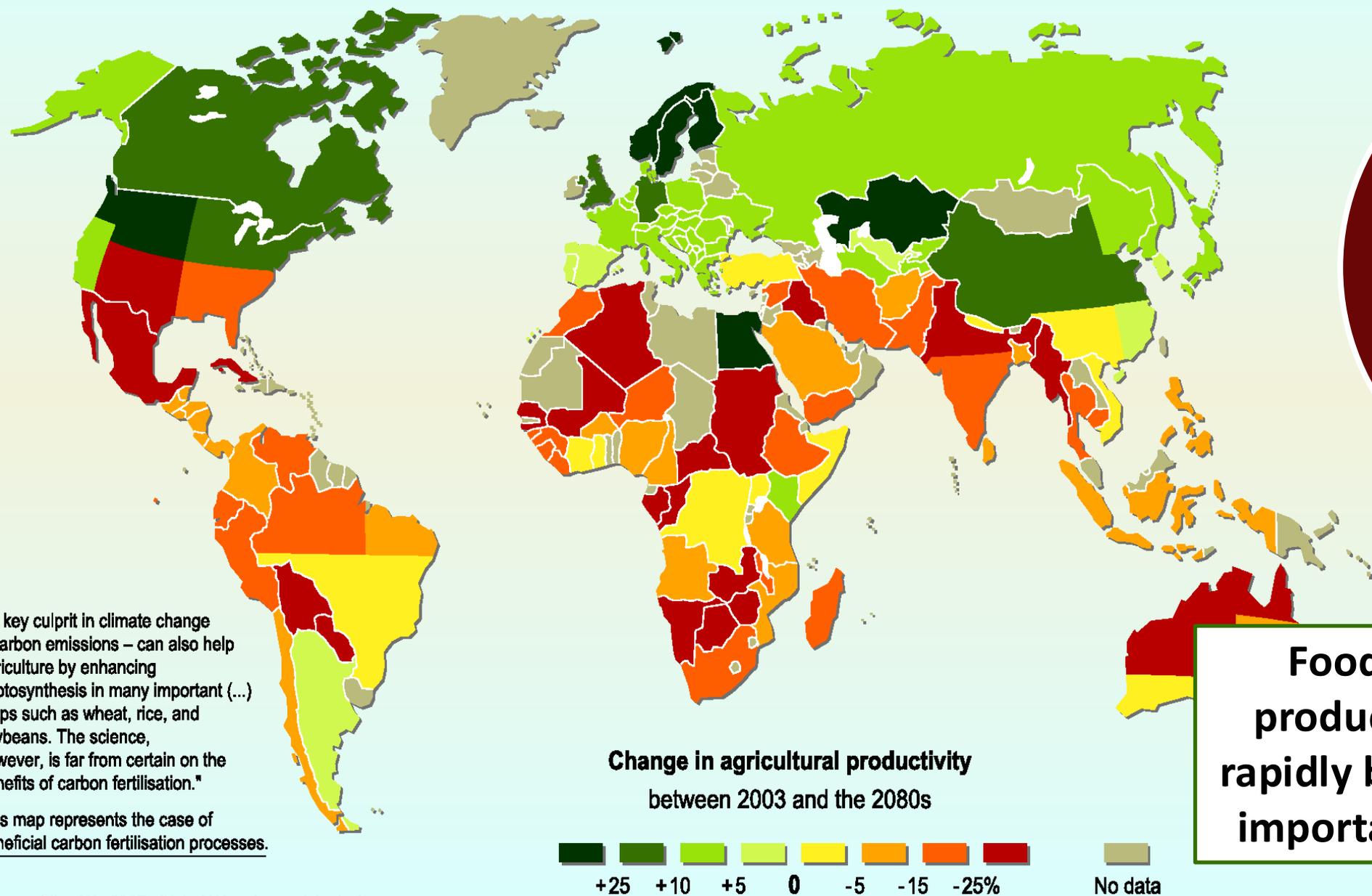
FAO Hunger Map

Prevalence of undernourishment 2022-2024 (3-year average)
SDG Indicator 2.1.1

**Hunger is an
emerging
critical global
issue**



Projected impact of climate change on agricultural yields



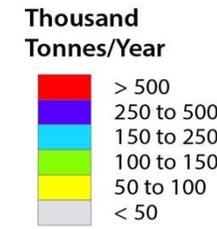
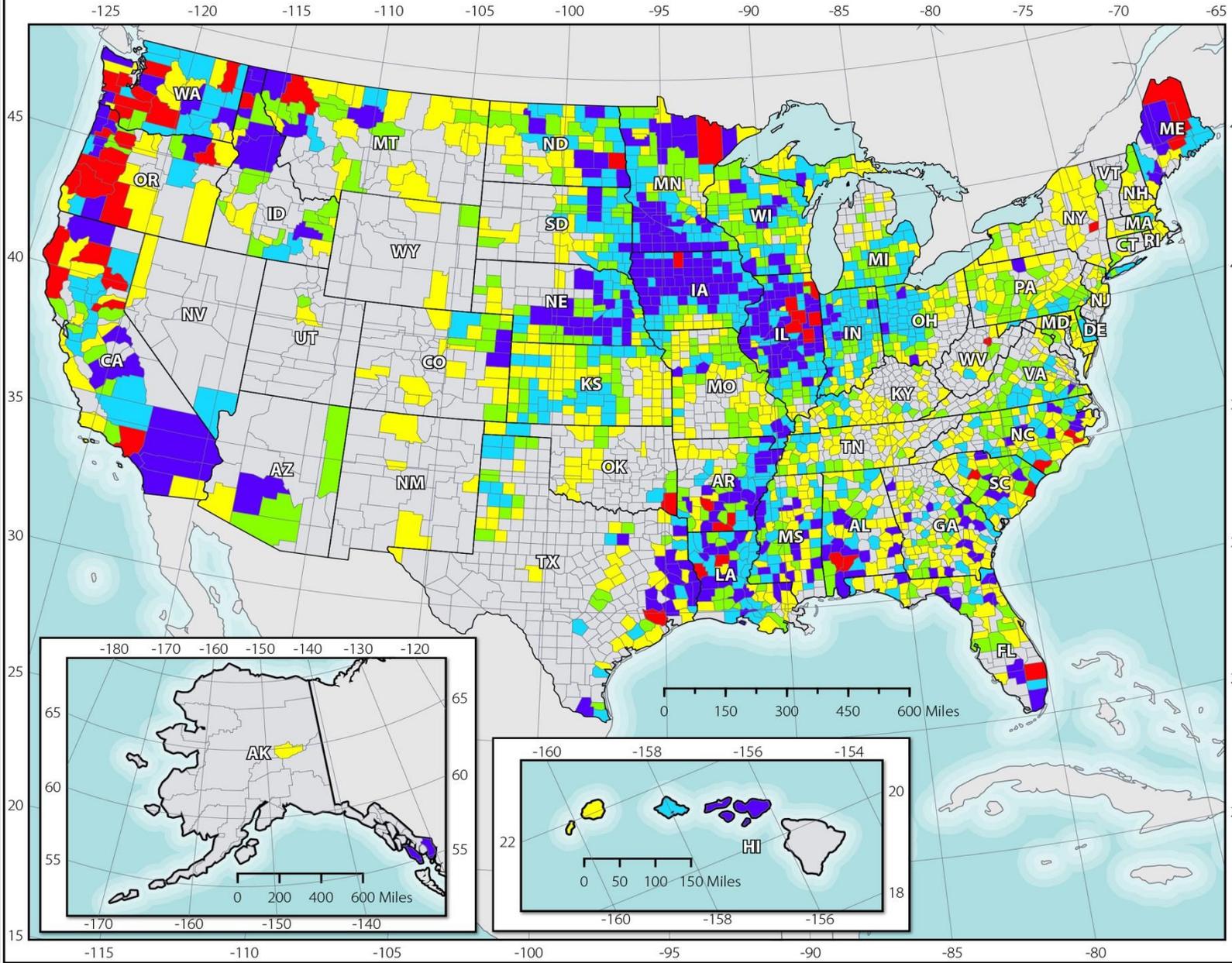
**Increases
and
decreases**

**Food security and
production capability
rapidly becoming a more
important global issue.**

" A key culprit in climate change – carbon emissions – can also help agriculture by enhancing photosynthesis in many important (...) crops such as wheat, rice, and soybeans. The science, however, is far from certain on the benefits of carbon fertilisation."
This map represents the case of beneficial carbon fertilisation processes.

Source: Cline W., 2007, *Global Warming and Agriculture*.

Solid Biomass Resources in the United States



Unique biomass capability

This map estimates the solid biomass resources currently available in the United States by county. It includes the following feedstock categories: crop residues (5 year average: 2003-2007), forest and primary mill residues (2007), secondary mill residues (2009), and urban wood waste (2010). For more information on the data development, please refer to <http://www.nrel.gov/docs/fy06osti/39181.pdf>. Although the document contains the methodology for the development of an older assessment, the information applicable to this assessment as of 2010. The difference is only in the data time period.

