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# GREATER LIMA REGION COLLABORATIVE GROWTH PLAN

Greater Lima Region, Ohio, USA

March 2017

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This report presents the Collaborative Growth Plan for the Greater Lima Region. This report has been produced as part of the overall work associated with the Allen County Defense Initiative.

Greater Lima Region, Ohio, USA

**March 2017**

REPORT PREPARED BY:

future→iQ



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## 1.0 INTRODUCTION – COLLABORATIVE GROWTH PLAN

The intention of the Collaborative Regional Growth Plan is primarily concerned with ensuring the continued prosperity of the Greater Lima Region. The region's past prosperity has been defined by the influence of several traditional industries such as automotive manufacturing, defense contracting, and the petroleum industry. The region has been synonymous with large companies as diverse as Cooper Tires, Ford Motor Company, Honda, Husky Energy, Marathon Oil, Potash, Procter and Gamble, and a range of local companies. These firms have been joined by other industry leaders to place the region on the map of the most productive manufacturing regions in the United States.

The character of the region has changed somewhat over the past twenty years, with other industries including vibrant food processing and health care sectors having risen in importance. This has increased the industry diversity of the region, which in turn has stabilized long-term economic growth. This mix of old and new industries has also raised considerable challenges.

The principal challenges faced by organizations and companies in the Greater Lima Region are multi-faceted but are concentrated in two major areas – workforce development and innovation. The region stands on the precipice of a demographic cliff where long-term population trends are conspiring to constrain workforce availability. At the same time, the region appears to lag behind other areas of the country in measures of entrepreneurship and innovation. Each of these challenges would be sufficient to constrain long-term economic growth on their own. When considered together they represent a significant potential challenge for the region's economic and workforce development organizations.

The primary focus of the Collaborative Growth Plan is to tackle the connection between workforce development and future economic growth. Much of this focus, and other themes in this plan, is to maximize the region's potential to secure its future.

## 1.1 KEY AIMS OF THE COLLABORATIVE GROWTH PLAN

The aims of the Collaborative Growth Plan, and the work that has led to this point, include:

1. Create Regional and Local Alignment Structures
2. Harness Industry Connectivity and Collaboration
3. Build Regional Workforce
4. Stimulate Regional Economic Growth
5. Create a Vibrant Innovation Culture
6. Strengthen and Promote Community Appeal



## 1.2 BACKGROUND AND APPROACH

The Collaborative Growth Plan, and associated work, is the culmination of several years of detailed studies, stakeholder engagement and research. This work has been defined by a strong data driven approach relying on objective analysis. This has been coupled with an extensive stakeholder engagement methodology that has included focus groups, network mapping, stakeholder meetings and surveys. The Collaborative Growth Plan brings together the insights gained through these approaches to produce a locally driven objective roadmap for the future.

### 1.2.1 PHASE 1 COMPONENTS – 2015

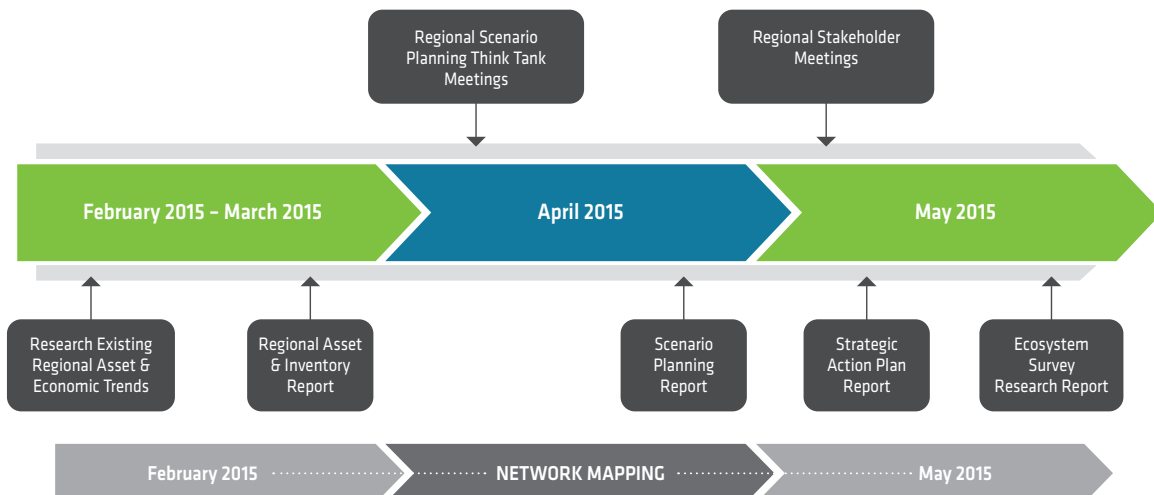
In 2015 community stakeholders launched a two-phase planning process to position the region for future economic development opportunities. More than 200 regional leaders were engaged in Phase 1. Planning sessions were coordinated to discuss and develop initial strategic recommendations for the region.

