



ARE YOU A FUTURE FOCUSED LEADER?

Brenda Herchmer





Agenda

1. Future Focused Leaders
2. Trends
3. Edge Cases/Weak Signals
4. Types of Change
5. How To Be a Future Focused Recreation Leader
(11 Leadership Learnings)

"Disturbers are never popular - nobody ever really loved an alarm clock in action, no matter how grateful he may have been afterwards for its kind services!"

-- Nellie McClung

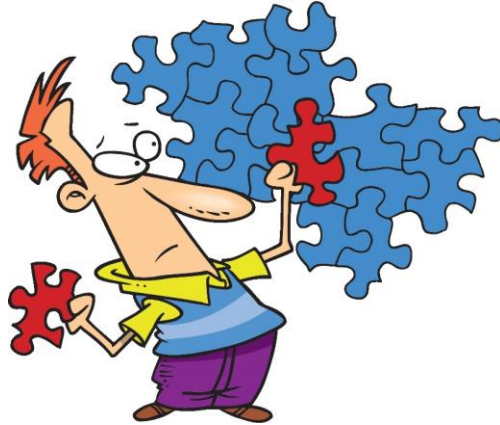


Conventional Leaders	Future-Focused Leaders
• power = formal position	• power = sharing and giving it away
• symptoms	• root causes
• top down solutions	• bottom up solutions
• sometimes gather and listen	• always gather and listen
• prove importance first	• empower stakeholders first
• info on an “as needed basis”	• openly share info and knowledge
• more likely to accept as-is	• challenge the status quo



What is a Trend?

- a pattern or general direction that one sees from past events and their frequency



- a manifestation of something that has unlocked or newly serviced an existing need, desire, want, or value

Source: Dr. Ken Balmer



Recreation is Being Impacted by:



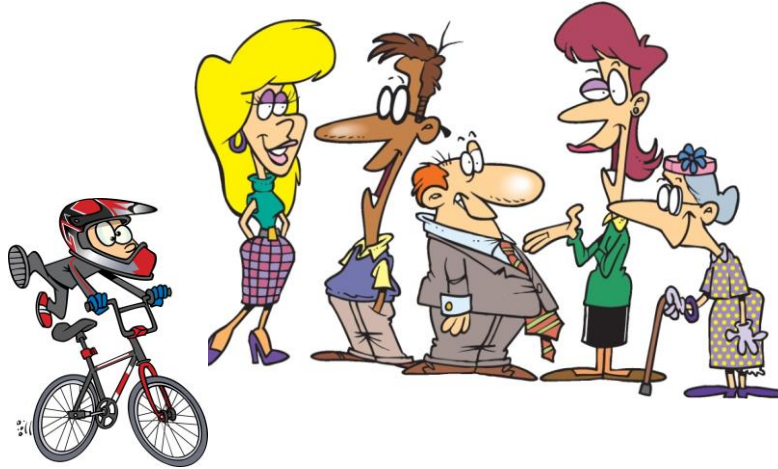
- demographic changes (aging population, diversity, rapid urbanization, small size rural and remote communities)
- challenges to health
- economic inequities
- new and emerging technology
- infrastructure deficit
- threats to natural environment

*Source: A Framework for Recreation in Canada 2015
Pathways to Wellbeing*



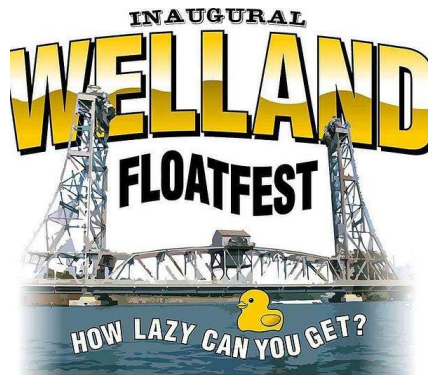
A Different Kind of Leisure

- informal, casual, and self-scheduled
- individual or small, flexible groups
- self-directed
- addresses holistic wellness
- expectations for quality
- experiential learning
- home and outdoor focus
- environmentally friendly
- shorter term and family volunteering
- partnering with education, health, social services, tourism, economic development etc.



(Balmer, K. and Clarke, B. ReThinking Leisure)





2016



[HOME](#)
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[EVENT INFO](#)
[VENDORS](#)
[VOLUNTEERS](#)
[SPONSORS](#)
[CONTACT](#)

REGISTER NOW!
PRIZES FOR EVERY 100TH REGISTRATION!

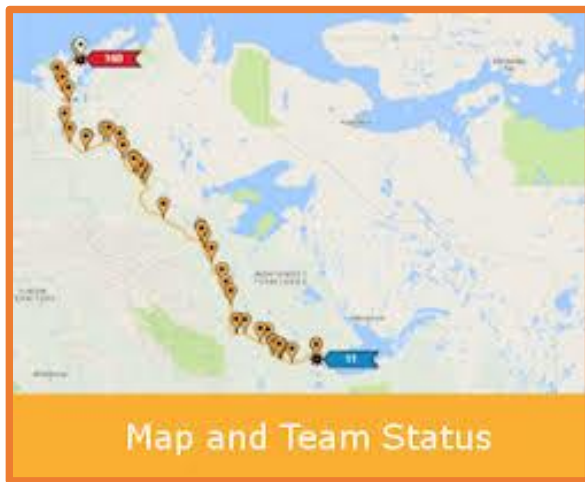
THANK YOU!
2018 EVENT SPONSOR

WELLAND

CANADIAN TIRE WELLAND FLOATFEST 2018
LAUNCHES IN:
163 | 23 | 17 | 14

HELP SPREAD THE WORD! SHARE THIS EVENT WITH YOUR FRIENDS!

[f](#)
[t](#)
[in](#)
[+](#)





Get Active Grants

Get Active funds community events that get people more physically active in the NWT. Community organizations are encouraged to apply for \$750, \$850 or \$1000 to organize and deliver community-



[Apply For A Grant](#)

[Submit Your Report](#)

Gender-neutral spaces, programs & training for rec centres: report

Vancouver parks board trans working group releases recommendations



By **Niko Bell**

Mar 28, 2014, 8:23 PM EDT



Drew Dennis (centre), one of eight members of the Vancouver parks board's Trans and Gender-Variant Working Group, says teaching parks staff to be more sensitive to trans patrons is key. Credit: **Trans and Gender-Variant Working Group/belle ancell and Robin Toma photo**

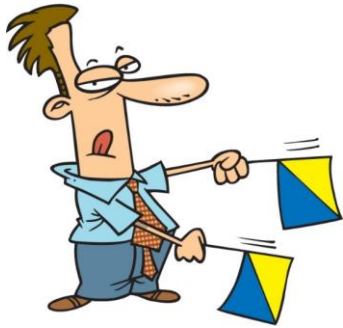
**WASHROOM
FOR EVERYONE**





Weak Signals / Edge Cases

- *"Weak signals are emerging ideas, inventions, discoveries, and innovations that are not yet trends, but have the potential to impact local areas within 3-5 years."* -- Rick Smyre
- *"Edge Cases are examples of technologies and behaviours that are adopted by particular groups, or in particular countries, before going on to become widespread."* --The Economist
- *"usually recognized by pioneers or special groups, not experts"* -- Elina Hiltunen





"I never predict, I just look out the window and see what is visible but not yet seen."