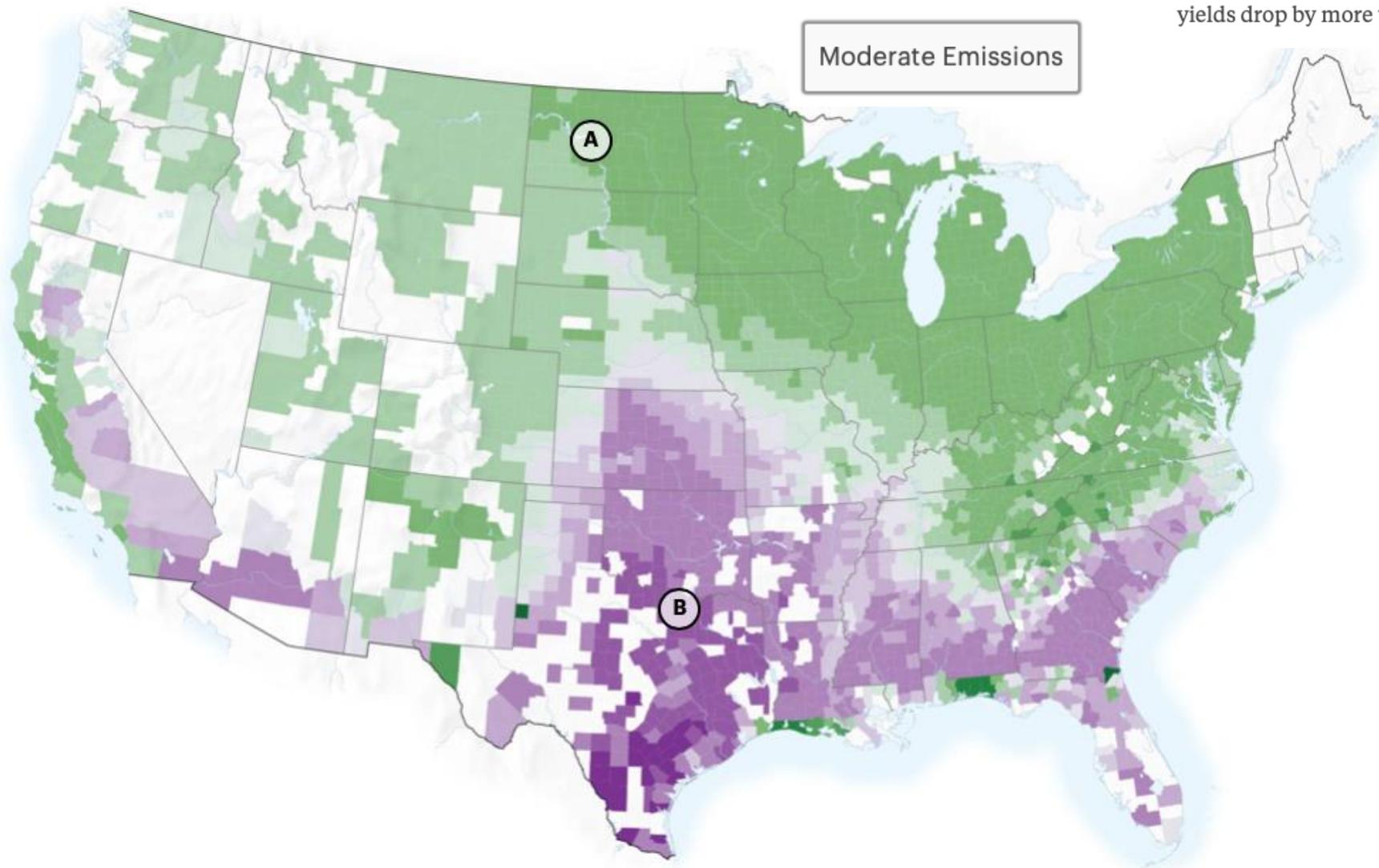
Upper Midwest bioeconomy likely to be more globally significant over coming decades.

This map was produced by National Renewable Energy Laboratory for the U.S. Department of Energy
 Billy J. Roberts
 15 January 2014

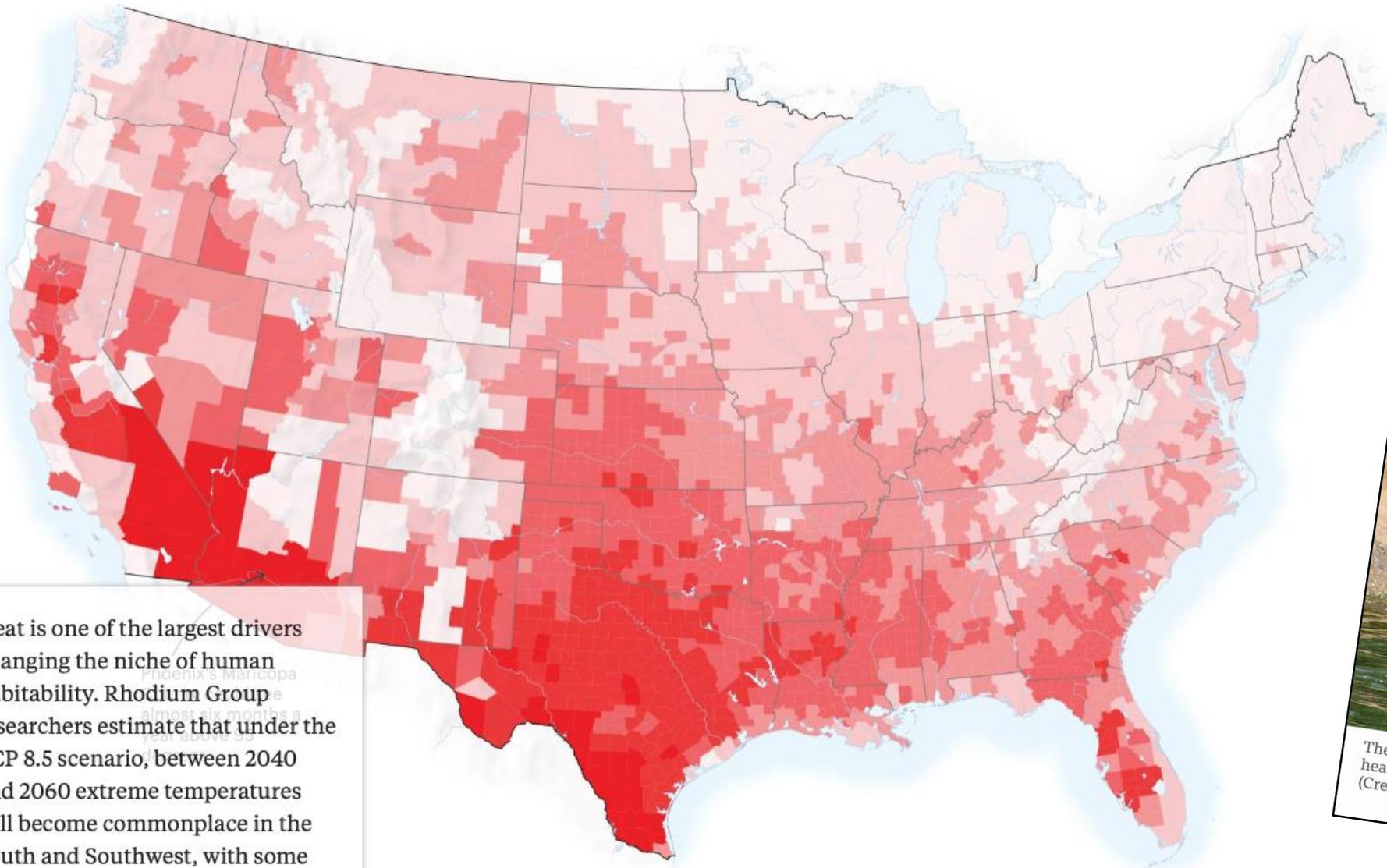




Farm Crop Yields: 2040-2060



Corn and soy production is more sensitive to heat than drought, and it will decrease for every degree of warming. By midcentury, North Dakota (A), which already harvests millions of acres of both crops, will warm enough to allow for more growing days and higher yields. But parts of Texas and Oklahoma (B) may see yields drop by more than 70%.



Heat is one of the largest drivers changing the niche of human habitability. Rhodium Group researchers estimate that under the RCP 8.5 scenario, between 2040 and 2060 extreme temperatures will become commonplace in the South and Southwest, with some counties in Arizona experiencing temperatures above 95 degrees for half the year.



Extreme Heat and Humidity: 2040-2060


Watch

Will Texas become too hot for humans?

30 June 2023
By Sarah Griffiths, Features correspondent

Share



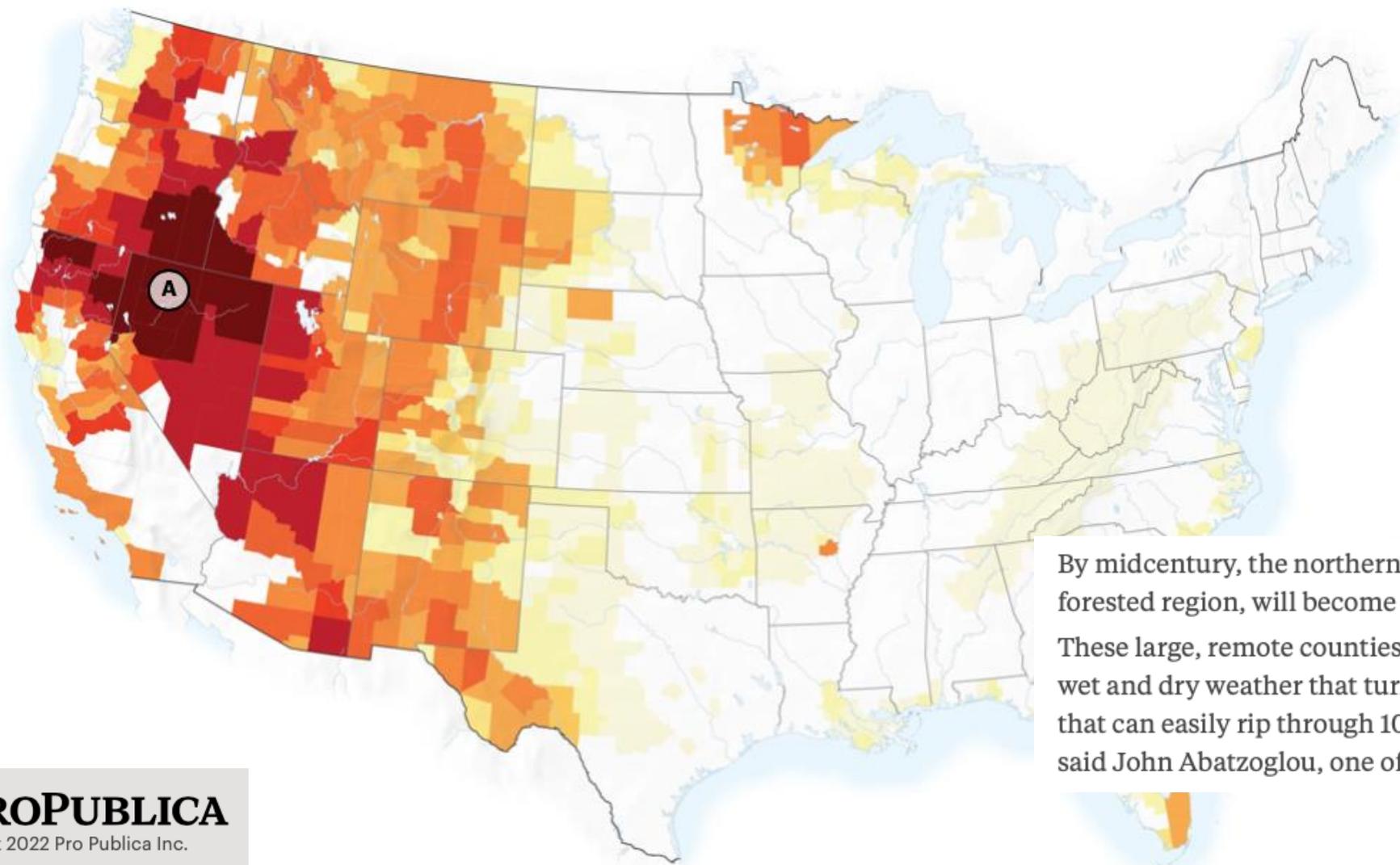
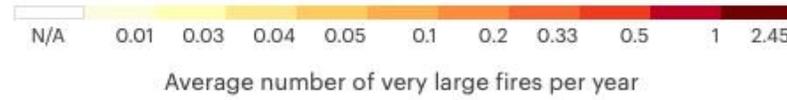
Getty Images

The southern states in the US are in the grip of a major heatwave – could it be a sign of summers in the future?
(Credit: Getty Images)

High Emissions



Large Wildfires: 2040-2071



By midcentury, the northern Great Basin, though not a densely forested region, will become the epicenter of large wildfires (A). These large, remote counties in Nevada and Oregon see cycles of wet and dry weather that turn the grassland into the fuel for fires that can easily rip through 10,000 acres a day with strong winds, said John Abatzoglou, one of the authors of the study.

