

GREATER LIMA REGION STAKEHOLDER ECO-SYSTEM ANALYSIS

Report from the Stakeholder Engagement work conducted in 2016, as part of the Greater Lima Region Collaborative Growth Plan process, undertaken by Future iQ.

Greater Lima Region, Ohio, USA



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January 2017

Future iQ were contracted by the Allen County Board of Commissioners in 2016, to develop an executable Collaborative Growth plan in order to strengthen the economic eco-system in the Greater Lima Region. In order to maximize stakeholder input from across the region, network mapping and focus group sessions were used to both understand the current eco-system and to determine the views of the stakeholders. An in-depth network mapping process was conducted across the region between March and May 2016. This would show the current eco-system as it is currently working. Stakeholder meetings were carried out in April, June and August 2016 to keep all stakeholders up to date with the overall Collaborative Growth plan process. Focus Group sessions were conducted in September 2016, split out by sector to determine the views of the stakeholders. This report collates the findings from that work into an overall stakeholder eco-system analysis on the Greater Lima Region.



This report was prepared under contract with Allen County Commissioners, with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the views of Future iQ, and does not necessarily reflect the views of the Office of Economic Adjustment or the Department of Defense.

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1.0 INTRODUCTION

Future iQ were contracted in 2016-17 by the Allen County Board of Commissioners to develop an executable Collaborative Growth plan in order to strengthen the economic eco-system in the Greater Lima Region.

As part of the work in developing the Collaborative Growth plan, Future iQ has undertaken extensive consultation with the regional stakeholders. This has included:

- In-depth Network Mapping analysis which has been conducted across the Greater Lima Eco-system, and has proven extremely useful in identifying areas of collaboration and lack of collaboration within the eco-system.
- Focus group sessions were held with key stakeholders from the region in September 2016. The sessions were organized into seven key sectors: Education, Defense, Local Government, Business and Industry, Economic Development, Not-for-Profits and Community Development, and Young Professionals.
- Stakeholder update meetings were carried out throughout 2016, in order to update the eco-system with the developments of the overall process.

These participatory methodologies were used to achieve wide stakeholder engagement. The rationale for the use of participatory methodology was to ascertain how people felt about the Greater Lima Region economic eco-system. The stakeholder engagement was part of a larger planning process, and was designed to gather stakeholder input into the Collaborative Growth Plan, the vision for the future of the region.

This report will outline the key insights from the focus groups, using the network mapping analysis to demonstrate how the eco-system is currently working in the Greater Lima Region.



2.0 ENGAGEMENT METHODOLOGIES AND TIME LINE

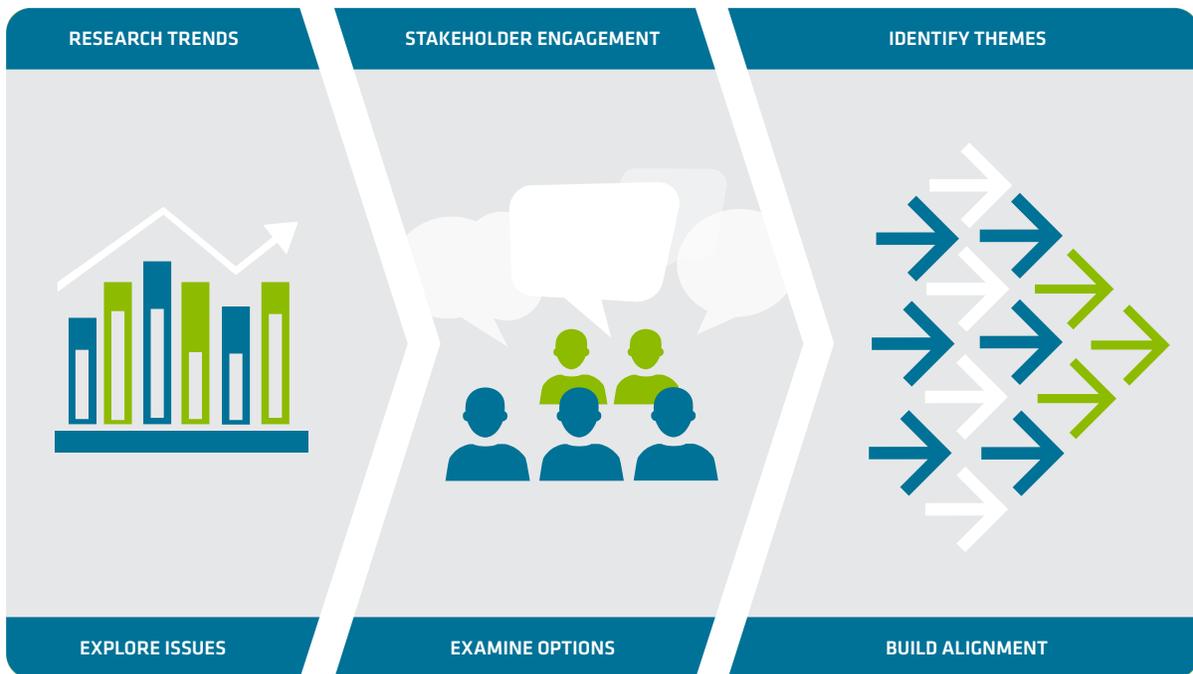
A combination of participatory processes was used to achieve maximum stakeholder input.

- Network Mapping Process March to June 2016
- Stakeholder Meetings May, June and August 2016
- Focus Group Sessions September 2016



2.1 FOCUS GROUP SESSIONS

A focus group is a research tool in which small groups of people engage in a round-table discussion of selected topics of interest in an informal setting. It is recommended that a focus group session take up to an hour and a half, in order to obtain the maximum input from the participants and this provides the opportunity for all the respondents to participate and to give their opinions.



Focus groups differ from informal group discussions in a number of aspects. Primarily, specific, pre-determined criteria are used for recruiting focus group participants. Second, the topics to be discussed are decided beforehand, and the moderator uses a pre-determined list of open-ended questions arranged in a natural and logical sequence.

Focus groups are used to:

- Gain understanding of the subject being researched
- Provide an accurate picture of the subject's experience of reality
- Evaluate and analyze needs
- Formulate interventions
- Improve existing programs
- Inform policies

Focus groups were used in this process to achieve maximum stakeholder input, to help develop the Greater Lima Collaborative Growth Plan.