--Peter Drucker





Types of Change

1. Change that reforms
2. Change that transforms

“You never change things by fighting the existing reality. To change something, build a new model that makes the old model obsolete.”

--Buckminster Fuller





1. Change that Reforms

- change that modifies, improves, and makes ideas and methods (that have typically existed for many years) more efficient and effective)





PARADE OF PROGRAMS

Sat, Feb 10
9:30am-11:30am

Register for a Spring Program

This is your one stop registration for all your favourite spring pastimes! Stop in to the Okotoks Recreation Centre to see what's out there. Local organizations and businesses will be on hand to provide information on all sorts of spring activities, sports, arts, educational, and health programs available in Okotoks.

Businesses: Book A Table

Register your organization or business for a table.
Cost: \$25/table
Reg deadline: Thu, Feb 8

Family Day Unplugged

Monday, February 19

@ Okotoks Recreation Centre | FREE* Activities



Pay It Forward:

Support the Rec Fee Assistance Program

*Admission is by donation (optional) to support the Recreation Fee Assistance program (offered through the Okotoks Family Resource Centre). Your donation will help low-income residents participate in recreation opportunities. More information available at www.okotoks.ca/FeeAssistance

Enter our contests to win!

Tell us how you unplugged as a family to WIN a great prize! Or participate in our school contest - log your child(ren)'s unplugged time for a chance to win a classroom prize!

Full details at www.okotoks.ca/FamilyDay



NOT YOUR AVERAGE RINK FOOD



**Healthy Choices
= Happy Bodies**

KC's Eatery at the Recreation Centre
offers plenty of healthy food options
to keep you fueled.
Choose wisely!



Fly Fishing: Beginner

The sport of fly fishing has grown immensely over the past years. This beginner class covers equipment needed; Entomology; Rigging Up; Fishing, where and when. The class consists of 2.5 hours of classroom time followed by 6 hours of offsite practical instruction. Instructor: Walter Simbirski

1 Class \$100 ORC Lecture Room
54411 Sa Jun 02 9:00am-4:30pm



Mom & Daughter FITNESS 9-12Y

Looking for some quality family time while staying active? Mom & Daughter Fitness is a great way to be active as a family and model the importance of physical activity. This sampler class will showcase a variety of classes including yoga, core strength & stretch/flexibility, resistance training and more. Mother and daughter need to register separately - prices are per person.

8 Classes	\$48	ORC Community Room	
53765	M	Jan 15-Mar 12	7:00pm-7:45pm
53766	M	Apr 16-Jun 11	7:00pm-7:45pm

NEW



COOKING WITH DARREN NIXON

Meal Prep Workshop

Struggling with balancing a busy lifestyle and preparing healthy, inspired meals? Join Chef Darren Nixon as you prepare 3 different meals (each feeding family of 4). Not only is this COST-EFFECTIVE, but you will learn that eating NUTRITIOUS meals prepared with love and QUALITY ingredients from your freezer is brilliant in today's busy world. Includes all ingredients, recipe booklet, instruction, and containers to package and freeze. Bring your enthusiasm and your apron!

1 Class \$75 Foothills Centennial Centre Kitchen

53741 Tu Jan 23 6:00pm-9:00pm

53742 Tu Mar 20 6:00pm-9:00pm

NEW



COOKING WITH DARREN NIXON

Quick & Simple Appetizers

Be ready for entertaining by learning some quick but impressive appetizers that will make you look like a pro with little effort. This course is aimed at taking the stress out of preparing appetizers by a hands on approach. Each participant will have the opportunity to assemble their own appetizers and sample the creations throughout the evening. Includes a recipe and information book as well as all ingredients for an evening of fun in the kitchen. Bring your appetite and apron!