High Emissions

Moderate Emissions



Sea Level Rise: 2040-2060



Percentage of property below high tide



Some 50 million Americans live in eight of the largest U.S. metro areas — Miami (A), New York (B) and Boston (C) among them — which all lie in some of the most affected counties in the U.S.

New Climate Maps Show a Transformed United States

by Al Shaw, Abrahm Lustgarten, ProPublica, and Jeremy W. Goldsmith,
Special to ProPublica, September 15, 2020.

In the United States, that niche today blankets the heart of the country, from the Atlantic seaboard through northern Texas and Nebraska, and the California coast.

According to new data from the Rhodium Group analyzed by ProPublica and The New York Times Magazine, warming temperatures and changing rainfall will drive agriculture and temperate climates northward, while sea level rise will consume coastlines and dangerous levels of humidity will swamp the Mississippi River valley.



In a [paper](#) published in the Proceedings of the National Academy of Sciences, a team of researchers modeled the human climate “niche”: the regions where temperature and precipitation have been most suitable for humans to live in over the past 6,000 years.



But as the climate warms, the niche could shift drastically northward. Under even a moderate carbon emissions scenario (known as RCP 4.5), by 2070 much of the Southeast becomes less suitable and the niche shifts toward the Midwest.

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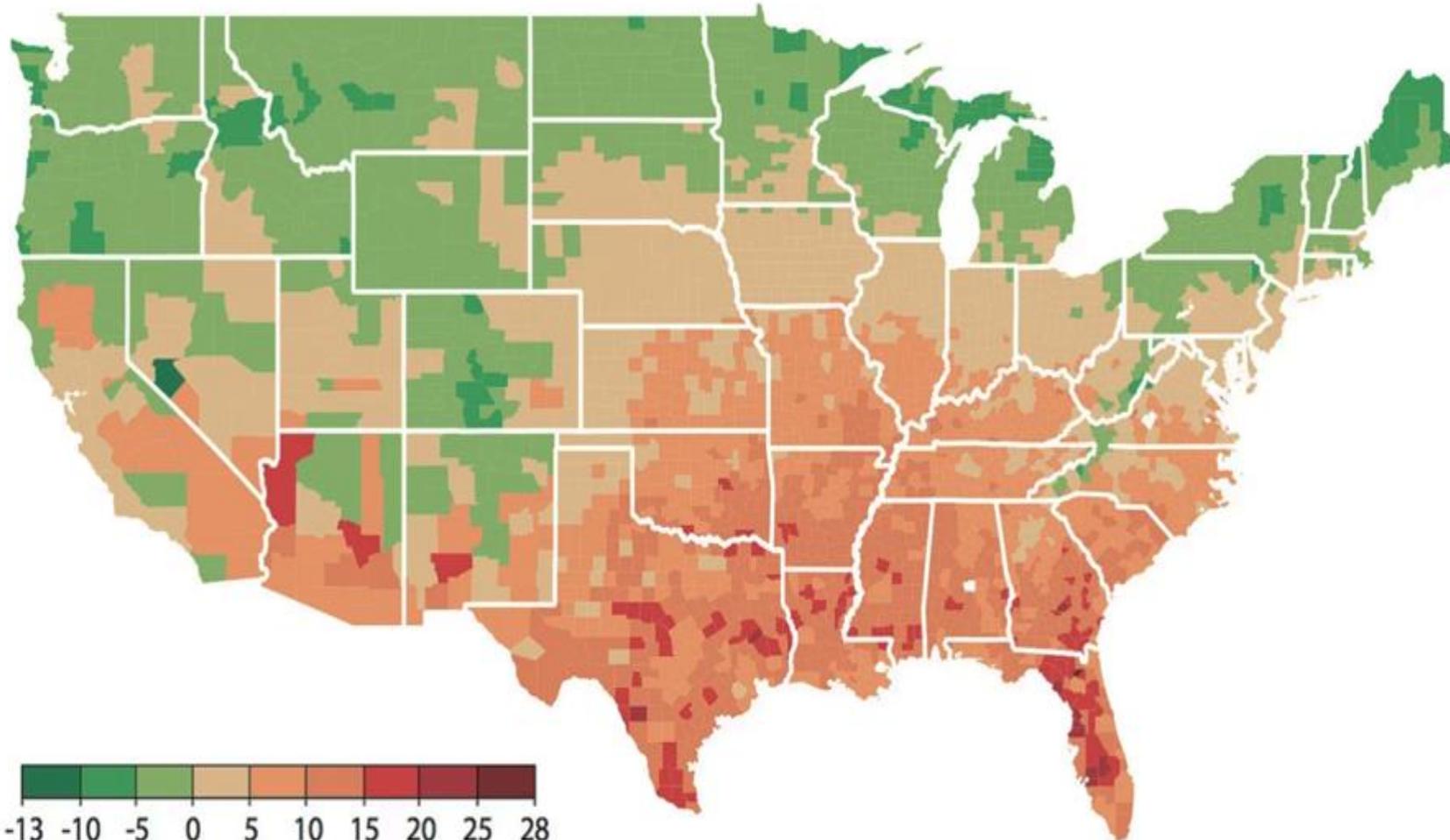
New Climate Maps Show a Transformed United States

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 **PROPUBLICA**
© Copyright 2022 Pro Publica Inc.

<https://projects.propublica.org/climate-migration/>



-13 -10 -5 0 5 10 15 20 25 28
Total economic damage (% county GDP)

Potential economic damages are shown at the county level in a scenario in which emissions of greenhouse gases continue at current rates. Green indicates areas that could see economic benefits. To see an interactive version of this map, click [here](#).

Hsiang, Kopp, Jina, Rising, et al./Science

**Long term
GDP impact
positive in
north**

**Climate change may
drive migration patterns
within US may move to
'north', and from 'west
to center'.**

Source: [Christopher Joyce, MPR News, June 29, 2017](#)

Predictions and observations

- Growing disconnect between where food will be consumed, and where it can be grown.
- New migration patterns are emerging.





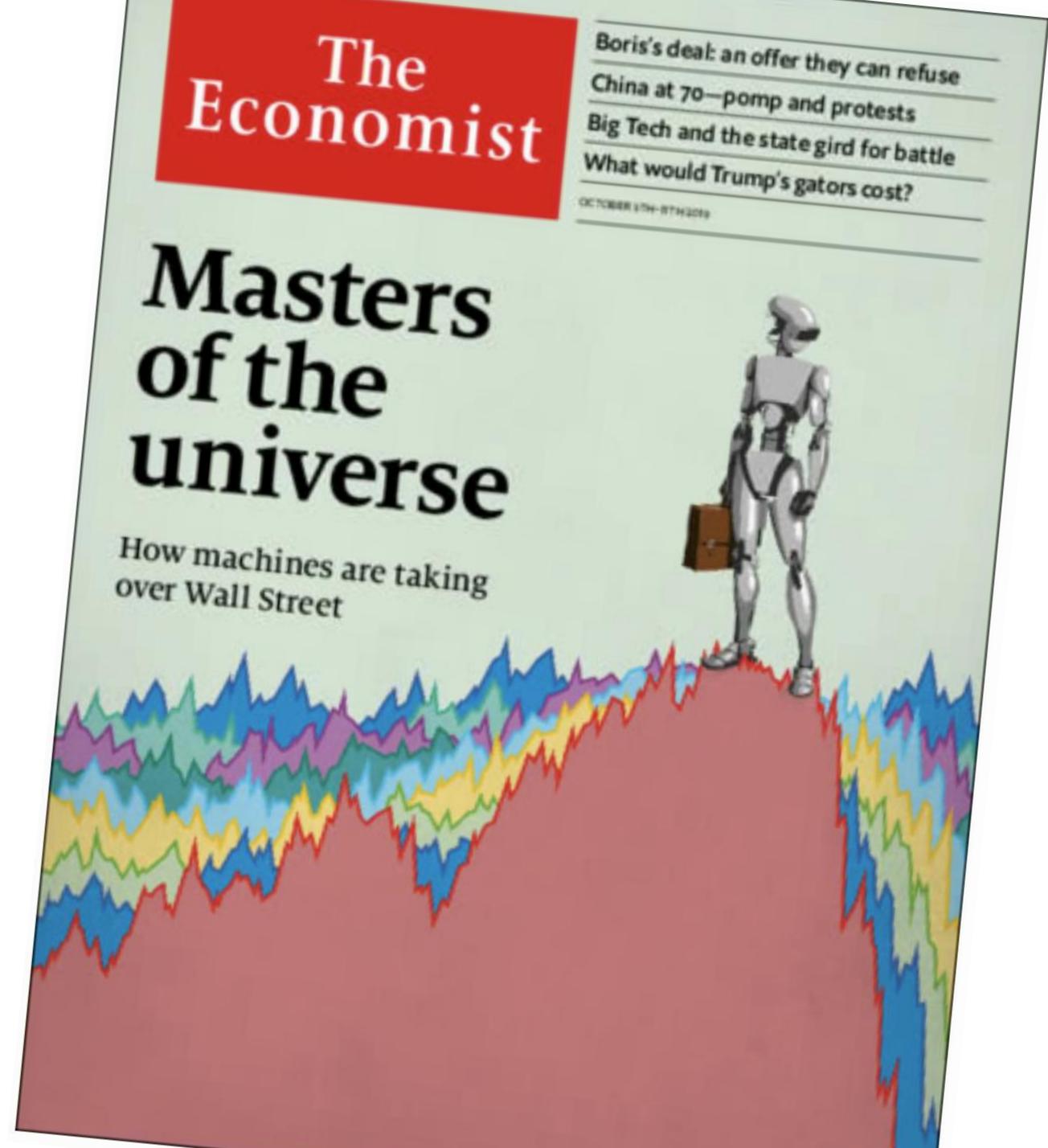
Energy + Food + Water + Climate Change

What does this mean for the
the future of Lake Geneva?