2.1.1 OUTLINE OF FOCUS GROUP SESSIONS

The following focus groups were held in and around Lima, Ohio in 2016:

Defense Sector	19 September
Economic Development	19 September
Not for Profit/Community	20 September
Local Government	20 September
Business and Industry	21 September
K16/Education	22 September
Young Professionals	23 September

2.1.2 ATTENDANCE

Numbers in attendance at each session:

Focus Group	Numbers in Attendance
Defense	18
Economic Development	39
Not For Profit/Community	19
Local Government	23
Business and Industry	25
K16/Education	21
Young Professionals	16

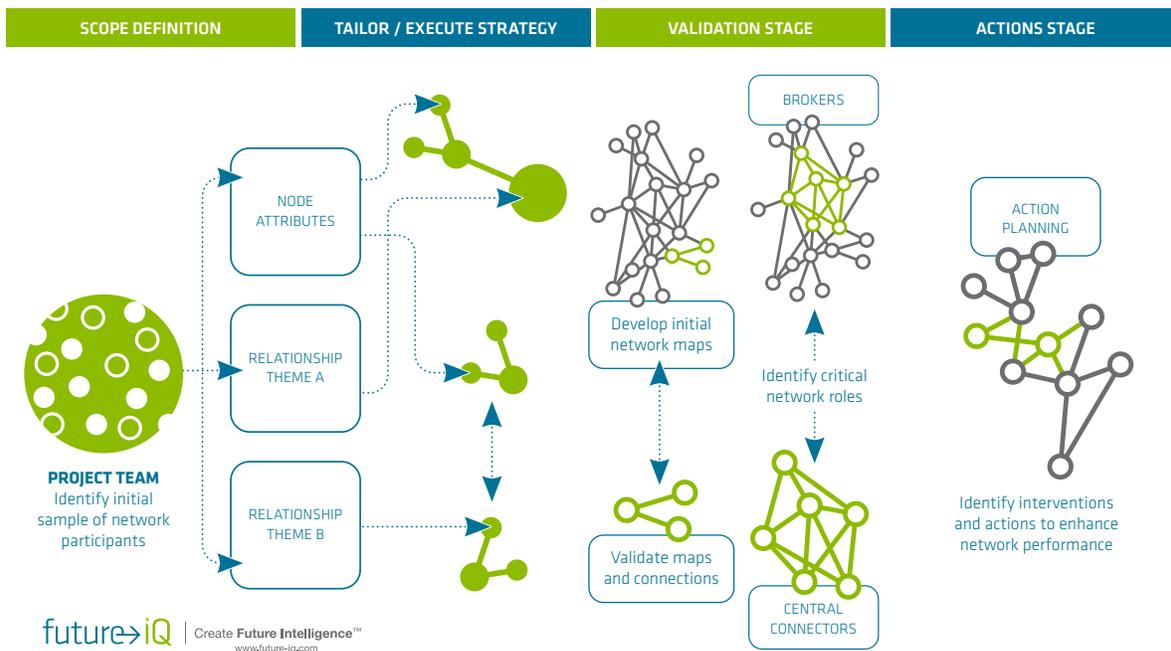
2.1.3 FOCUS GROUP SESSION QUESTIONS

The Questions used in the focus group sessions were as follows. However, some of the questions were tailored to the sector for each session. The full set of questions per focus group can be seen in the Appendix.

1. Do you think the concept of a competitive region, at a regional, national and global level is important and viable? Why?
2. What should be the key role of the eco-system (economic development, defense, education, business & Industry or local government) in driving the region towards the vision?
3. What would a collaborative regional workforce development system look like?
4. What would a collaborative regional-wide industry innovation strategy look like?
5. Who needs to lead this process, and who should be at the table?
6. What is the next key step?

2.2 NETWORK MAPPING PROCESS

Network Mapping analysis is key to improving the efficiency, effectiveness and collaboration within a network. Application of a Network Lens (Jusufi, Dinghie and Kerren, 2010) exposes the interactions between people within the system, allowing the exchange of information and knowledge to surface, and so exposing dependencies and gaps within the system. The maps created through the network mapping analysis provided immediate information about what is happening on the ground in the Great Lima Region eco-system.



The process began with an online survey sent from Future iQ's Network Mapping Platform, after consultation with the client about the stakeholders who should be included in the survey and the most relevant questions to ask. The stakeholders filled out two sections of the survey. The Profile questions ascertained details in relation to name, job title, county, organization, organization type and industry sector. The relational questions asked the respondent to identify people with whom they have relationships within the network. These questions were tailored to suit the needs of the project. The responses to the relational questions formed a real-time network map, which could be filtered on the profile question categories (i.e.: organization, organization type, industry sector, etc.). The network mapping process produced:

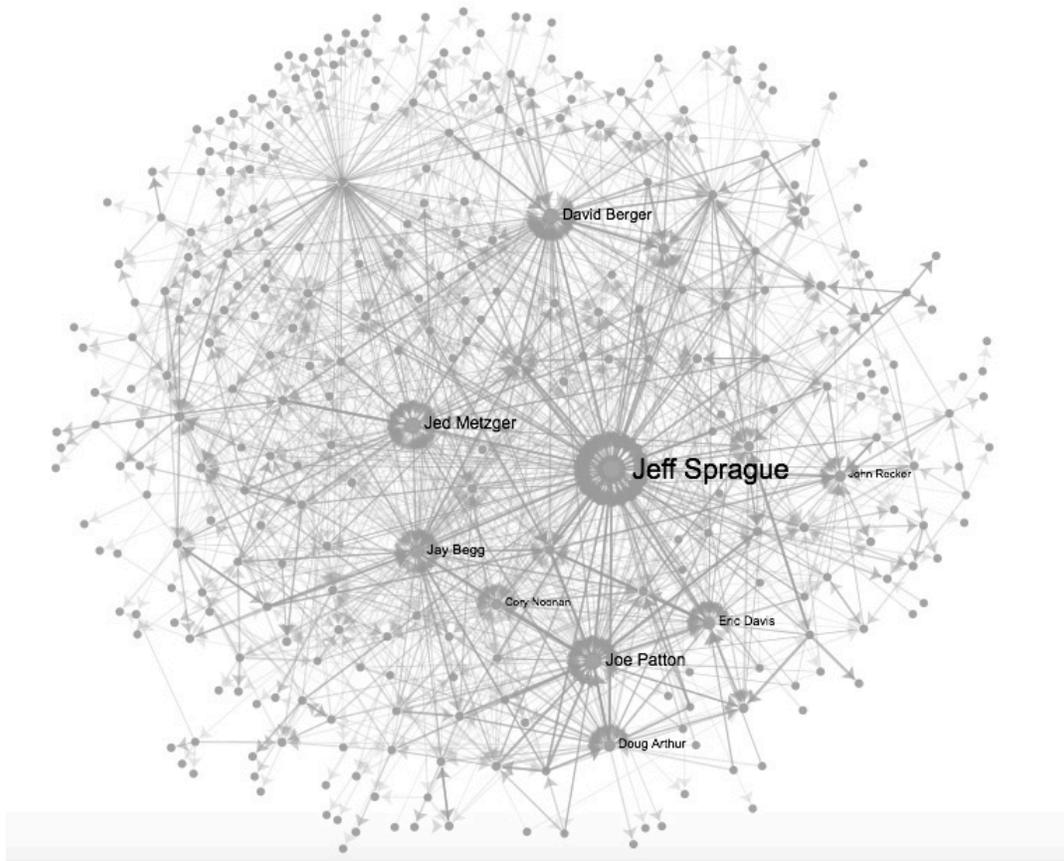
- Detailed interactive online network maps, which provided a lens to the key areas of strengths, weaknesses and the required intervention in the network. These maps can be interrogated and filtered to view the network with regards to aspects such as: Collaboration, Flow of information, Knowledge sharing and Resources and Impact.
- The highlighting of the key relationships and informal leadership roles within the network, as well as the gaps in the network.
- The identification of the top key 'actors' within the network. These were broken down into categories such as Resource Hubs, Active Networkers, Brokers and Influencers.