1 Class \$75 Foothills Centennial Centre Kitchen

53892 Tu Apr 24 6:00pm-9:00pm

54451 Tu May 15 6:00pm-9:00pm

Carpet Curling



Walking Bingo



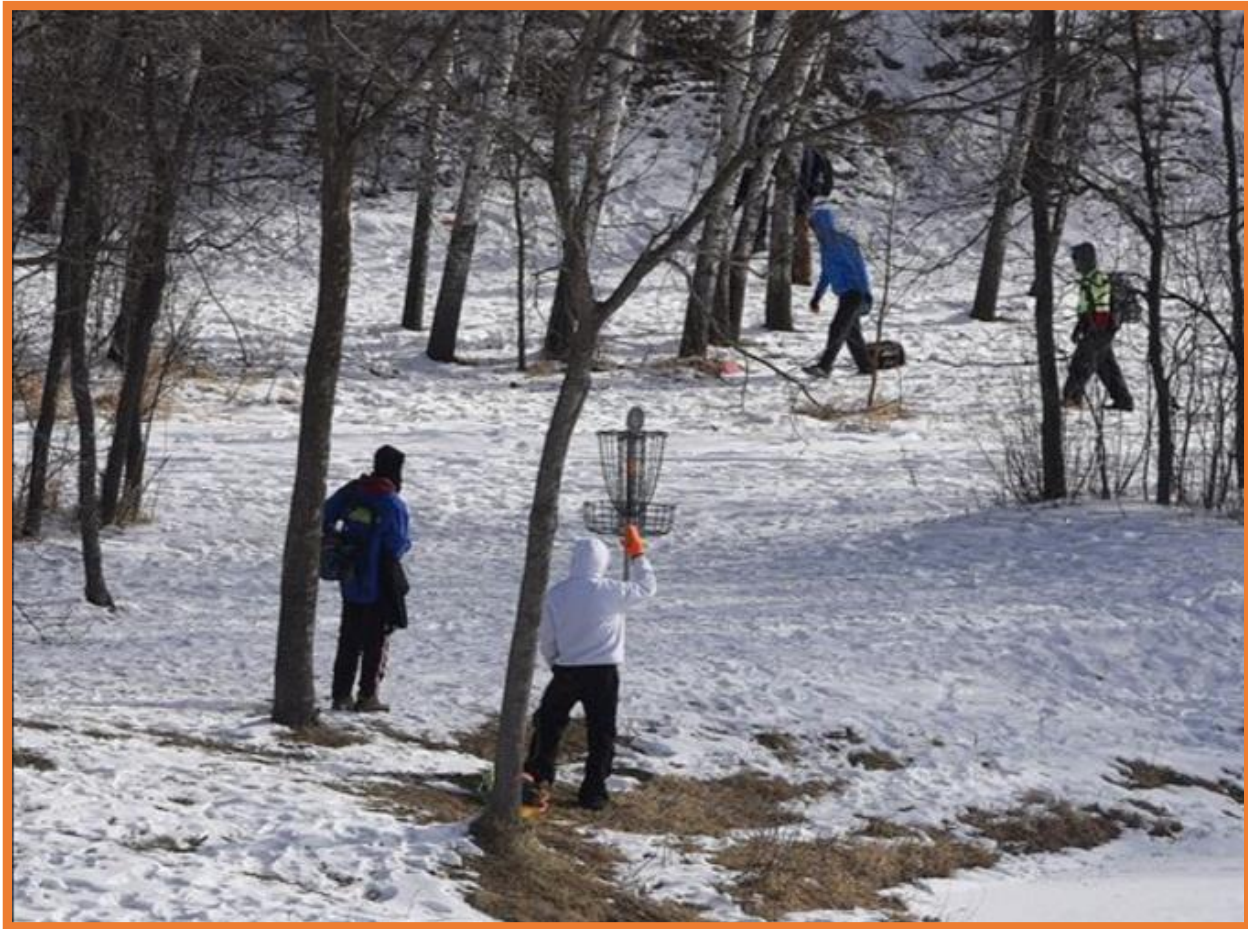


Leave A Mark Adopt A Park!

Take part in keeping our parks clean and beautiful.

Adopting a park can take many forms, including general park clean up (picking up litter, painting, weeding and planting); providing direct monetary assistance for park enhancements, and providing input to the city on park use. This opportunity is open to residents, community organizations and businesses. The city recognizes the contributions of the adopting groups and individuals through signage with your name in the adopted park. To Adopt A Park call (623) 333-2400 • www.avondale.org/parks







2. Change That Transforms

- redefines and turns upside down
- profound and fundamental
- enduring, radical change from one form to another
- reflects a system, holistic approach
- relies on collaboration

*“We are all
blinkered by
prevailing systems
of thought”* -
- J. Ito





Connection Between Transformation and Disruption

- transformation takes place in response to the *disruption*
- 3 distinguishing features:
 - a. affordable
 - b. effective
 - c. convenient
- need to build “capacities for transformation” in our communities
- adjust public policy to create an “environment for transformation”



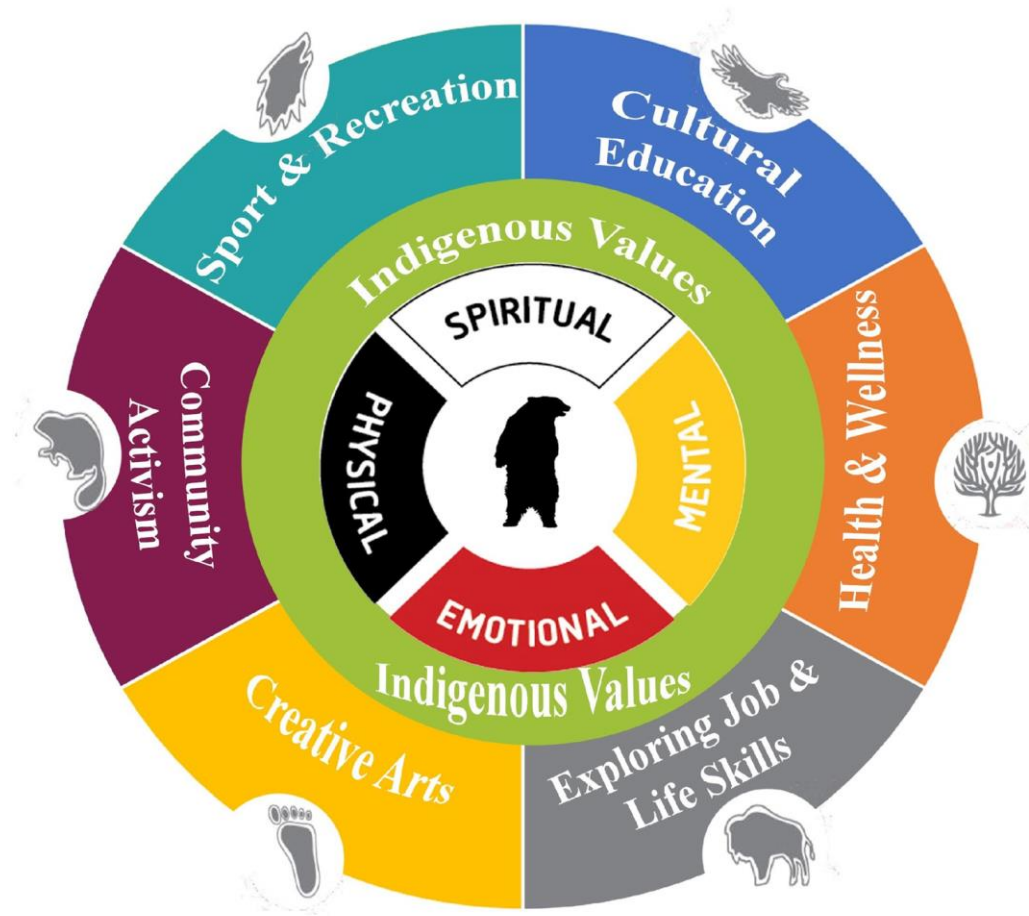
London Strengthening Neighbourhoods Strategy

VISION

***Our London is a City of
neighbourhoods.***

***Our London neighbourhoods will be
empowered, sustainable, safe and
active communities. We will care for and celebrate
each other while encouraging diversity and inclusiveness.***

***Our neighbourhoods will be environmentally
and socially responsible
and will have available green space,
vibrant local economies
and accessible amenities
of daily life.***





Leadership Learning #1

Invest in Leadership Development



- “leadership is a voluntary position”
- formal leadership is “authorityship”