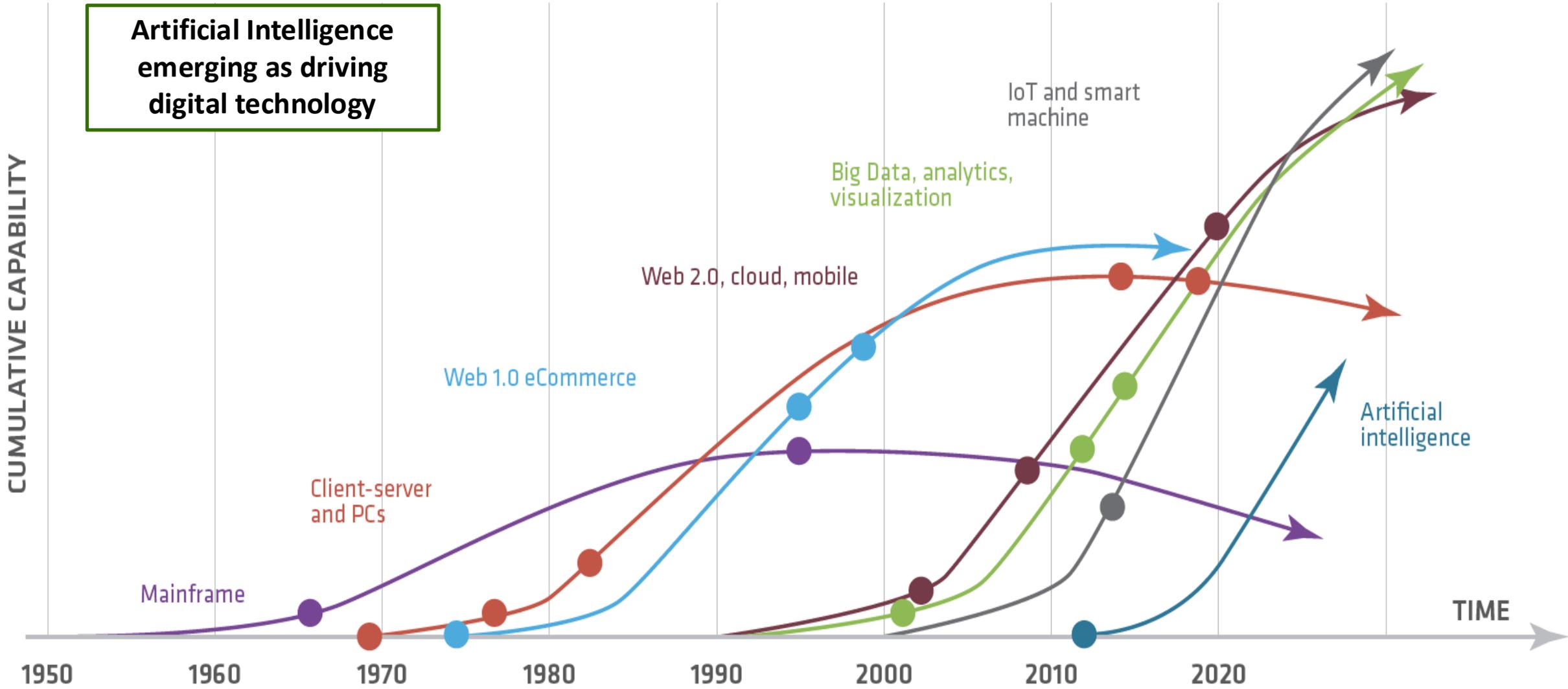




Technology and the speed of change



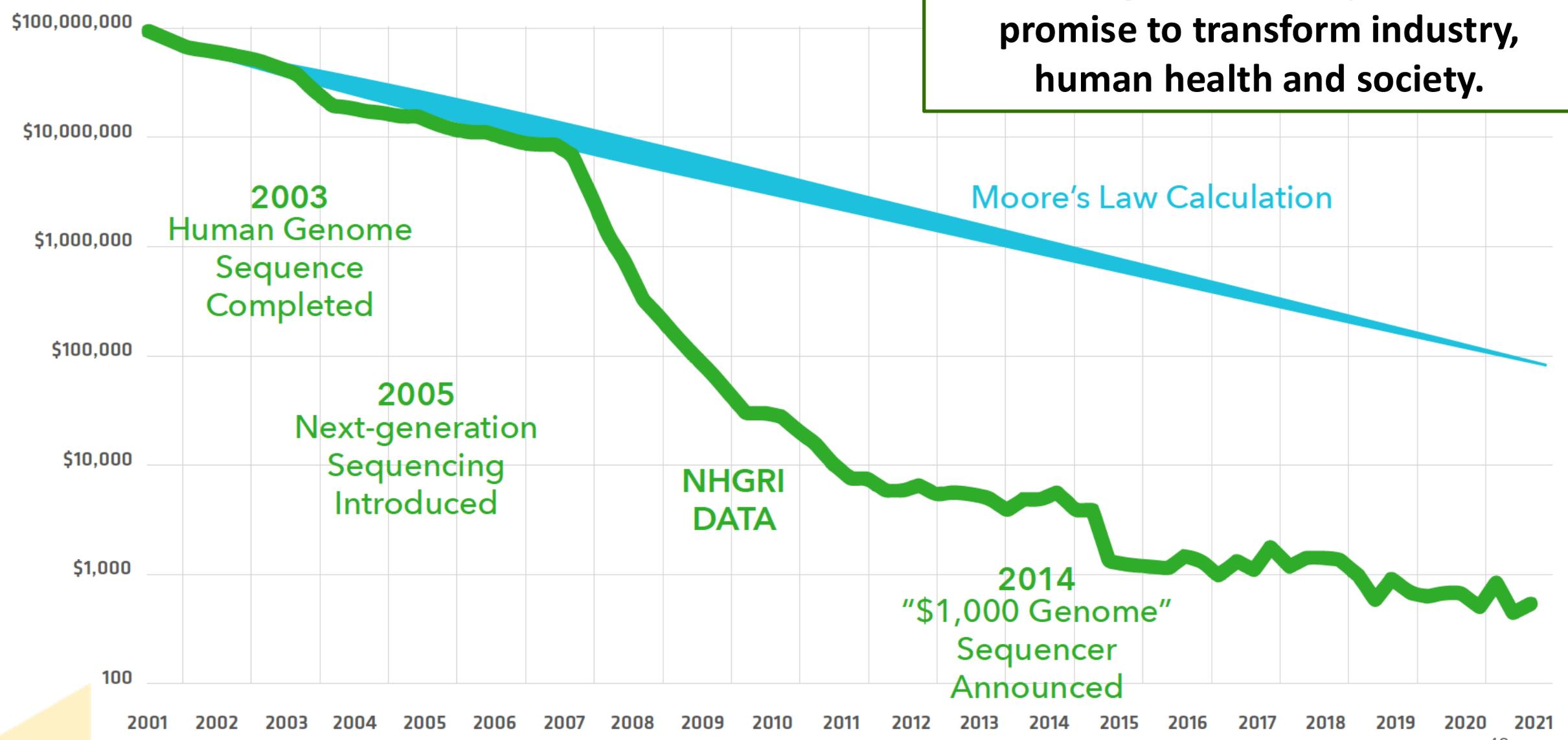
THE INCREASING CAPABILITY OF DIGITAL TECHNOLOGIES



Digital Transformation Initiative Mining and Metals Industry, White Paper, World Economic Forum / Accenture analysis, January 2017

Technology is driving down cost of fascinating new developments, that promise to transform industry, human health and society.

DNA SEQUENCING COSTS OVER TIME

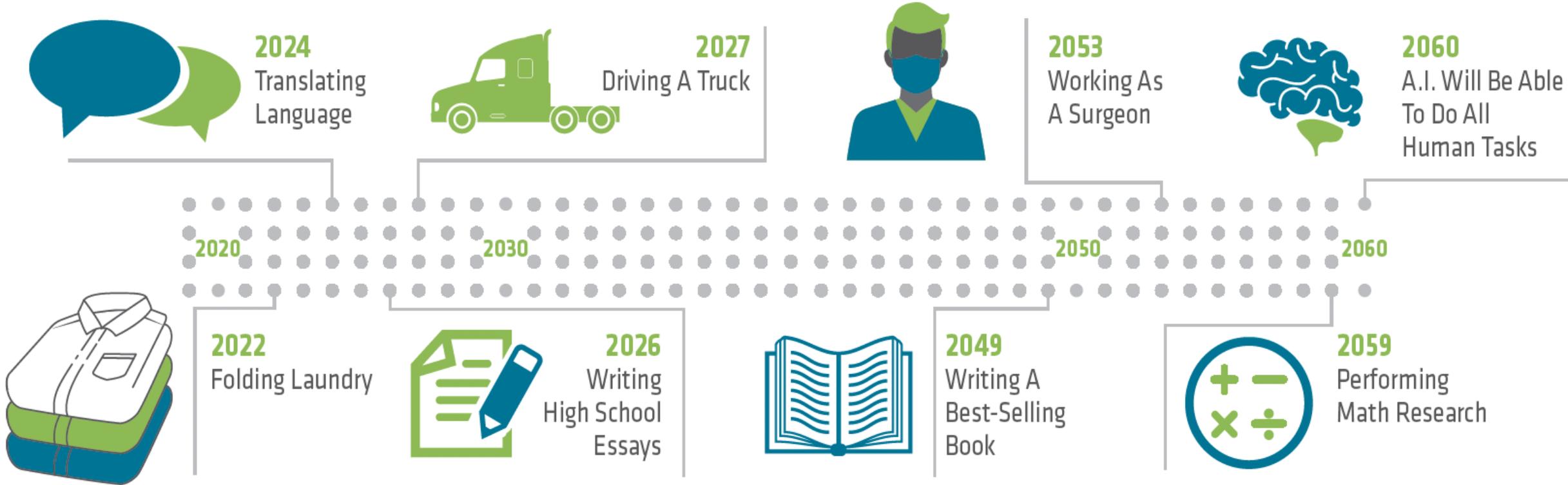


Source: <https://www.genome.gov/about-genomics/fact-sheets/DNA-Sequencing-Costs-Data>

When will AI outperform people?

AI is reshaping our lives and industries – right now!

AI WILL LIKELY OUTPERFORM HUMANS AT...