Network mapping analysis was used in this process, in order to demonstrate the Greater Lima Region economic eco-system through real time interactive maps. These maps revealed information flows, patterns of collaboration, and supply chain dynamics. It highlighted the strengths and vulnerabilities within the network, as well as identifying key network hubs.

2.2.1 REGIONAL ECONOMIC AND WORKFORCE NETWORK SURVEY

The Regional Economic and Workforce Network Mapping survey was sent to 442 stakeholders within the Greater Lima Region, on 20 April 2016. The survey was closed on 20 May 2016. The participants were invited to select people from a pre-established database representing the core regional network. The questions that were used in the survey can be seen in the Appendix within this report.

For the purposes of this report, the outcomes from the focus group sessions will be reinforced through showing the relevant maps from this network mapping process. The overall Regional Economic and Workforce Network map can be seen below. The dots represent people, and the lines represent relationships. The most significant people on the map have their names highlighted.



2.3 STAKEHOLDER UPDATE MEETINGS

Stakeholder Update Meetings were held throughout 2016, with the purpose of keeping people in the eco-system up to date on the process. The meetings consisted of presentations from AEDG, Allen County Board of Commissioners, Future iQ, and others. The Stakeholder Meetings were held on:

- 17 May 2016
- 15 June 2016
- 10 August 2016

On average, 70-80 stakeholders have attended each update session.

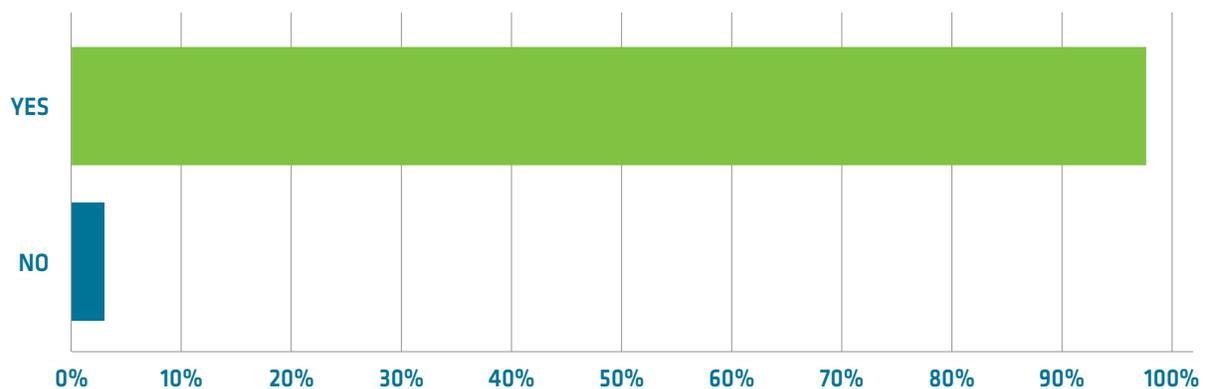
2.3.1 PARTICIPANT FEEDBACK ON STAKEHOLDER UPDATE MEETINGS

Feedback was requested by Allen Economic Development Group (AEDG), following some of the stakeholder meetings.

Participants were asked:

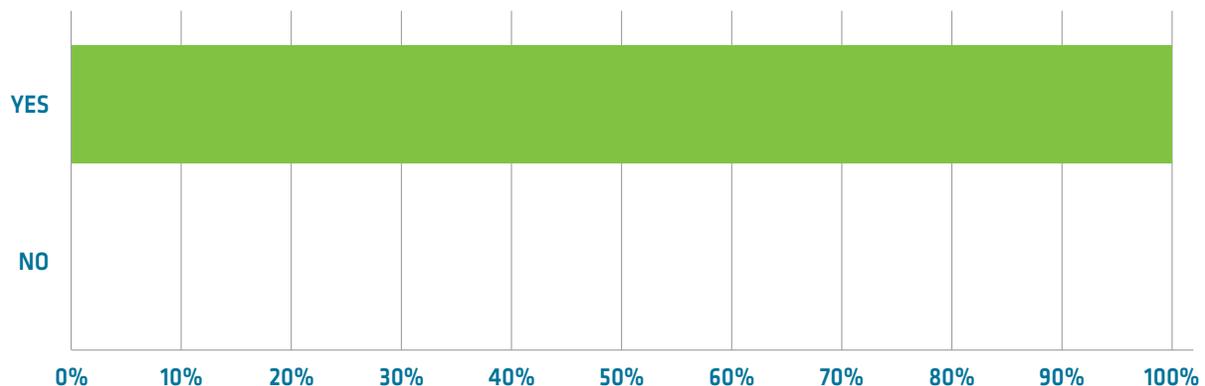
Do you feel the OEA Grant Initiatives (Collaboration, Communication, Innovation, Economic/Workforce Development) are beneficial to Lima/Allen County and the surrounding region?

There was almost 100% support for the OEA grant initiatives.



Participants were asked:

Do you feel the Stakeholder Meetings are useful in developing the overall economic direction for Lima/Allen County and the surrounding region?

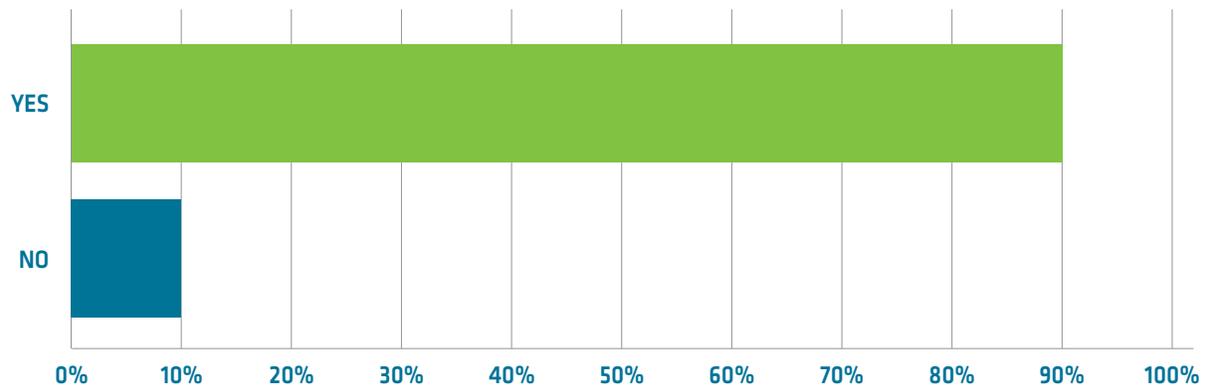


100% of the stakeholders felt that the meetings were valuable



Participants were asked, after the June meeting and prior to the focus groups being set up:

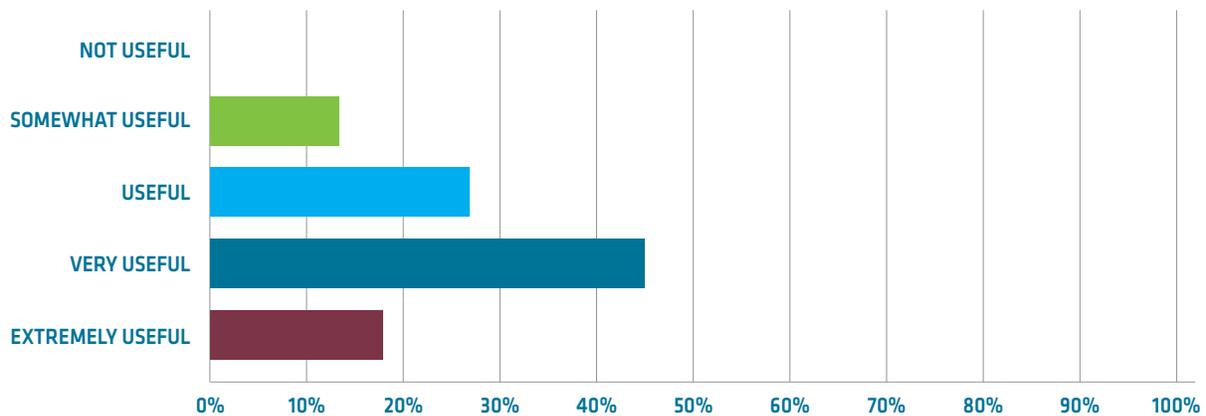
Would you be willing to participate in a focus group to further the initiatives?



Approximately 90% of stakeholders said that they would be willing to participate in a focus group.

The stakeholders were asked:

How valuable was it to receive an update from Future iQ on workforce, supply chain analysis and the focus group initiative?



Almost 20% felt that it was extremely useful; over 40% felt that it was very useful; almost 30% felt that it was useful; and just over 10% felt that it was somewhat useful.

3.0 KEY FINDINGS FROM STAKEHOLDER ENGAGEMENTS

The stakeholder engagement processes have allowed for detailed insight into views, dynamics and perceptions within the Greater Lima Region. This has provided valuable data on views of how and where the region needs to change and progress.

3.1 A COMPETITIVE GREATER LIMA REGION

All the focus group participants were asked:

Do you think the concept of a competitive region, at a regional, national and global level is important and viable? Why?

There was consensus across all focus groups that the concept of a competitive region, at regional, national and global level was extremely important and that the three levels were interconnected. When asked about whether the concept was viable, a number of issues were raised.

Collaboration was seen to be key in order to achieve a competitive region. There was recognition that there can be a resistance to collaboration, as people feel that they have to 'give up their space' in order to work together. Mechanisms such as Maker Fest were regarded as key activities that can help enable collaboration. Collaboration between industry and education was highlighted by the business and industry sector, in order to grow and expand the future workforce in the region. There was seen to be a need for more focused skill sets coming from schools and universities to meet the needs of industry.

There was consensus across all focus groups that the attraction of people to the region was essential. The marketing of the region, at a regional and national level with regards to the benefits of moving to and living in the region was a consistent theme. Support systems should also be identified and enhanced regarding employees moving to the area, in relation to trailing spouses and childcare.

The millennial generation, which was represented by the Young Professional focus group, were concerned that there is no inclusion of their views within the eco-system and that they didn't experience collaboration.

It was also concluded that it would be a real necessity to attract and retain global headquarters within the region.

3.2 KEY ROLES IN DRIVING THE REGION TOWARDS THE VISION

All the focus group participants were asked:

What should be the key role of the eco-system (economic development, defense, education, business & Industry or local government) in driving the region towards the vision?

There was consensus across all focus group sectors around key roles:

- The need to identify priorities and implement solutions, in order to achieve the vision for the region.
- A need for a regional message and brand, which will represent the region and convey the positive aspects of living and working in the region.
- The eco-system needs to be intentional in continually discussing and updating the vision and checking that the correct progress is being made.

The Business and Industry Focus group participants felt that it was necessary to better identify and define the vision, and that there was a need for a projection of what the short and long term needs. They also acknowledged that the Business and Industry sector needs to take account of community needs and issues, although they were unsure as to how to do this. While they felt that the collaboration has to be larger than just business and involve the

community, local government needs to assist by supporting community improvements. This would ensure people stayed in the region. They felt that they needed to push to offer incentives for business attraction and retention. A regular facilitated meeting for all stakeholders should be organized to assist collaboration.

The Economic Development Focus group participants felt that it was the role of Economic Development to drive capital investment and to identify where to invest resources, however they noted that all stakeholders have a role. The Not-For-Profit and Community Development sector outlined how they needed to be at the Economic Development table, to represent community interests.

The Defense Focus group participants suggested that Task Force Lima could serve as an example of effective advocacy. It was also suggested that GDLS could work with its vendors to define the needed skillsets, relating to general concerns that there is a disconnect between the education sector providing the necessary skill sets for the future workforce.

3.3 COLLABORATIVE REGIONAL ECO-SYSTEM

All the focus group participants were asked:

What would a collaborative regional eco-system look like?

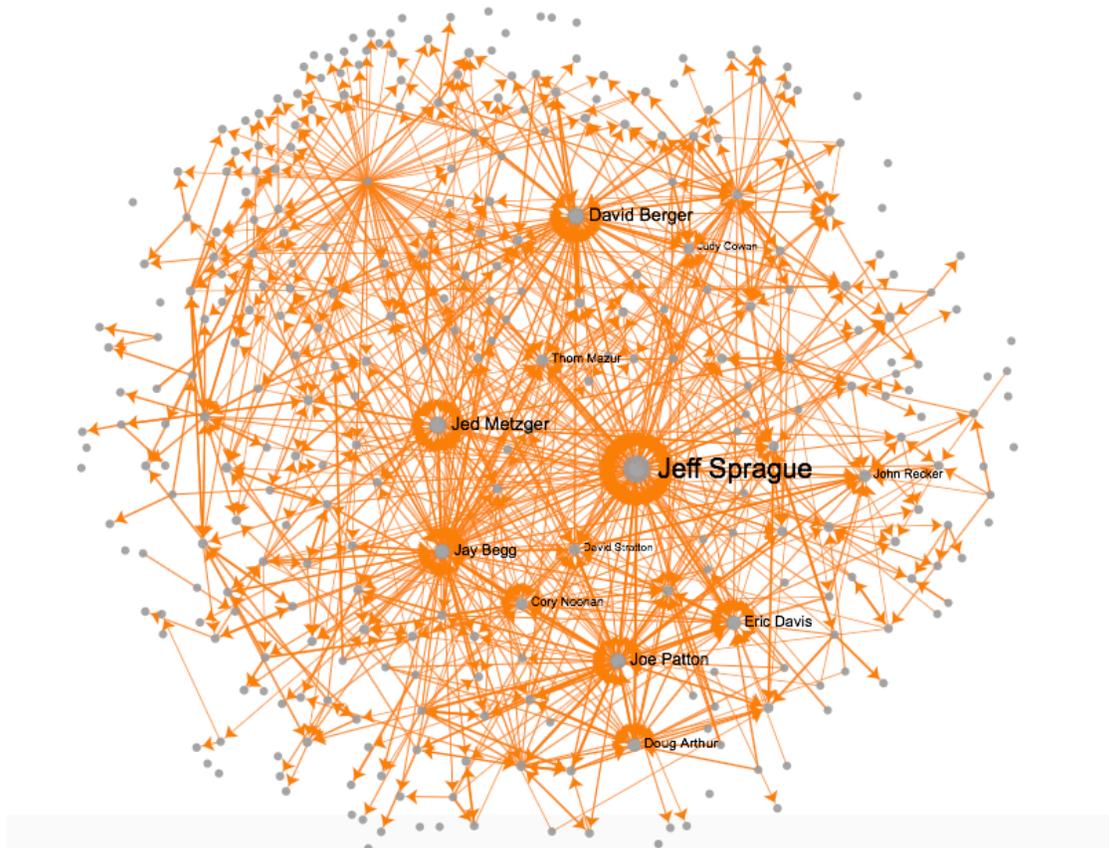
The participants all agreed on key themes that would represent a collaborative regional eco-system.