-- Peter Bishop

You Can Be a Leader With or Without a Title





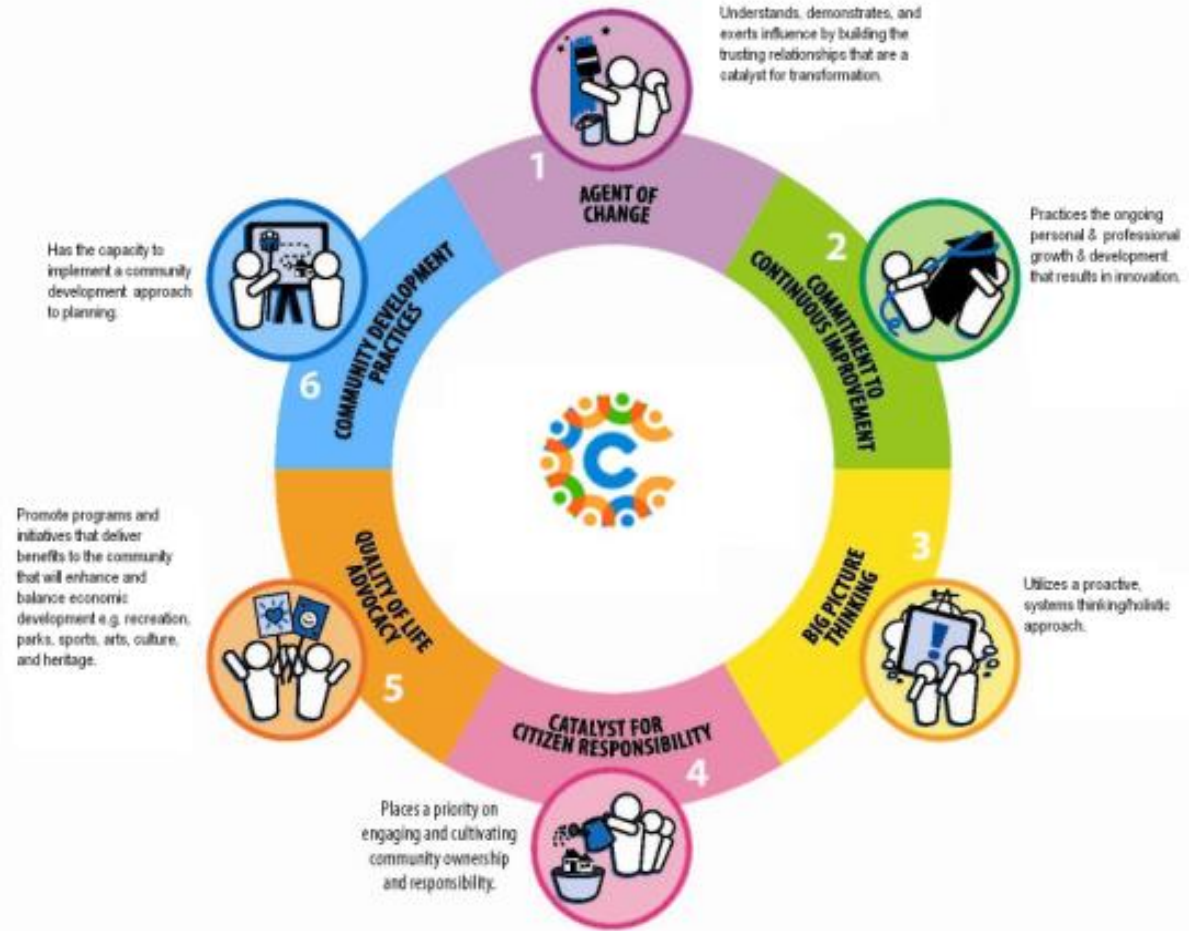


Why is Leadership So Critical?

- futurists can no longer predict
- agree the only communities that will survive and thrive will be those who are agile, innovative, and entrepreneurial



Competencies for Community Leaders





Without Leaders Positioned for the Future....

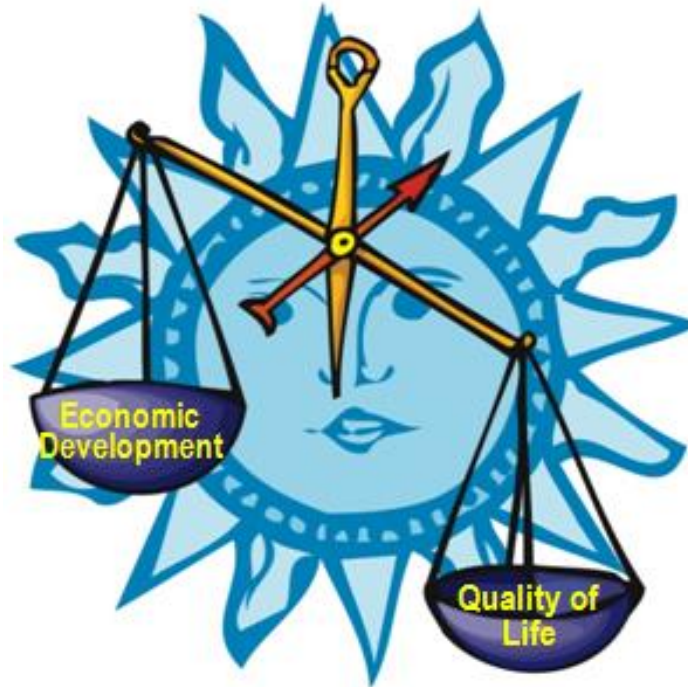
- reduction in ability to provide responsive programs, events, services and initiatives
- funding cuts
- reduced credibility
- burnout
- decreased innovation
- overall reduction in capacity and resiliency





Leadership Learning #2

Embrace the Need for Balance





When Power is Imbalanced...



- decisions are based on money
- health care costs escalate
- reduced social capacity
- lower civic engagement
- lack of care for the environment
- growing levels of income disparity
- reduced community resiliency



(Herchmer, 2017)

SANGUDO



Submitted

Jenny Walker and Carol Ohler, the entrepreneurs at Connections Coffee House in Sangudo which has become a community meeting place.

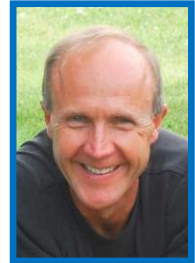
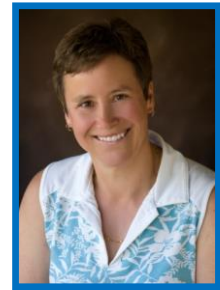
[view all photos \(1\)](#)

From crisis to hope and opportunity

Sangudo, hailed as a success story of renewal for rural Alberta community

May 15, 2012 06:00 am | By Marcus Day | The Barrhead Leader

For decades Sangudo was dying a slow death. As the hamlet prepares to celebrate its 100th homecoming anniversary we look at how the community turned its fortunes around.