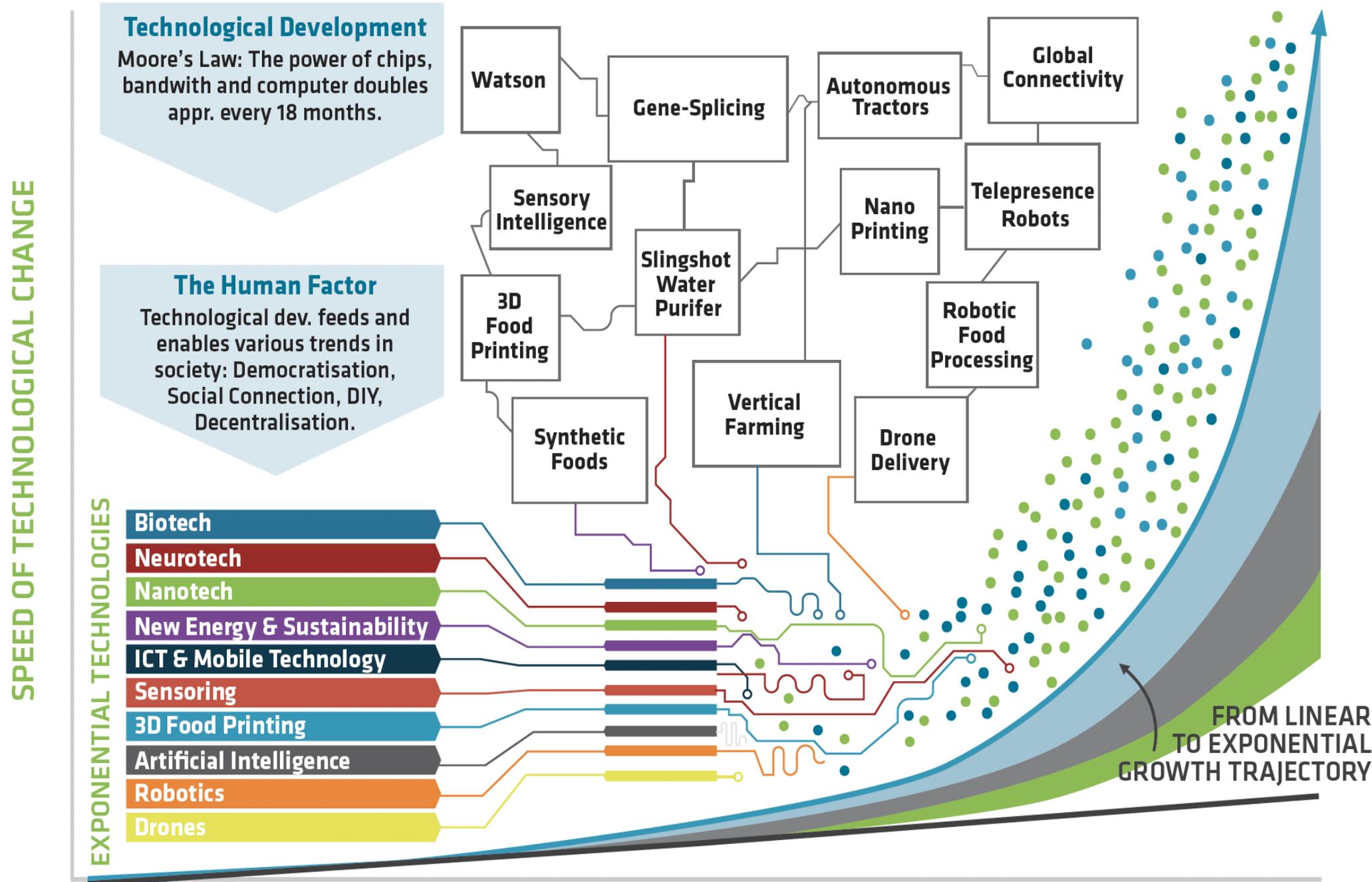
Source: 'You Will Lose Your Job to a Robot—and Sooner Than You Think'. Kevin Drum, Mother Jones, November / December Issue, 2017. (adapted from 'When will AI exceed human performance? Evidence from AI Experts', Oxford and Yale University 2017) ¹²



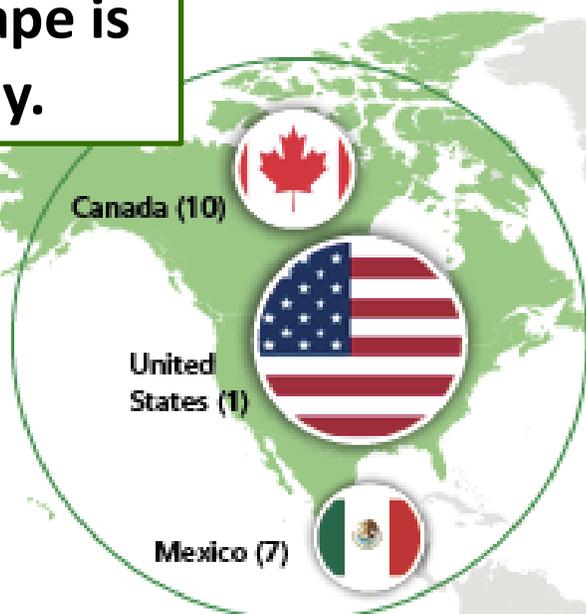
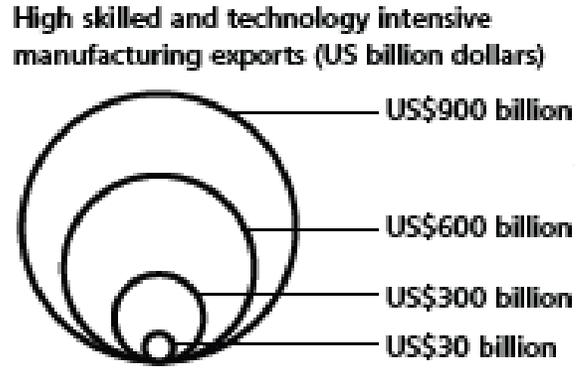
Source: New Yorker Oct 23, 2017, and Max Planck Research 2009

Rapid systemic change and technology integration

Adapted from: Source: Deloitte. 2014. Industry 4.0 Challenges and solutions for the digital transformation and use of exponential technologies



Global technology and innovation landscape is changing rapidly.



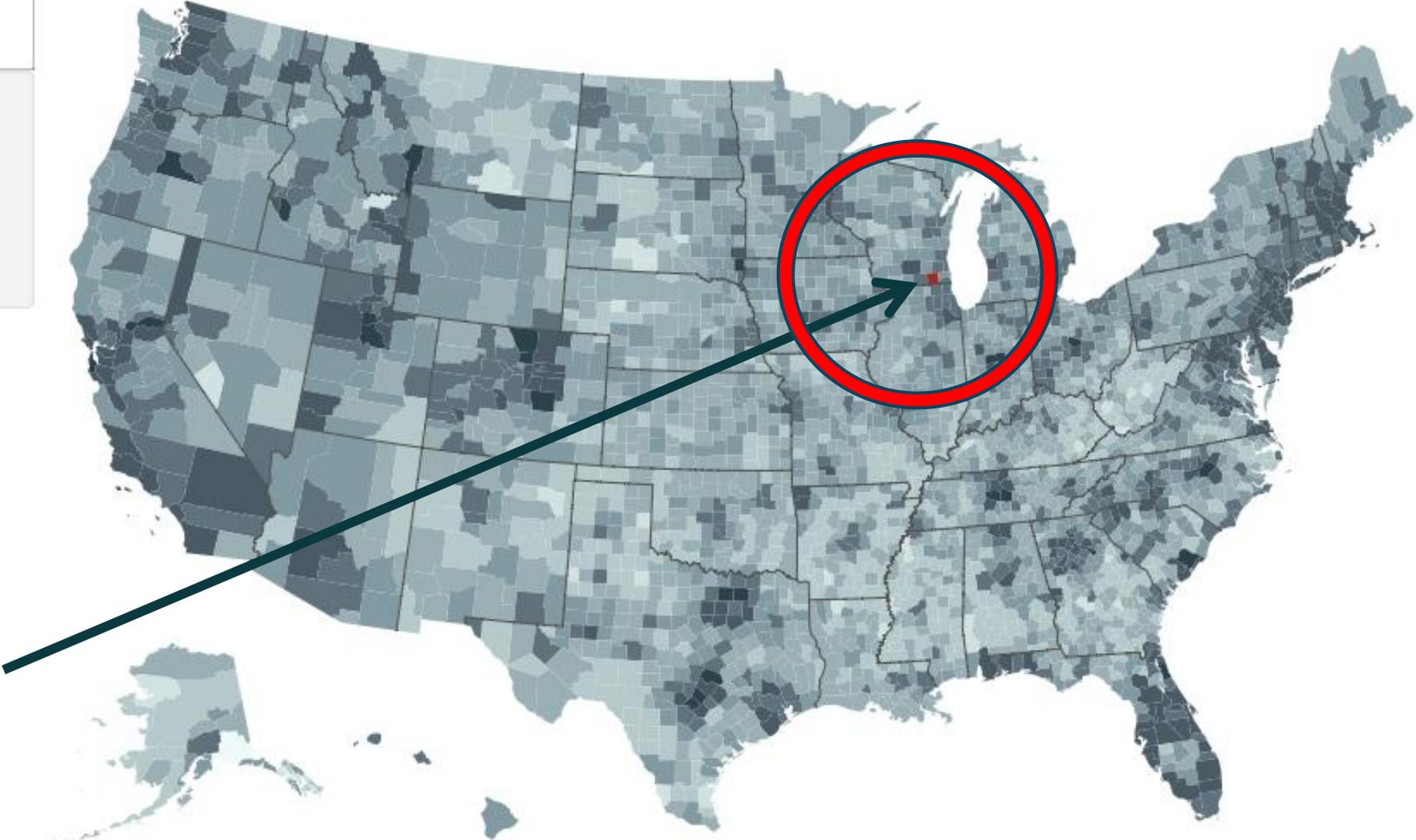
Note: Figure in parenthesis represent the projected 2020 GMCI rank by CEOs

Source: Deloitte Touche Tohmatsu Limited and US Council on Competitiveness, 2016 Global Manufacturing Competitiveness Index, Deloitte analysis based on UNCTAD data¹⁰

Headline Innovation Index

- Headline Innovation Index
 - Human Capital and Knowledge Creation
 - Business Dynamics
 - Business Profile
 - Employment and Productivity
 - Economic Well-Being

The Innovation Index includes both innovation inputs and outputs in order to measure both innovation capacity and innovation outcomes.