- Collaboration between all sectors within the eco-system, in particularly the education sector and business and industry was seen as key.
- The education system must provide the skill sets needed by the workforce in the future.
- Business and industry need to collaborate with the education sector and discuss the skill sets that are needed in the region
- Knowing, attracting and retaining the workforce are all important factors, in order for a collaborative regional workforce to function.
- There is a need for more internship opportunities and increased support systems for employees (i.e. childcare/trailing spouses).
- Marketing the region as a positive place to live and work is seen as essential.
- Increased collaboration between career centers is extremely important in a collaborative regional workforce development system.
- The retention of high school and college graduates to stay in the region, after an education, which matched the needs of the regional workforce, and local business needs would be crucial for a collaborative regional workforce development system.



3.3.1 COLLABORATION MAP FOR GREATER LIMA REGION

This is the collaboration map for the Greater Lima Region eco-system, from the Network Mapping analysis.

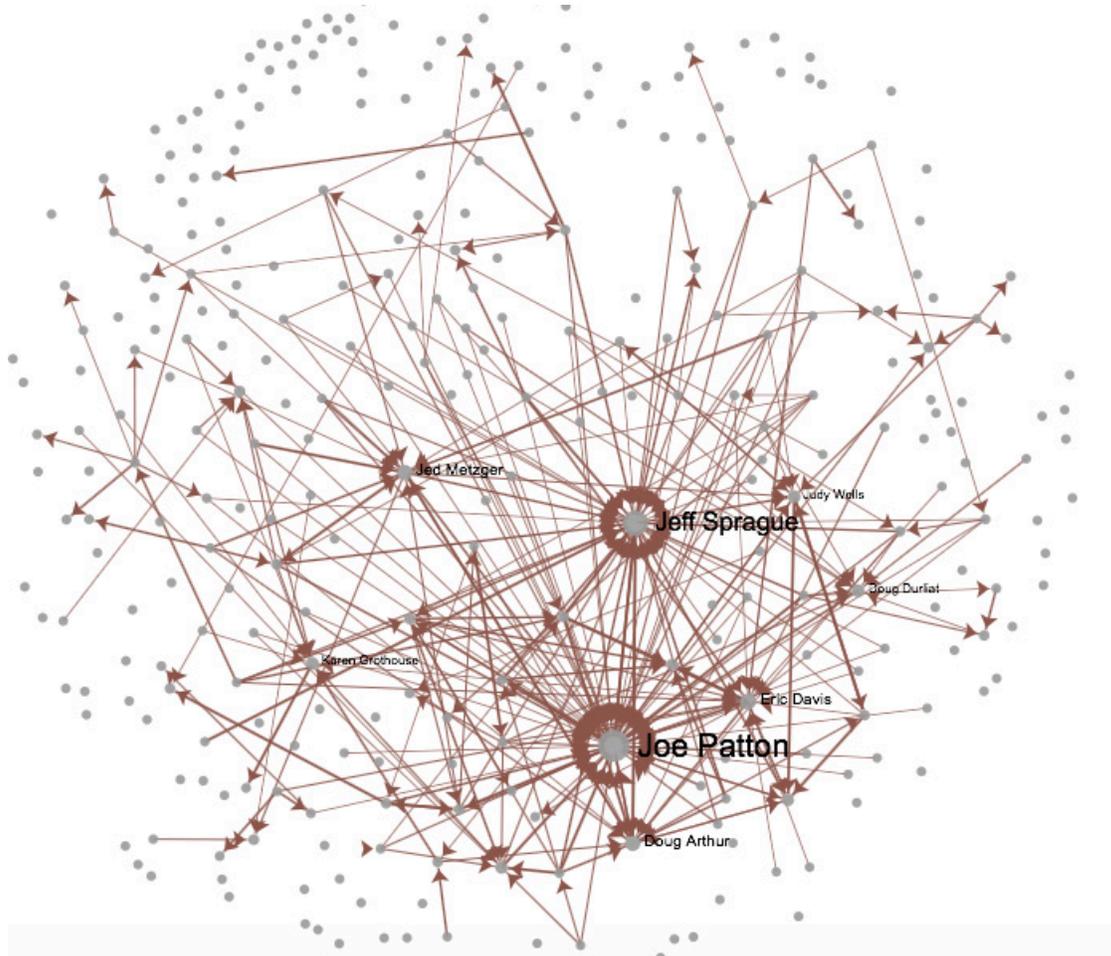


The key members of the network are Jeff Sprague (AEDG), David Berger (City of Lima) and Jed Metzger (Lima Allen County Chamber of Commerce). Joe Patton (Ohio Means Jobs), Eric Davis (AEDG), Doug Arthur (AEDG), David Stratton (AEDG) and Jay Begg (Allen County Executive) are also connected within the network with strong collaboration patterns. However, there are many outsiders forming their own clusters outside of these main clusters. This points to a regional community that shows strong surface level collaboration.



3.3.2 OVERALL WORKFORCE NETWORK MAP

This is the overall workforce map for the Greater Lima Region. The key people within this map are Joe Patton (Ohio Means Jobs) and Jeff Sprague (AEDG). They represent two large hubs within the network, which isn't particularly well connected. There are many instances of individuals collaborating with each other in groups away from the main network of Jeff Sprague, Joe Patton, Doug Arthur and Eric Davis.



3.3.3 WORKFORCE DEVELOPMENT COLLABORATION

- Through exploring the workforce development collaboration map, it was seen that there is weaker collaboration within the workforce development sector.
- There are a core cluster of individuals representing AEDG, The Apollo Career Centre and Ohio Means Jobs.
- Outside of this cluster there are individuals who work in workforce development who are not strongly connected to each other or to the main cluster.
- The private sector respondents indicated there was little within sector collaboration, and most connections are directed to Jeff Sprague at AEDG and Joe Patton at Ohio Means Jobs.



3.3.4 EDUCATION SECTOR COLLABORATION MAP

As the Education Sector is seen to be instrumental in working with the business and industry sector to contribute to a collaborative regional workforce development eco-system, it is important to understand the collaboration patterns within the current Education sector via the network map.

- The map showed a tight cluster of individuals collaborating, from The Apollo Career Centre.
- There are people who work in the education sector, who are disconnected from each other and from the main cluster. This was reinforced in the focus group discussion, that indicated greater need for regional and local collaboration within the educational sector.
- Overall it seems that there is weak collaboration within the education sector.