Preparing for a Future Not Yet Invented Requires:

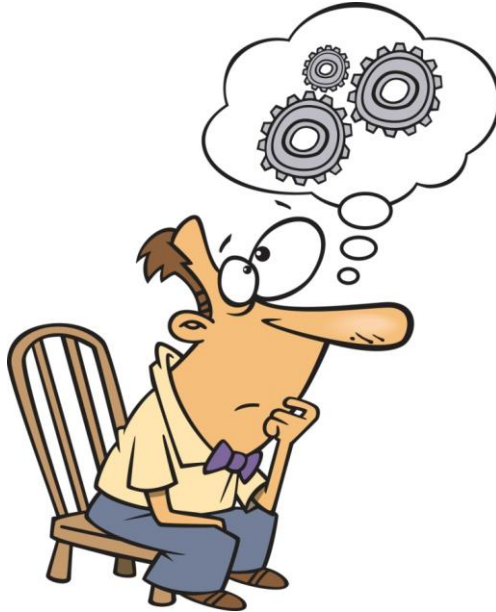
- requires “*systemic thinking*”
- need new ways of learning
- significant transformative change





Leadership Learning #3

Prepare for a Future that Hasn't Yet Been Invented



1. Industrial Economy
2. Knowledge Economy
3. Connections Economy*


** Also referred to as the Circular Economy, Human Economy, the Network Economy, the Creative Molecular Economy, the Organic Economy, Age of Disruption*



What's Changed?

ERA	KEY DRIVER	WORK DEFINED BY:
Industrial Economy	<ul style="list-style-type: none">• Access to capital and location	<ul style="list-style-type: none">• Hand
Knowledge Economy	<ul style="list-style-type: none">• Ability to recruit creative people	<ul style="list-style-type: none">• Head
Connections Economy	<ul style="list-style-type: none">• Organic resiliency• Distributed intelligence in a local area• Skills to create own networks and innovation	<ul style="list-style-type: none">• Heart

Some See the Eras as Industrial Revolutions

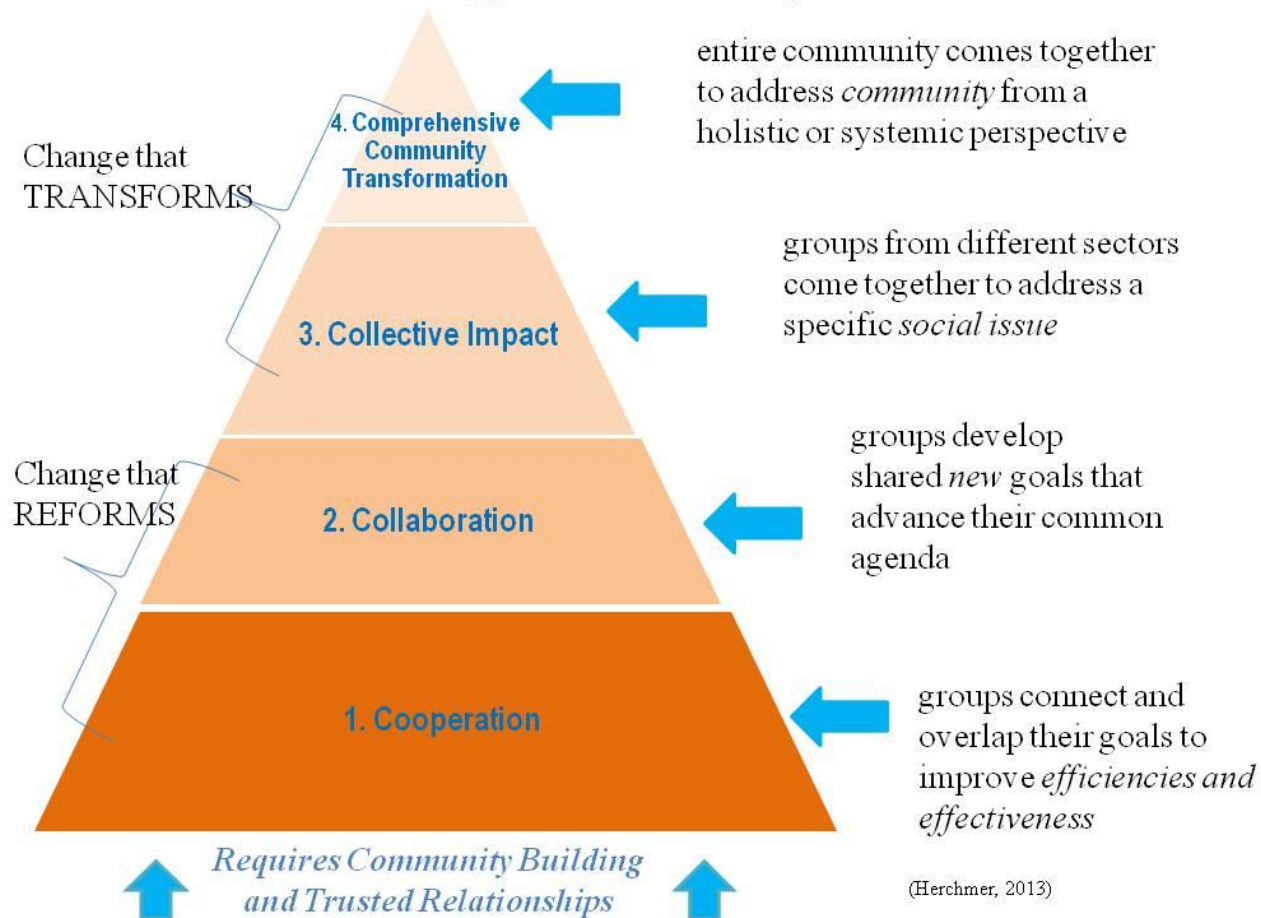
Industrial Revolution	Trigger Invention	Result
First (1760 – 1840)	invention of the steam engine	mechanical production, railroads
Second (1870)	electricity and the assembly line	mass production
Third (1960's onwards)	computers, digital technology and the internet.	automated production
Fourth (Now)	<p>a range of new technologies that are fusing the physical, digital and biological worlds, and impacting all disciplines, economies, and industries.</p> <ul style="list-style-type: none"> • Artificial intelligence (AI) • Autonomous robots • Simulation • Big data and analytics • Augmented reality • The cloud • Cyber-security • Additive manufacturing • Horizontal and vertical integration • The internet of things 	