How does Lake Geneva leverage the proximity to the Madison, Milwaukee, and Chicago innovation clusters?

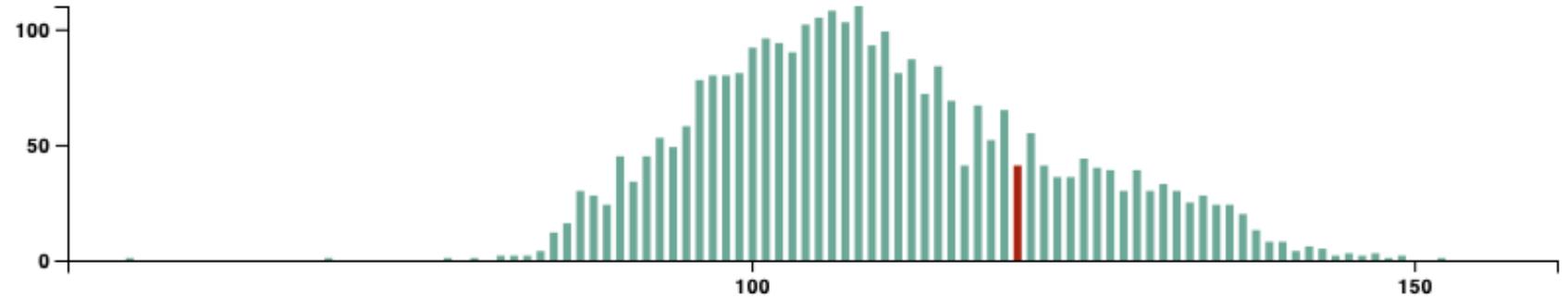
Walworth, WI

Population: **105,447** Per Capita Income: **\$67,665** Largest City: **Whitewater**

Innovation Intelligence Index

120.4

Rank: **651**



The graph above, and the similar graphs below, show the distribution of index values for all counties. The value for Walworth, WI is highlighted in red.

This area has **moderate** relative Innovation Capacity. The innovation index incorporates statistical data from a wide variety of sources. Review the indexes below to learn more about how this number was determined.



Technology and speed of change

- Waves of disruption and technology are reshaping education, industries and economies
- Speed of change is exponential





Demographics + Resources + Technology

What do all these future trends mean
for the future of Lake Geneva?





PRELIMINARY SURVEY RESULTS

(n = 158)



Community Survey

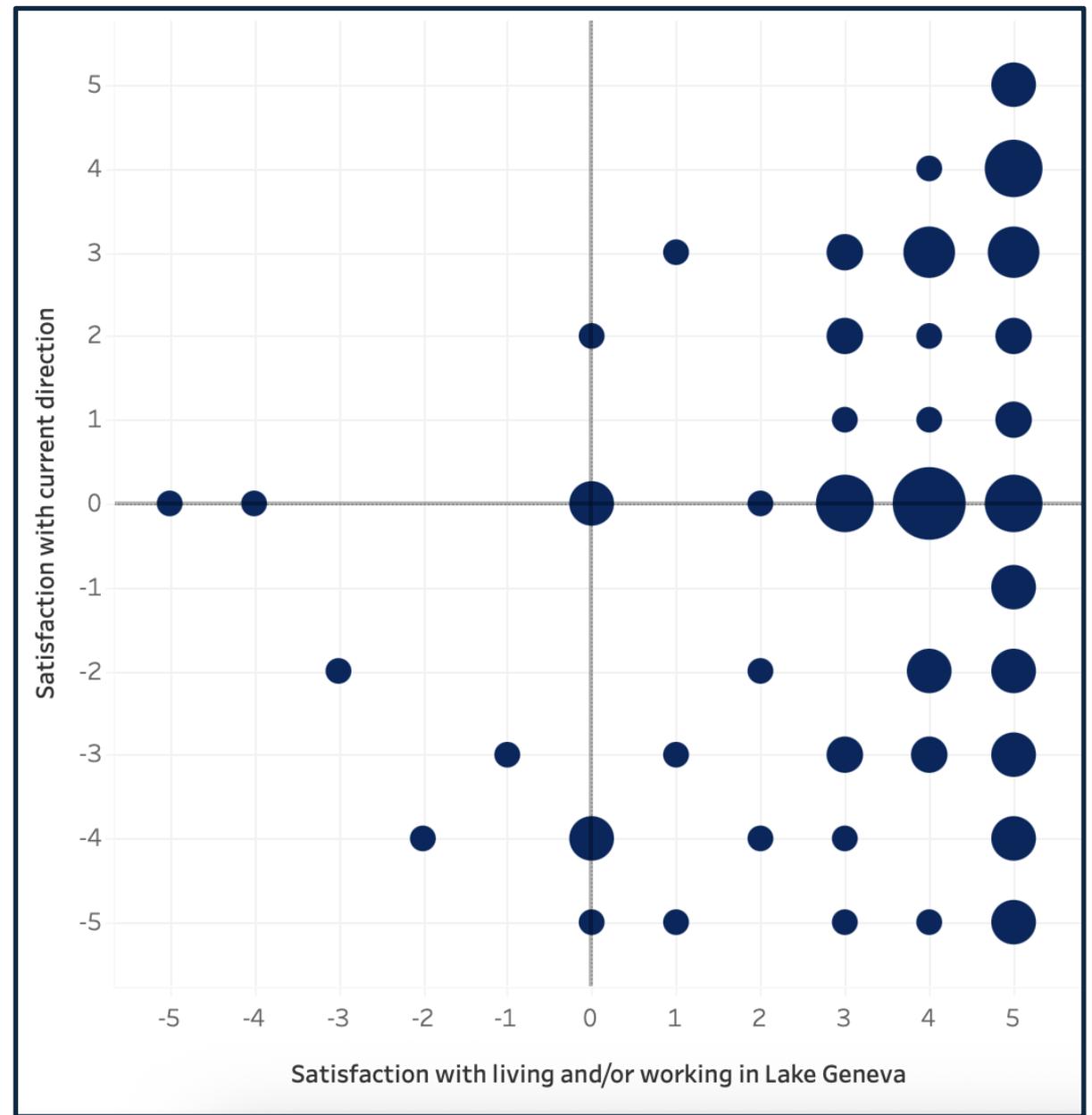


**Preliminary
Data**

**Very
Excited**

**Current
Direction**

**Very
Concerned**

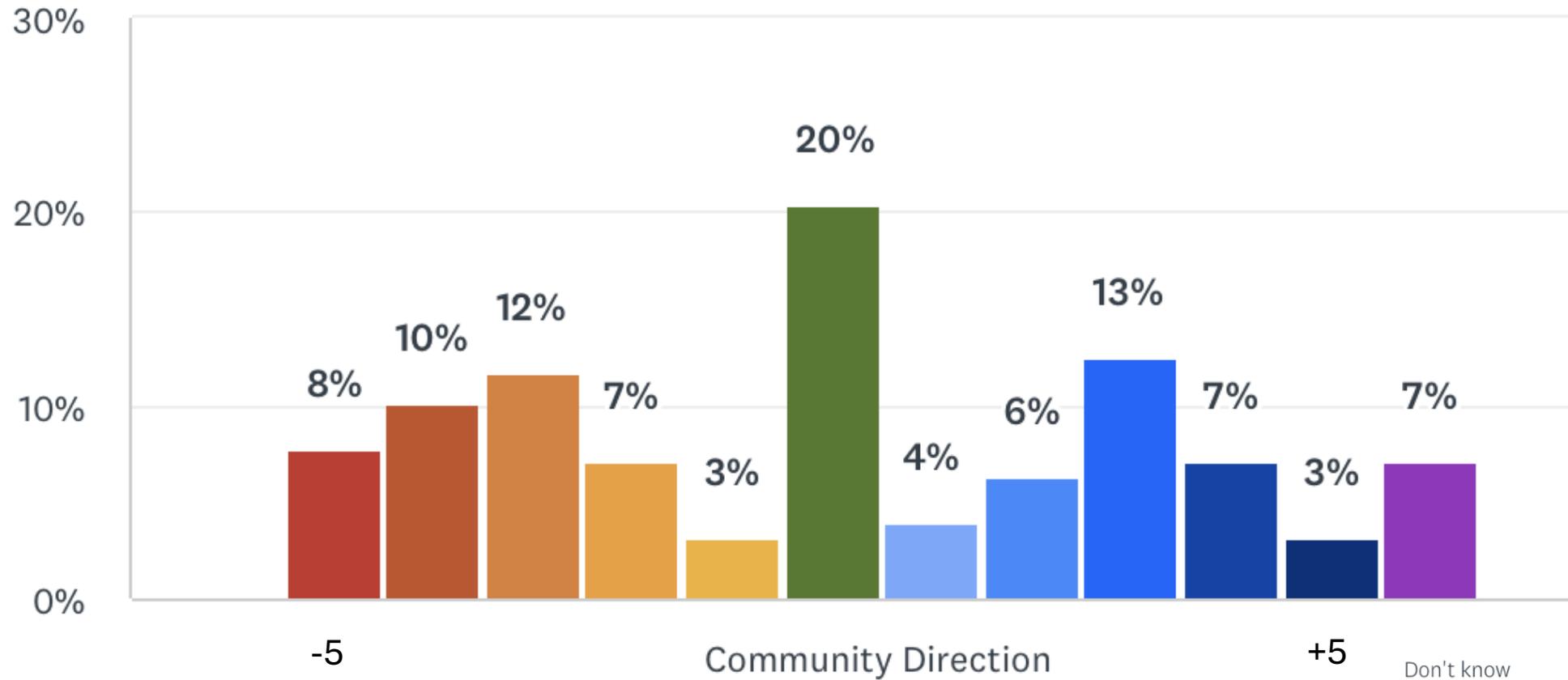


**Very
Unsatisfied** ← **Living / Working
Satisfaction** → **Very
Satisfied**



COMMUNITY DIRECTION - How do you feel about the overall current direction of Lake Geneva and the changes that are occurring?
(SCALE: -5 = Very concerned; 0 = Neutral; +5 = Very excited)