3.4 A COLLABORATIVE INNOVATION STRATEGY

All the focus group participants were asked:

What would a collaborative region-wide industry innovation strategy look like?

The focus group participants all agreed on key themes that would represent a collaborative region-wide industry innovation strategy.

- The strategy would center around specific industries and that it must be industry driven.
- Each company should have a position such as a VP of Connectivity, who was responsible for job needs, technology, research, and driving innovation.
- There would be shared spaces, entrepreneurship services and incubator hubs.
- Innovation should be celebrated in the region, with the idea of industry champions/stakeholders leading the way.
- The media would need to be very proactive in promoting the innovation strategy.
- The higher education sector would need to collaborate in a reciprocal manner with industry.
- There would be a strong need for a research industry partnership.

3.4.1 INNOVATION MAP FOR GREATER LIMA REGION

The key people on the Innovation map are Jeff Sprague (AEDG), David Berger (City of Lima Ohio), Jay Begg (Allen County Executive), Judy Cowan (OEMC) and Jed Metzger (Lima Allen County Chamber of Commerce). The map appears to show relatively strong surface level innovation connections across the eco-system. The key connector and 'go to' person on innovation is Jeff Sprague at AEDG.



The key people on the Innovation map are Jeff Sprague (AEDG), David Berger (City of Lima Ohio), Jay Begg (Allen County Executive), Judy Cowan (OEMC) and Jed Metzger (Lima Allen County Chamber of Commerce). The map appears to show strong innovation connections across the eco-system, generally.

3.4.2 INNOVATION AND MANUFACTURING MAP

As the participants of the Focus Groups felt that industry and AEDG should lead the collaborative region-wide industry innovation strategy, it is useful to look at the current innovation relationships within the manufacturing sector in the region.

- There is a core cluster representing OEMC and West Central Ohio Manufacturing Consortium.
- Overall the innovation network in the manufacturing industry within the region is poorly represented.
- For a strong region-wide industry innovation strategy, there would be a need for more collaborative relationships across the eco-system regarding innovation.

3.5 LEADERS OF THE PROCESS

All the focus group participants were asked:

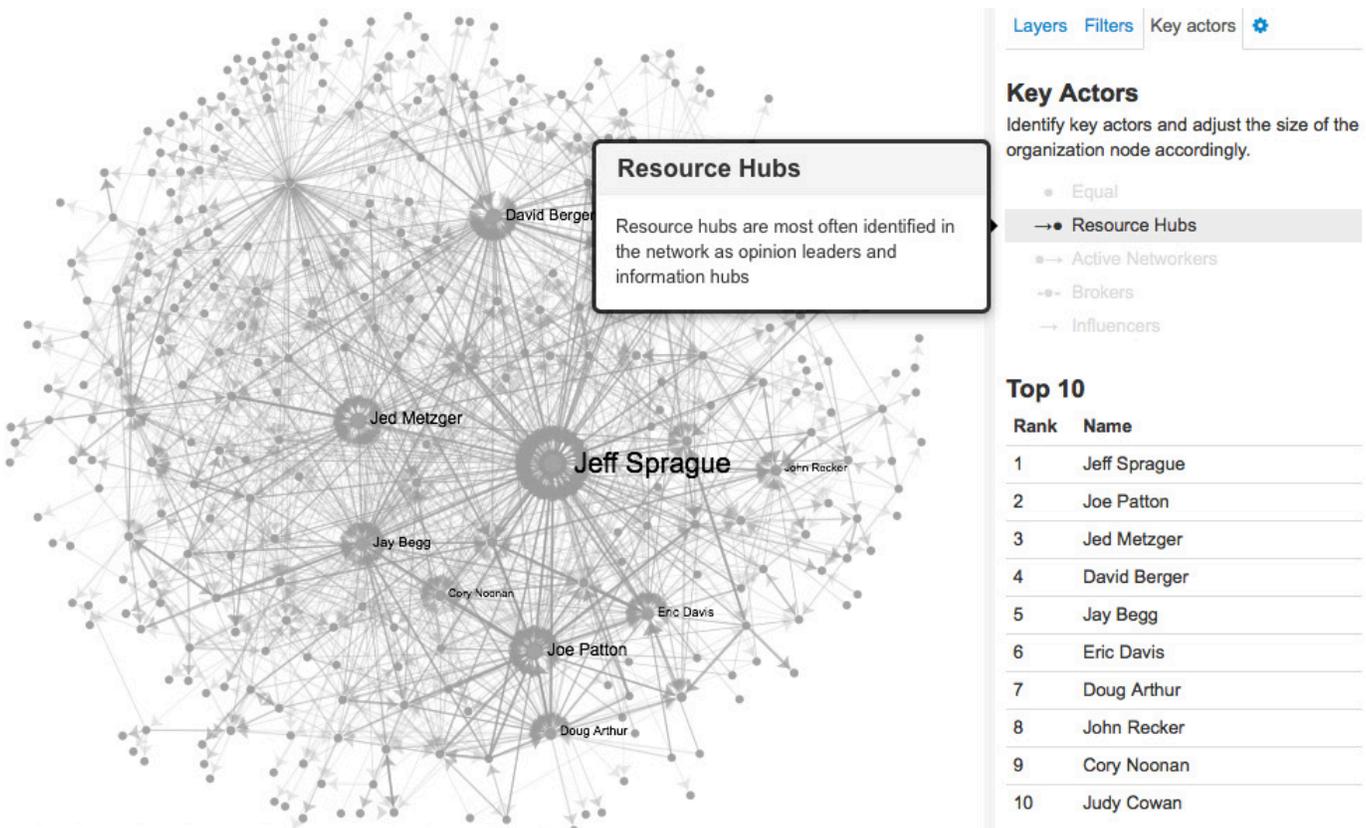
Who needs to lead this process, and who should be at the table?

The input from the focus group participants showed strong agreement that AEDG and the Visionaries should lead the process. It was interesting to note that some participants felt that the results of the network mapping process should identify who should lead the process.

There was clear consensus from the participants that representatives from all sectors should be at the table. This would include the sectors outlined in the focus group breakdown: Education, Local Government, Business and Industry, Young Professionals, Economic Development, Not For Profits/ Community Development and Defense. It was also noted that the financial sector, media, neighborhood citizens could also be brought to the table.

3.5.1 LEADERS WITHIN THE NETWORK MAP

The network mapping process identifies who the key actors are within the network. Regarding leadership, the key Resource Hubs in the network can be seen in the following map. These are the 'go to' people across many issues. Jeff Sprague (AEDG) is consistently seen as the key person within the network.