45

Key Shifts

fixed and predictable	➤	dynamic and disruptive
efficiency	➤	innovation
change that reforms	➤	change that transforms
linear	➤	holistic
hierarchies	➤	networks

Types of Partnerships





Leadership Learning #4

Be the Catalyst for Communities Without Silos

- people recognize that system-thinking is essential
- complex issues require **“mobilizing the village”** and working across sectors or silos
- citizens can drive change because they aren't encumbered by the restraints of silos and boundaries
- recreation practitioners can be the catalysts who call the meeting
- need to talk about the issues and problems before the solutions are known

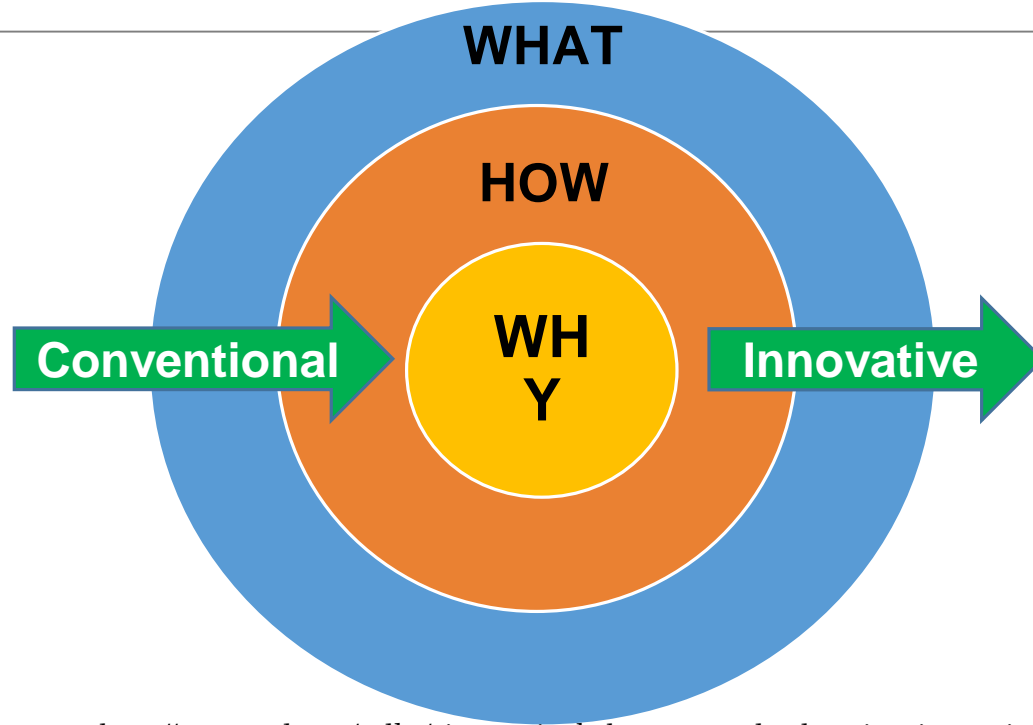




Leadership Learning #5

Always Begin with the WHY

**The
Golden
Circle**
(Simon Sinek)



http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action



Recreation's "*fortune*" is its **BENEFITS** of individual, community and environmental wellbeing!

Often we promote the "*cookie*" or **FEATURES** (what we do: programs, events, managing facilities) and forget **BENEFITS**

In other words ...
Emphasize the FORTUNE you deliver through recreation (the benefits or outcomes) - not just the cookie!



Leadership Learning #6

Community Building is Our Secret Sauce



Community Development
is the
Process



Trusted Relationships

Relationships are a critical foundation for ALL change and growth



Relationships are what really matters and in order to be well, we need to focus on relationships between individuals, between teams, within an Enterprise and between an Enterprise and its Ecosystem.

-- Jeremy Scrivens



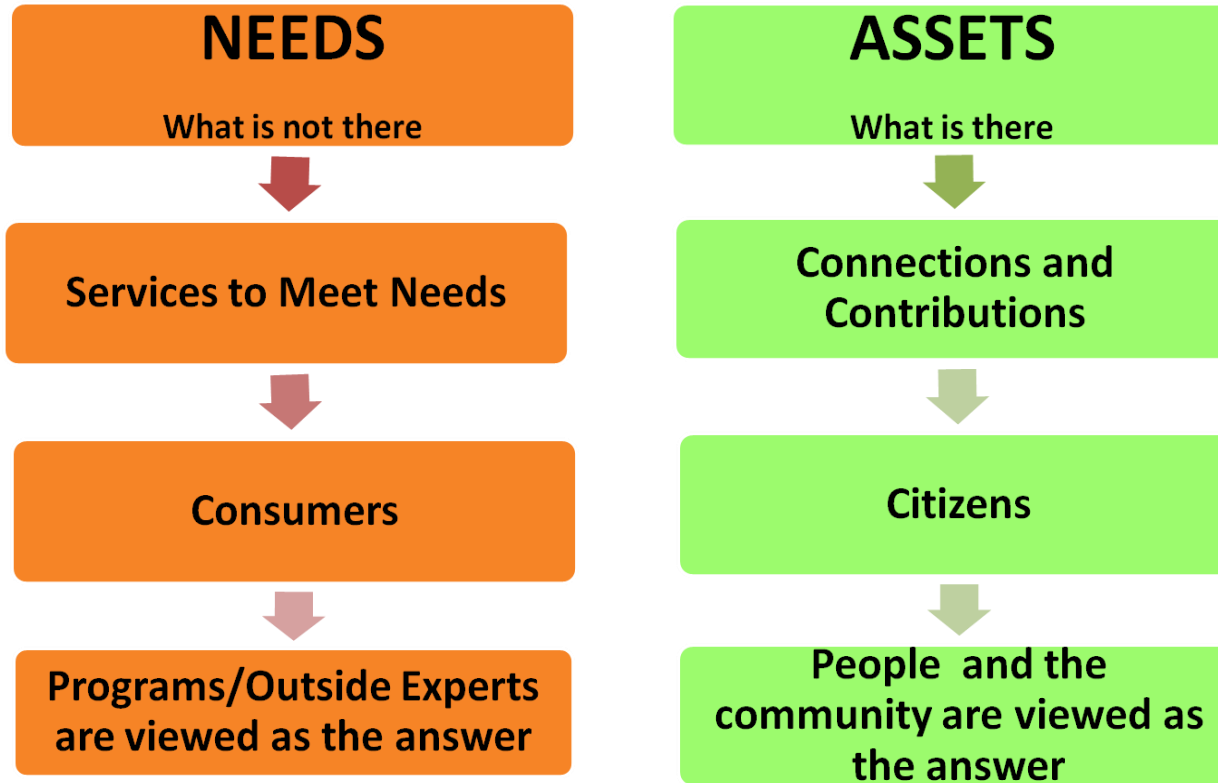
- Community building is a process that recognizes that power does not belong exclusively to its formal leaders but is increasingly more about the wisdom of its citizens and a willingness to lever their strengths.*

(Herchmer, 2016)



Why Community Development?