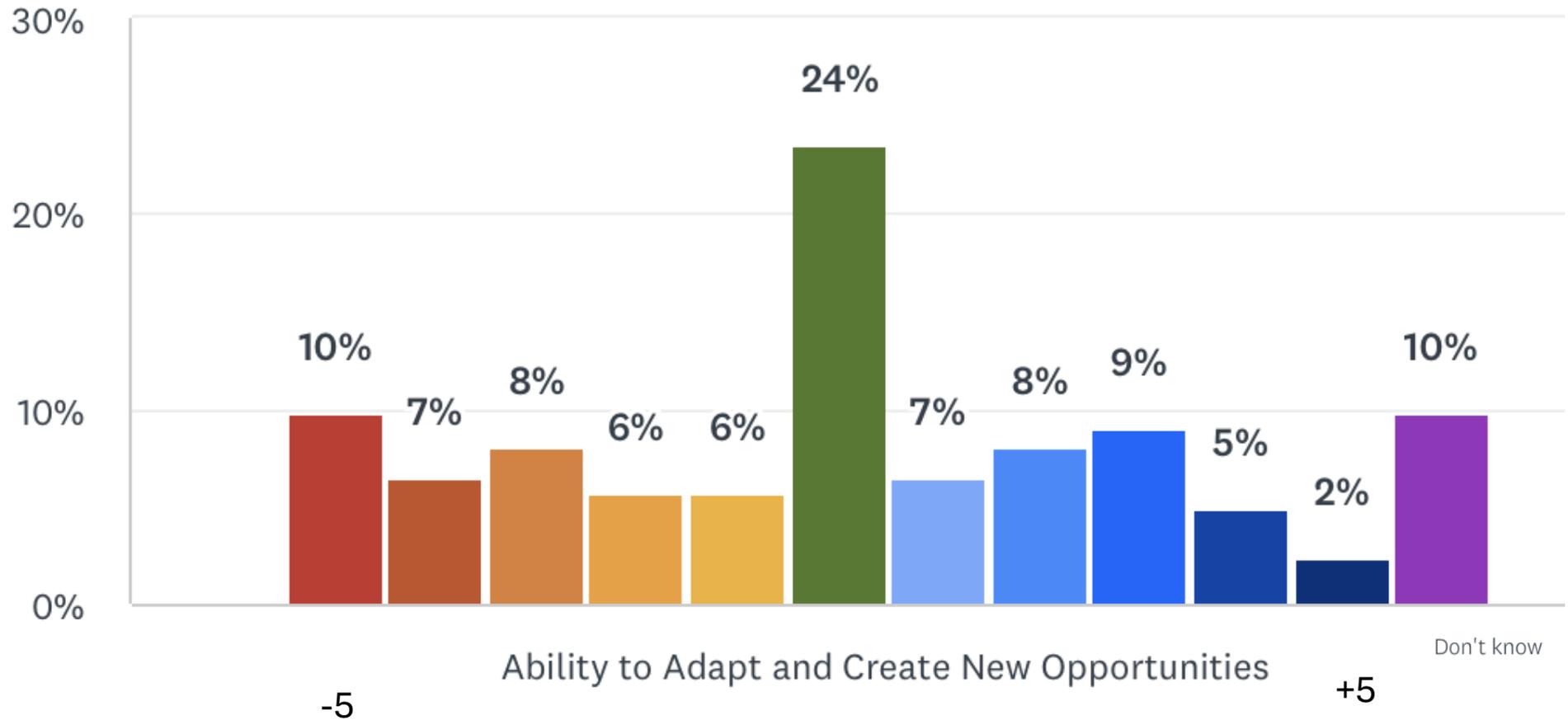
**Preliminary
Data**





ABILITY TO ADAPT AND CREATE NEW OPPORTUNITIES - Currently, how well equipped is Lake Geneva to adapt to future change, and to move quickly to create and seize new opportunities?
(SCALE: -5 = Poorly equipped; 0 = Neutral; +5 = Very well equipped)

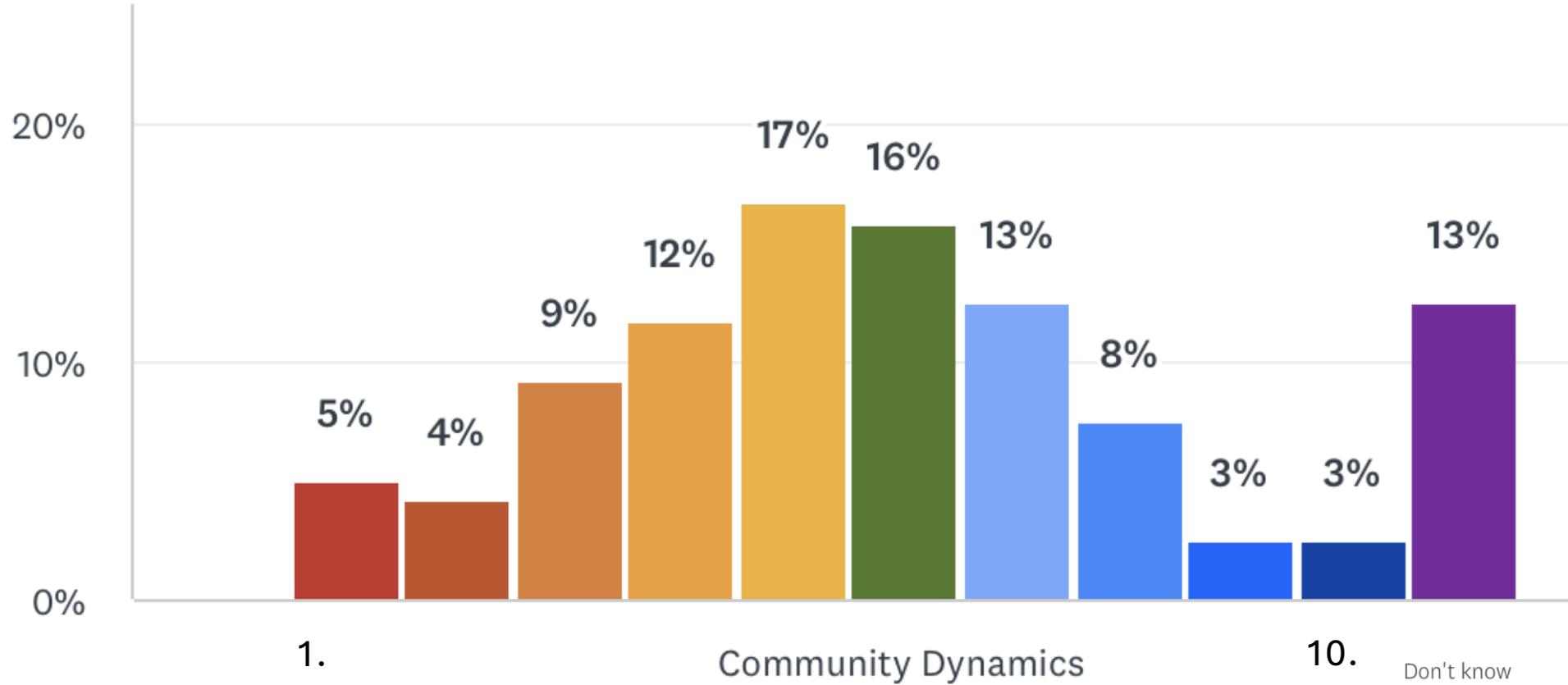
**Preliminary
Data**





COMMUNITY DYNAMICS - How would you describe the current Lake Geneva community dynamics, in terms of being united or divided?

(SCALE: 1 = Very divided; 10 = Very united)



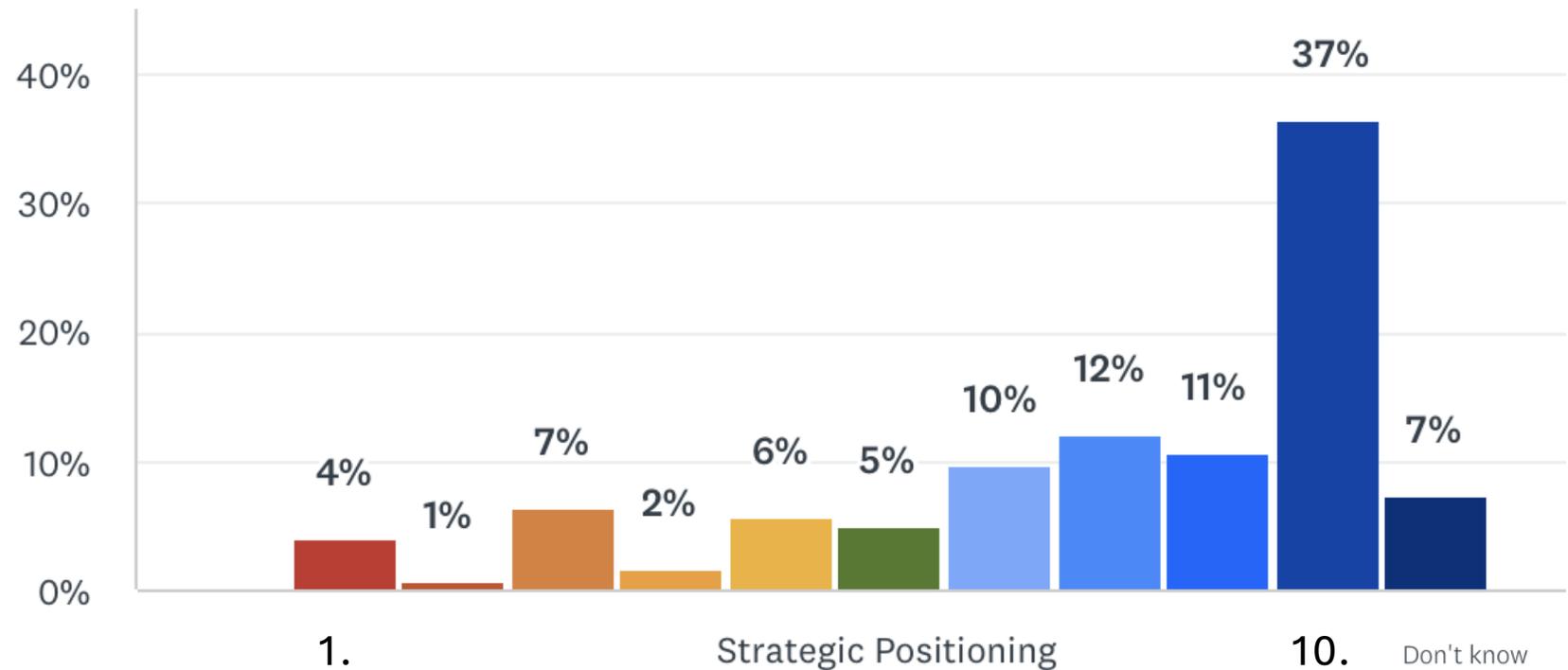
**Preliminary
Data**



STRATEGIC POSITIONING - How important do you think it is for Lake Geneva to identify and develop a key strategic position and value proposition?