4.0 UNIVERSAL THEMES

There were several universal themes, which ran throughout all focus group sessions, and were supported by the network mapping process:

- **REGIONAL APPROACH** - There was consensus across all focus groups that the concept of a competitive region, at regional, national and global level was extremely important and the three levels were interconnected.
- **COLLABORATION** - Collaboration was seen to be crucial to achieve a competitive region. Collaboration between all sectors within the eco-system, in particularly the education sector and business and industry was key. In discussing the vision for the region, there was consensus that there was a need to identify the priorities and implement solutions. Intentional and organized communication between all stakeholders regarding the movement towards end goals was seen to be essential. There was agreement that regular facilitated meetings for all stakeholders should be organized to assist collaboration and work towards the end goals of the vision. The Young Professionals, whom mainly represent the millennial generation, are frustrated that they are not more genuinely involved in the regional economic eco-system, but rather as 'token' young people on boards.
- **WORKFORCE and EDUCATION** - To create a collaborative regional workforce development system, it was seen as necessary to identify, attract and retain the workforce in the region. The retention of high school and University graduates to stay and work in the region was a strong theme. The education system must provide the skill sets needed by the workforce in the future. Collaboration between the education sector and the business and industry sector was a strong theme that ran throughout the focus group sessions. There was seen to be a need for more focused skill sets coming from schools and universities to meet the needs of industry. Simultaneously, the education sector felt a need for the business and industry sector to communicate to them what those needs were.
- **ATTRACTION OF NEW RESIDENTS** - There was consensus across all focus groups that the attraction of residents and, therefore, workers to the region was essential. The marketing of the region, at a national and global level with regards to the benefits of moving to and living in the region was a consistent theme. Support systems should also be identified and enhanced regarding employees moving to the area, in relation to trailing spouses and childcare.
- **LEADERSHIP** - With regards to leadership, the focus group outcomes and network mapping results showed a strong leaning towards AEDG taking the leadership role, with support from key business groups like the Visionaries.

Theme	Ec. Dev	NFP/ Comm.	Local Govt.	Bus/ Ind	Education	YP	TFLima
A Regional Concept is very important	X	X	X	X	X	X	
There are a lack of mechanisms to encourage collaboration, rather than lack of desire to collaborate	X			X		X	
There is a need to get employers/ businesses talking to each other	X			X			
Retention of businesses is vital to the region	X	X					
We need to attract new companies via incentives				X	X		
There is a need to market our region and promote it as a great place to live/ quality of life	X	X	X	X	X	X	X
We need to change the message from 'I got out of Lima' to 'I chose to stay and love living in Lima'				X	X	X	

Theme	Ec. Dev	NFP/ Comm.	Local Govt.	Bus/ Ind	Education	YP	TFLima
Employers/Businesses need to drive this vision	X		X	X			
All stakeholders have a role in sharing and communicating the vision	X		X	X	X	X	
All stakeholders have a role in collaborating with defined roles and responsibilities - Create an 8 county task force	X	X	X	X	X	X	
We need to identify priorities and implement solutions to achieve vision	X			X	X		
We need to develop a Regional Brand	X	X					
Make link between education and businesses to meet future demand	X			X	X	X	
Training and Education sector is key			X	X	X	X	
Increased collaboration with sectors and Career/ Innovation centres (Apollo/ Highpoint/etc)	X						X
Need more internship and apprenticeship opportunities	X		X	X	X		
Need to implement regular meetings including chosen reps from all stakeholder groups (Ec. Dev/NFP/ Educ/Local Govt/YP/Business)	X		X	X	X	X	
Appointed liaison from each strategic employer meets yearly(Annual Celebration/Vision Casting)	X			X			
Need to develop Attraction and Retention of Youth Strategy - Who is the region losing and why?	X			X	X	X	
Each company has a VP/ Representative of connectivity/the vision	X			X			
Need innovative task force from each sector	X			X	X		
Need a focus on Youth and Diversity		X			X	X	
Need more resource sharing		X	X				
There is a need for more innovation with changing industries			X	X			
Need to focus on local infrastructure - aesthetics and what will attract and retain people to the area			X	X	X	X	X
Need project/inventory of what future needs are, to bridge the gap				X			
Remove govt. barriers driven by business and industry needs				X			
Need to get unemployed and unemployable into work		X				X	
Funding to promote and stimulate				X	X		

5.0 CONCLUSION

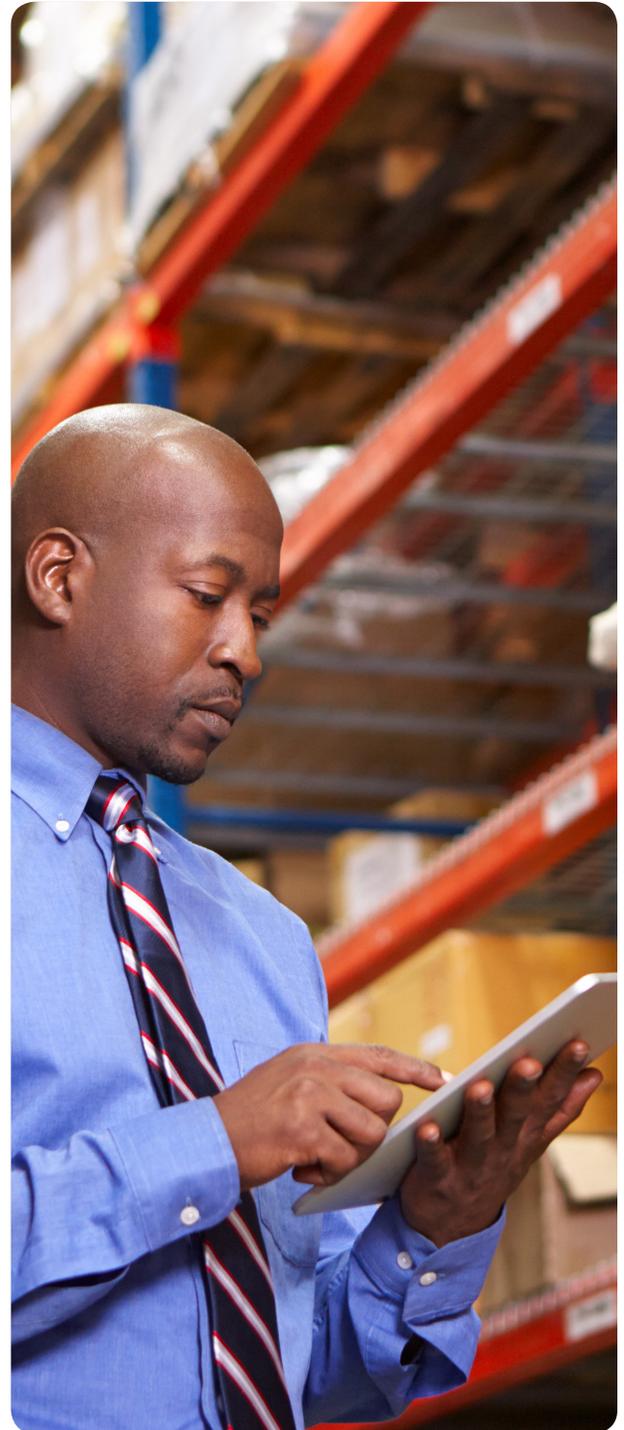
The stakeholders within the Greater Lima Region eco-system all agree that there is a need for greater collaboration across all sectors to achieve a competitive region at a regional, national and global level.

Currently, there is some lack of collaboration between key sectors, which has been highlighted in a qualitative manner in the focus groups and via the network mapping process. There are a few key people who feature on the network map in relation to collaboration and innovation in all sectors. However, to rely on those key people is problematic, as stakeholders from the various sectors may feel excluded and the key people can become over burdened with responsibility. This is also not sustainable moving into the future, as the responsibility of the region cannot rely on a few people in prominent roles. A truly collaborative and competitive eco-system for the Greater Lima region requires involvement from key stakeholders from each sector in an intentional manner in order to fulfill on the vision that will have been agreed for the region.