(McKnight & Kretzmann, ABCD Institute)





Build on What's Strong

Many Good
Things Are
Already
Happening
...build on those





Community is about FEELINGS

1. **BELONGING** to something or some group
2. **PRIDE** in that group
3. being part of something **IMPORTANT** and of being **INCLUDED**
4. **NOT BEING ALONE**, of knowing that others will help us even if they don't know us





Increasing Importance of Community



75- 80% of us believe
there should be
more emphasis on
community

- *Robert Putnam*

Great
Neighbourhoods
Start Here

NeighbourGood
LONDON



Book Your Outdoor Movie Night Now!

Outdoor Movie Nights are a great opportunity to have fun and build community in your neighbourhood. You pick the park and the date, bring the movie and your neighbours and the City does the rest.



**Your Ideas
Your Vote**

**Real projects to help make
Your Neighbourhood
even better!**

VISIT getinvolved.london.ca/NDM
SUBMIT Your ideas by Tuesday, May 22
VOTE Saturday, June 16

Neighbourhood Decision Making
For more information contact:
519-661-5336 or
neighbourgood@london.ca



Neighbourhood Decision Making Idea Cafe's

Would you like to learn more about the Neighbourhood Decision Making program and discuss your idea with fellow residents and City staff? Come out to one of five “Idea Café’s” being held in the first week of May.

What is an idea café?

An idea café is an open event where anyone can come and discuss ideas with residents and City staff. There is no agenda or set schedule. Participants can join or leave discussions as they wish.

City staff will share a presentation on the Neighbourhood Decision Making program and you will be able to submit your ideas if they are ready.

RSVP now for the idea cafés at the links below.

[Central London - Central Library](#), Tuesday, May 1

[Northeast London - Beacock Library](#), Wednesday, May 2

[Northwest London - Cherryhill Library](#), Thursday, May 3

[Southwest London - Jalna Library](#), Wednesday, May 2

[Southeast London - East London Library](#), Thursday, May 3

Meet the Neighbours, Create New Opportunities

EVENT EQUIPMENT LENDING



No more excuses: Your neighbourhood celebration is about to happen.

You have the vision to throw an epic neighbourhood gathering, but lack the equipment needed to pull it off. You know that your community is ready to mix and mingle, to form the bonds that create vibrant and safe neighbourhoods, but aren't sure how to make it happen. Having the vision is the first step and the Neighbourhood Event Equipment Lending program will help you achieve your goal by providing easy access to the gear needed to make your party a hit. The list of available equipment includes tents, tables, giant games, chairs and more!

A neighbourhood that celebrates together, stays together. You provide the vision, we'll provide the gear.

Get started...



Visit the program site →



Email: neighbourgood@london.ca



Call: 519-661-5336

Meet the Neighbours. Create New Opportunities

NEIGHBOURHOOD SMALL EVENT FUND



Bring your neighbourhood together with events!

Thinking about throwing a neighbourhood bash but don't have the cash? Don't let that stop you! The Neighbourhood Small Event Fund has up to \$500 to help cover event costs like renting a portable washroom, a stage, sound equipment, and lots more! The event needs to be small, held on public property, accessible, open to the public, and free of charge.

If this sounds like the kind of event you want to host, get started on an application!

Get started...



Visit the program site →

Email: neighbourgood@london.ca

Call: 519-661-5336



Neighbourhood Small Events Fund

Money to support
Local Community Gatherings

NeighbourGood
LONDON



Men's Sheds





Social Prescribing





People Want to Make a Difference

....there is a hunger for connections, community, and making a difference



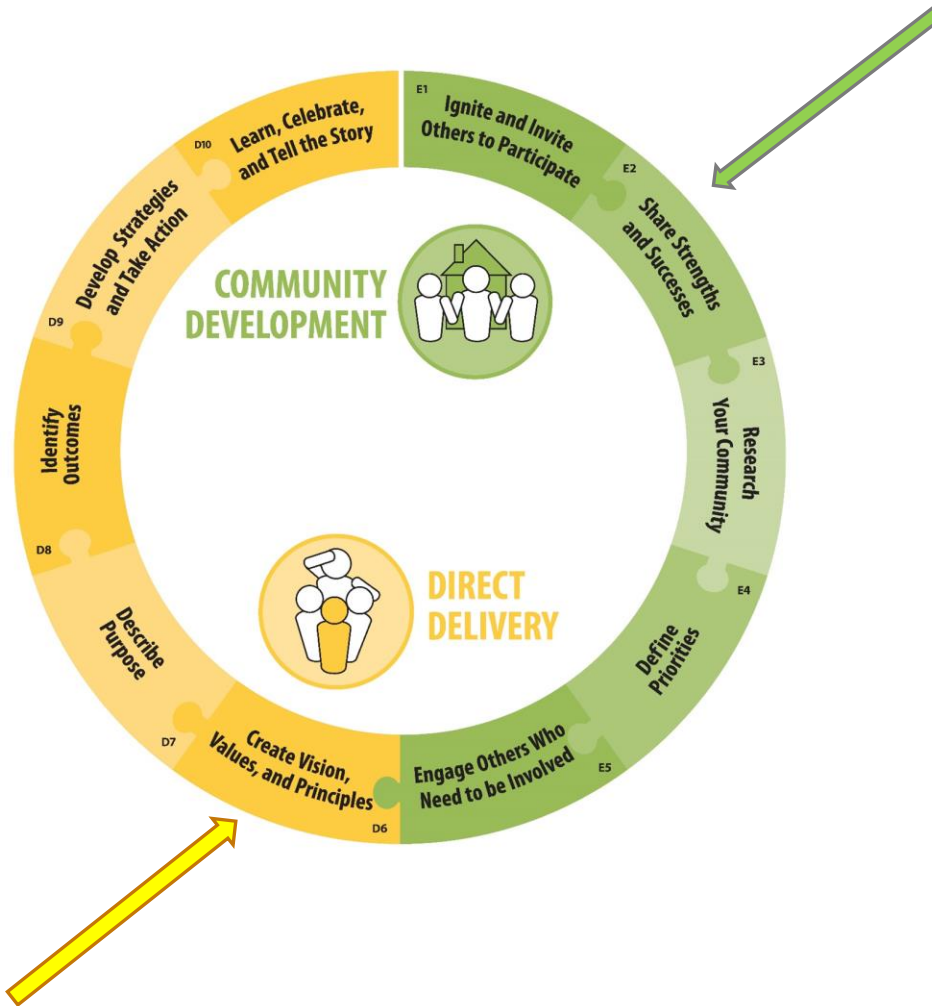


Leadership Learning #7

Sometimes You Have To Go Slow To Go Fast







Steps 1-5 reflect
“Community
Engagement”
Begin at Step 1
when developing
a **Community-
Driven Program**
(Community
Development)