(SCALE: 1 = Not important; 10 = Very important)

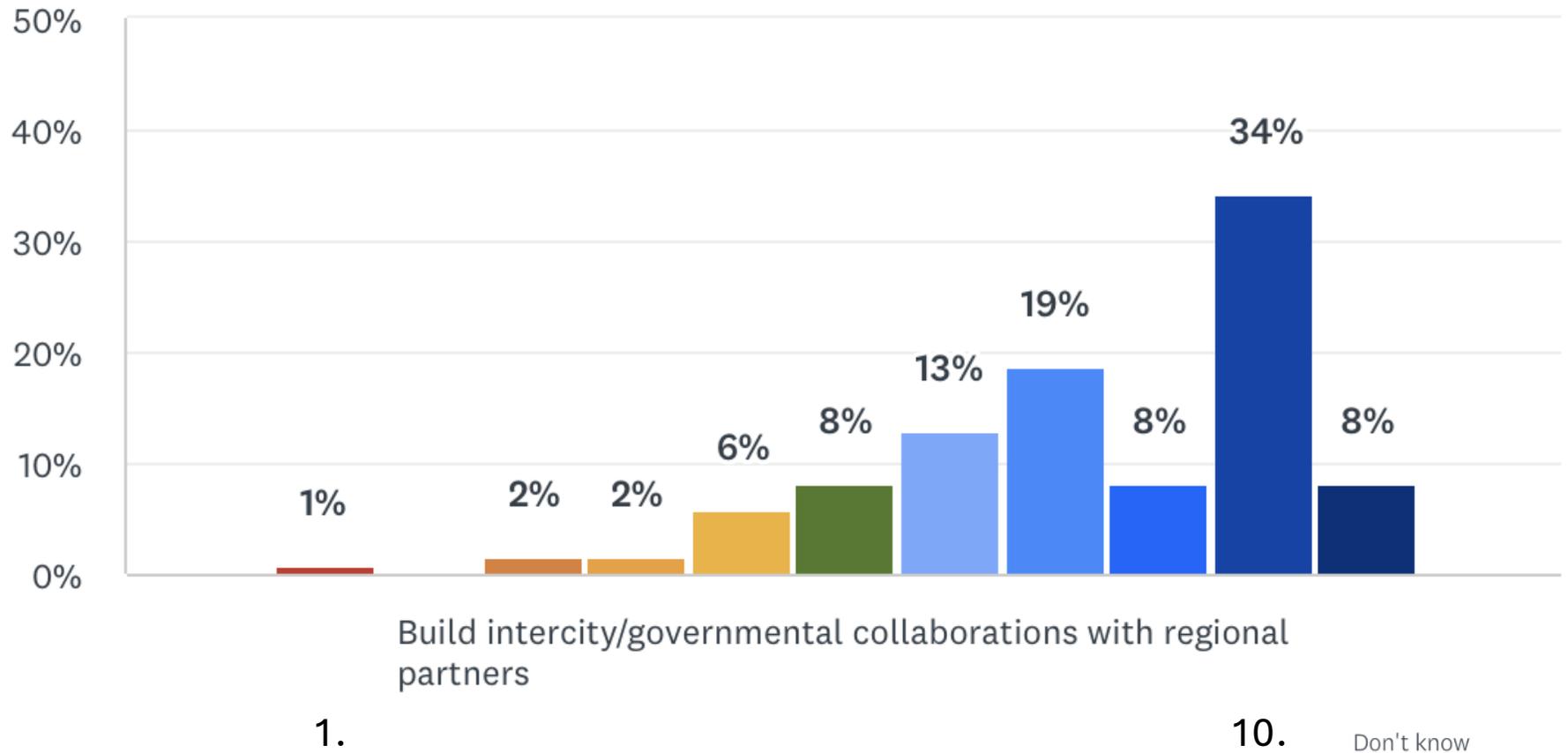
**Preliminary
Data**



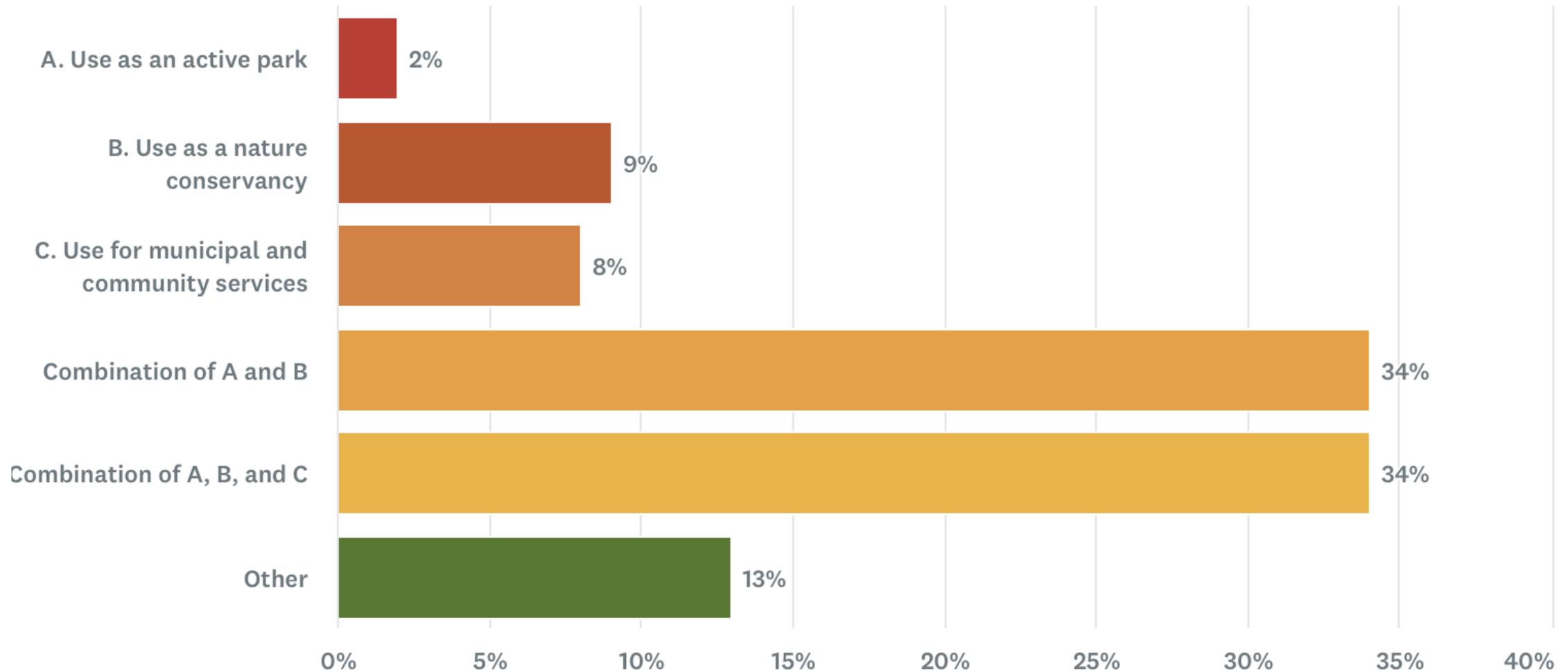


REGIONAL COLLABORATIONS - How important do you think it is for Lake Geneva to build intercity/governmental collaborations with regional partners such as the Town of Linn fire service agreement? (SCALE: 1 = Not important; 10 = Very important)

**Preliminary
Data**



The City has purchased the Hillmoor Property and has been working on plans for its uses. Which activities do you favor most?



Lake Geneva Strategic Plan

IDENTIFYING KEY DRIVERS



Key Drivers:

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

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

Table brainstorm





KEY DRIVERS

Lake Geneva Think-Tank – January 8 & 10, 2026



What are the most important KEY DRIVERS shaping the future of Lake Geneva?

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

1.

2.

3.

**Table
brainstorm –
key drivers**

Key Drivers

1. Lack of control over short-term rentals
2. Increasing price of real estate
3. Relative high desirability of Lake Geneva
4. Lack of workforce housing
5. Declining school enrollment
6. Trend to be a retirement destination
7. Competing entities
8. Managing natural resources
9. Lack of available space to expand
10. Lack of sense of community
11. Economic growth and diversification
12. Community engagement
13. Lack of third spaces (gathering spaces)
14. Maintaining community safety
15. Retention of small business community
16. Lack of regional influence
17. Preserve historical charm and character
18. Lack of public transportation
19. Lack of communication tools
20. Infrastructure demands & costs



KEY DRIVER DETAILS

Lake Geneva Think-Tank – January 8 & 10, 2026



SCENARIO NAME: _____

Key emergent high-level trends associated with this driver:

1.

2.

Potential impacts on Lake Geneva over the next decade:

1.

**Building an
understanding
of each
driver**

What is the big “FUTURE-SPLITTING QUESTION” for this driver?

Future predictions - how impacts may “play out” for this driver over the next decade:

1.

2.



**Building an
understanding
of each
driver**

Lake Geneva Strategic Plan

RATING FUTURE IMPACT of EACH KEY DRIVERS





KEY DRIVERS - FUTURE IMPACT SCORE



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Rate each driver in terms of likely future impacts on the following dimensions for Lake Geneva.

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

Driver	Dimensions	
	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

City of Lake Geneva - 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

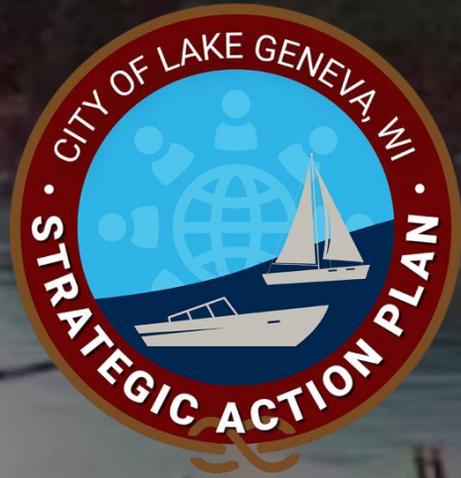
- Develop plausible scenarios of the future
- Identify expected and preferred futures
- Build strategic pillars

January 8



January 10





WELCOME TO THE

CITY OF LAKE GENEVA, WI STRATEGIC ACTION PLAN

PROJECT

Session 1: Explore Future Trends

Date: Thursday, Jan. 8, 2026

Time: 9:00am – 12:00pm

Location: The Riviera Ballroom
812 Wrigley Drive
Lake Geneva, WI 53147

Session 2: Build Future Scenarios

Date: Saturday, Jan. 10, 2026

Time: 9:00am – 12:00pm

Location: Lake Geneva Middle School Cafeteria
600 N. Bloomfield Road
Lake Geneva, WI 53147