Throughout the process, it was repeatedly acknowledged that to attract and retain the future workforce for the region, there needs to be strong collaboration between the education, and business and industry sectors. When the education sector knows what the future workforce needs of the region are, they can help provide the workforce of the future. The business and industry sector need to collaborate with the education sector in order to discuss what those needs and skill sets are.

It was consistently discussed throughout the focus groups that there is a need to attract new people to the region, as both residents and employees. There is also a realization that the Greater Lima Region doesn't have a positive reputation as a place for people to move to with regards to lifestyle and aesthetics. In addition, high school and university graduates are leaving the region. To actively promote the region as a great place to live and work, it was felt by participants across all sectors that work needs to be done on marketing the region at a local, regional and then broader level, and also controlling the message and reputation of the region. The input from the millennial generation, taken from the Young Professional focus group, was that there needs to be work carried out to improve the aesthetics, infrastructure and marketing of downtown Lima, as an example, in order to attract people to the area.

Key stakeholders from all sectors need to be involved in the action steps which will lead the region to the vision, the intended end goal. However, this end goal and the steps towards this goal need to be constantly reviewed and updated. At a practical level, it was consistently felt that AEDG should lead this process with the Visionaries. This process will require identification of the priorities and the steps towards meeting the goals of this vision. This would require regular meetings of key stakeholders from each sector and the appointed leaders of the vision, with actionable steps in order to achieve the future vision of the Greater Lima Region.



6.0 APPENDICES

6.1 FOCUS GROUP QUESTIONS PER SECTOR

6.1.1 DEFENSE

1. Do you think the concept of a globally competitive Greater Lima Region is important and viable? Why?
2. What should be the key role of the defense related sector in driving the region towards the vision?
3. What are the opportunities to strengthen the Greater Lima regional defense industry cluster and supply chains locally?
4. What is the next key step?

6.1.2 ECONOMIC DEVELOPMENT

1. Do you think the concept of a globally competitive Greater Lima Region is important and viable? Why?
2. What should be the key role of the economic development eco-system in driving the region towards the vision?
3. What would a collaborative regional workforce development system look like?
4. What would a collaborative regional-wide industry innovation strategy look like?
5. What would a collaborative regional business development and retention approach look like?
6. Who needs to lead this process, and who should be at the table?
7. What is the next key step?

6.1.3 NOT FOR PROFITS/COMMUNITY DEVELOPMENT

1. Do you think the concept of a globally competitive Greater Lima Region is important and viable? Why?
2. What should be the key role of the Not For Profits and Community Development sector in driving the region towards the vision?
3. What would a collaborative Not For Profits and Community Development sector look like?
4. What would a collaborative regional-wide Community Development strategy look like?
5. Who needs to lead this process, and who should be at the table?
6. What is the next key step?

6.1.4 LOCAL GOVERNMENT

1. Do you think the concept of a globally competitive Greater Lima Region is important and viable? Why?
2. What should be the key role of the Local Government in driving the region towards the vision?
3. What would a collaborative local government system look like?
4. What would a collaborative regional-wide local government innovation strategy look like?
5. Who needs to lead this process, and who should be at the table?
6. What is the next key step?

6.1.5 BUSINESS AND INDUSTRY

1. Do you think the concept of a globally competitive Greater Lima Region is important and viable? Why?
2. What should be the key role of the business and industry sector in driving the region towards the vision?
3. What would a collaborative regional business and industry development system look like?
4. What would a collaborative regional industry process and product innovation strategy look like?
5. What would a collaborative regional business and industry development strategy look like?
6. Who needs to lead this process, and who should be at the table?
7. What is the next key step?

6.1.6 K16 AND EDUCATION

1. Do you think the concept of a globally competitive Greater Lima Region is important and viable? Why?
2. What should be the key role of the education system in driving the region towards the vision?
3. What would a collaborative regional educational and future workforce development system look like?
4. What would a collaborative regional-wide education and future workforce innovation strategy look like?
5. What would a collaborative regional future workforce development and retention approach look like?
6. Who needs to lead this process, and who should be at the table?
7. What is the next key step?

6.1.7 YOUNG PROFESSIONALS

1. Do you think the concept of a globally competitive Greater Lima Region is important and viable? Why?
2. What should be the key role of the region's Young Professionals in driving the region towards the vision?
3. What would a collaborative Young Professional and Professional Development system look like?
4. What would a collaborative regional-wide Professional Development innovation strategy look like?
5. Who needs to lead this process, and who should be at the table?
6. What is the next key step?

6.2 NETWORK MAPPING QUESTIONS

1. **Collaboration:** With whom, in the region, do you collaborate with to fulfill on your important tasks?
2. **Resolving Challenges:** Who in the region do you go to for the information needed to resolve challenges that your business and/or organization sector are facing?
3. **Developing Opportunities:** Who in the region do you go to for the expert advice and detailed knowledge needed to develop opportunities for your business and/or organization sector?
4. **Resources:** Who in the region helps you to obtain the resources that are vital for the retention/expansion and development of your business and/or organization sector?
5. **Workforce:** Who in the region do you go to for advice regarding issues related to workforce recruitment, training and retention?
6. **Product/Process Development:** Who in the region do you go to for product and/or process development support?
7. **Innovation:** Who are the people in the region that you think are driving innovation?
8. **Partnership Building:** If you could strengthen your collaborative partnerships for community/business growth, who would you wish to collaborate with more in the region?



7.0 ABOUT FUTURE IQ

Future iQ is a market leader in the development and application of scenario planning; network analysis, industry and regional analysis, and community engagement and capacity building. We specialize in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. We take a practical, hands-on approach to working with groups and communities. With over a decade of business experience, the company has grown to have a global clientele spanning three continents. To learn more about Future iQ Partners, and our recent projects visit www.future-iq.com or by email at info@future-iq.com

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8.0 ABOUT AEDG (ALLEN ECONOMIC DEVELOPMENT GROUP)

The Allen Economic Development Group (AEDG) is a public/private partnership that was formed in 1993 as a facilitator for countywide economic development. This cooperative effort of the public and private sectors has been a significant catalyst for the economic growth in Lima/Allen County. AEDG staff have been instrumental in supporting the studies as part of the Comprehensive Growth Plan project.

For more information regarding AEDG, please contact:



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9.0 FOR MORE INFORMATION

The stakeholder engagement process was designed collaboratively by Allen County Economic Group (AEDG) and Future iQ. This study is one of many to be produced under an award issued by the U.S. Department of Defense Office of Economic Adjustment to assist Allen County in developing strategies to develop a regional collaborative growth plan. This includes ensuring the economic health and vitality of the Joint Systems Manufacturing Center and the broader region.

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FOR MORE DETAILS, AND TO ACCESS COPIES OF ADDITIONAL REPORTS, PLEASE VISIT:

www.future-iq.com/project/greater-lima-region-2016

This report was prepared under contract with Allen County Commissioners, with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the views of Future iQ, and does not necessarily reflect the views of the Office of Economic Adjustment or the Department of Defense.