Begin at Step 6
When
Developing a
**Staff-Driven
Program**
(Direct
Delivery)



Leadership Learning #8

Thing Big, Start Small

- artists cooperative
- directory of leisure opportunities
- battle of the bands
- communities in bloom
- community park “makeovers”
- community photograph contest and calendar
- community potlucks
- community trails
- concert series
- cultural festival
- family winter walk



- front yard potlucks
- garden tours
- healthy communities alliance
- intergenerational nature park
- movie in the park
- neighbour day
- neighbourhood cleanups
- neighbourhood exchanges
(books, ornaments, plants/seeds, skills, etc.)
- neighbourhood yard sales
- offleash dog park



Thing Big, Start Small (cont'd)

- playground builds
- porch concerts
- seniors and teens pool party
- skateboard parks
- sledding parties
- town beautification
- trade show style events aimed at promoting sport and recreation opportunities to citizens
- volunteerism conference
- walking school bus
- youth councils, events and forums
- youth interagency committee







“The only way ... for our community to be a better place to live is for the people of the community to understand and accept their personal responsibility for what happens.”

–Davis Merritt, Jr.



Our Job as a Community Leader is to Ask Ourselves and Our Community Citizens:

“What do we care enough to act upon?”





Leadership Learning #9

Change Is Much Simpler When You Start With The Early Adopters





Leadership Learning #10

Make Room for Different Kinds of Thinking

“The weirder
the mix the
better the fix!”





Leadership Learning #11

Leaders Work Middle Out

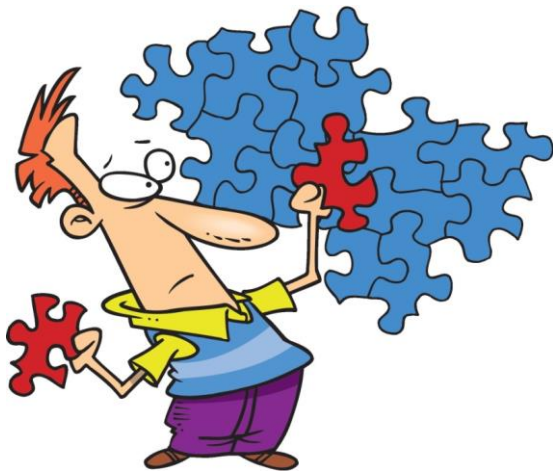
Change Agents
Work

Middle Out

(between grasstops
and grassroots)



You don't have
to have the
answers -
**JUST CALL THE
MEETING!**



There is no one best way...there is a way

"Our real freedom comes from being aware that we do not have to save the world, merely make a difference in the place where we live."

—Parker Palmer



It Will be Messy



- embrace chaos and act in a spirit of hope
- be open to backing off, changing, or stopping some of what you do
- embrace being a lifelong learner and explorer who is comfortable with asking questions and not always having the answers



-
- *Real people do real things. A **collective** of a whole bunch of people who do things in their own locale, in their own neighborhoods - the sum is bigger than the parts, and the parts will grow.*

- Chuck D, emcee, author, producer



Strategies for Being a Future Focused Community Leader

1. Observe trends in your daily life

- *demographic information*
- *changes in the economy*
- *political landscape*
- *new technologies*
- *visit bookstores*
- *mainstream and fringe media and culture*
- *Statistics Canada, The World Future Society, Fast Company, Google Alerts, CBC Radio, Ted Talks*



Strategies for Being a Future Focused Community Leader (Cont'd)

2. Read!

- listservs
- newspapers
- websites
- twitter
- books
- about sectors other than your own

3. Cultivate Curiosity: Ask Questions



Strategies for Being a Future Focused Community Leader (Cont'd)

4. Promote a learning culture
 - practice reflection
 - learning plans
 - look for learning opportunities
 - pay attention to the “grassroots word-on-the-street”
5. Trust your instincts while learning to ignore your own bias
6. Be clear about what you're collecting trends about and then go deeper e.g. via memberships, journals, listservs, google alert



Strategies for Being a Future Focused Community Leader (Cont'd)

7. Make time for conversations

- hang out with smart people who are ahead of the curve
- build diverse contacts
- cultivate mentorships (mentor mutualism)
- add “trends and issues” as a discussion topic at staff and board meetings
- invest in the development of networks
- share updates after attending conferences or workshops

8. Project the impact of trends

"If you want to see the future coming, 90 percent of what you need to learn, you'll learn outside of your industry. There is nothing that you can learn from inside your industry that will help you get ready for the future. Literally nothing, because you already know it."

-- Gary Hamel



Clues for a Time of Turmoil

1. Act in a spirit of hope. Hope, not optimism....Hope has to do with looking directly at the circumstances we are dealing with and still go on because one hopes that one can make a difference in the face of all that stands in the way of making a difference.
2. Act according to a "tentative commitment." Be willing to look at a situation carefully enough, to risk enough, to contribute enough effort, enough hope, to undertake your project...and to recognize that we might have it wrong. We may have to back off or change not only how we are doing something but whether to do it at all.
3. Be "context alert" as a moral and operational necessity.
4. Be a learner/teacher, a wary guide, and explorer in the wilderness. Be question askers all the time, not answer givers.
5. Practice compassion. Facing life requires all the compassion we can bring to ourselves and others. --Don Michael



Questions?





Interested in Learning More?

1. Website

(Resources, Training and Certification)

www.campusforcommunities.com

2. Publications

Community Leaders Planning Toolkit

Leadership for Active, Creative, Engaged Communities

Community Building for Recreation Practitioners

3. Contact

Campus for Communities of the Future

bherchmer@campusforcommunities.ca

www.campusforcommunities.ca

twitter: @campus4comm

phone: 289.820.5373

facebook.com/brenda.herchmer