The research and community stakeholder meetings in Phase 1 focused on two specific areas, **existing regional assets** and **regional economic trends**. Network Mapping analysis of key community and industry leaders concluded that the region benefits from a closely connected and highly engaged core of community stakeholders, however, the analysis revealed a lack of the same connectedness in the region's business community. The research was presented, analyzed and refined with the final work presented in three reports:



The perspectives of the workshop participants and community leaders shared in the reports suggest that the region recognizes the need to develop collaborative solutions to meet the innovation and workforce needs of the key industries. Based on the results of Phase 1, the region is at a critical point to reshape the trajectory of future trends. By adopting a proactive stance that anticipates challenges, identifies key assets, and coordinates efforts, the region may effectively realize its preferred future outcome.

The timeline for the Phase 1 process is outlined as follows:



## 1.2.2 PHASE 2 COMPONENTS – 2016 TO 2017

Phase 2 started in early 2016 by retaining the services of Future iQ and adding a second consulting firm, kglobal, to develop a communication and public relations strategy. The work of the two firms was coordinated to build on the research and findings of the other, creating comprehensive plans for both collaboration and communications.

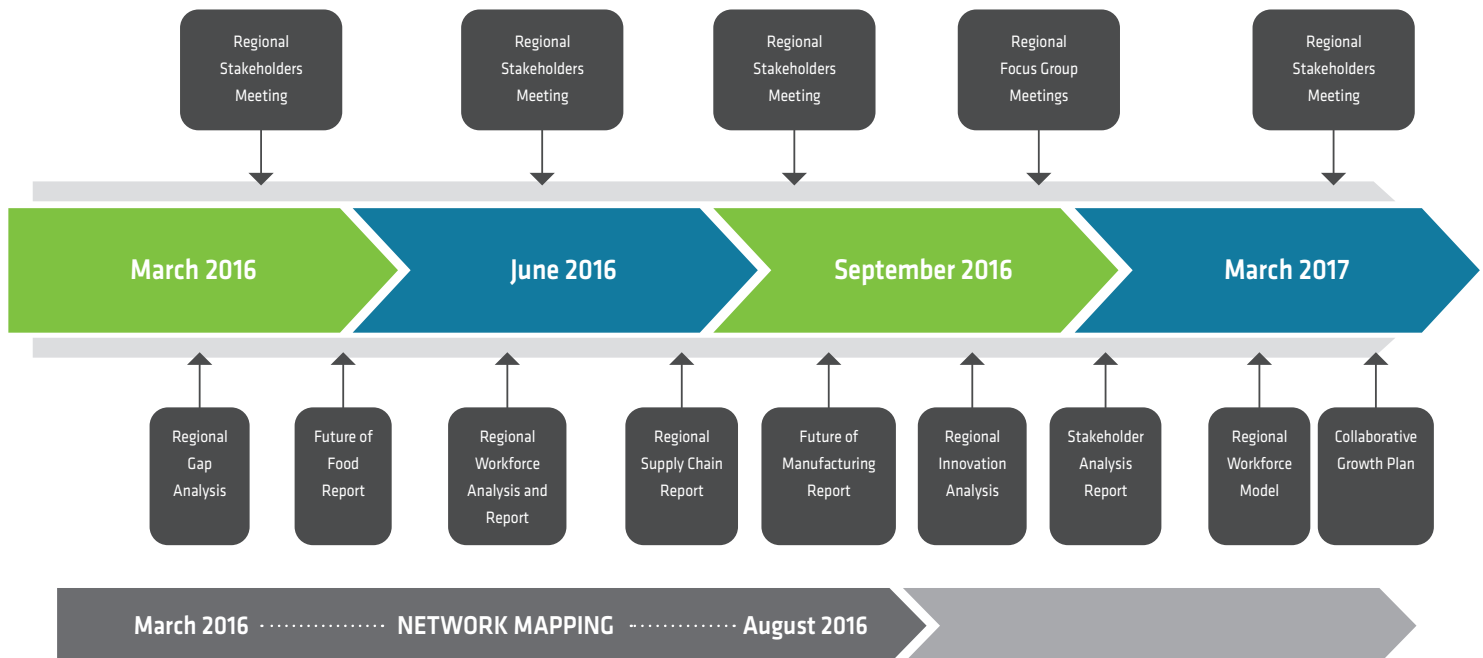
Between the months of March 2016 and January 2017, regional stakeholders met and analyzed information prepared by Future iQ to improve collaboration within the region by completing the following tasks:

- Regional Gap Analysis
- Regional Network Mapping Analysis
- Stakeholder Eco-System Analysis



Key findings in Phase 2 of the data analysis suggests regional private sector employers, across a variety of occupational skills clusters, could yield an increase of between 10,000 to 33,000 positions in the Greater Lima Region. The Greater Lima Region made up of 8 Counties: Allen; Auglaize; Hancock; Hardin; Mercer; Paulding; Putnam; and Van Wert. This range is based on a series of assumptions of GDP growth and other variables.

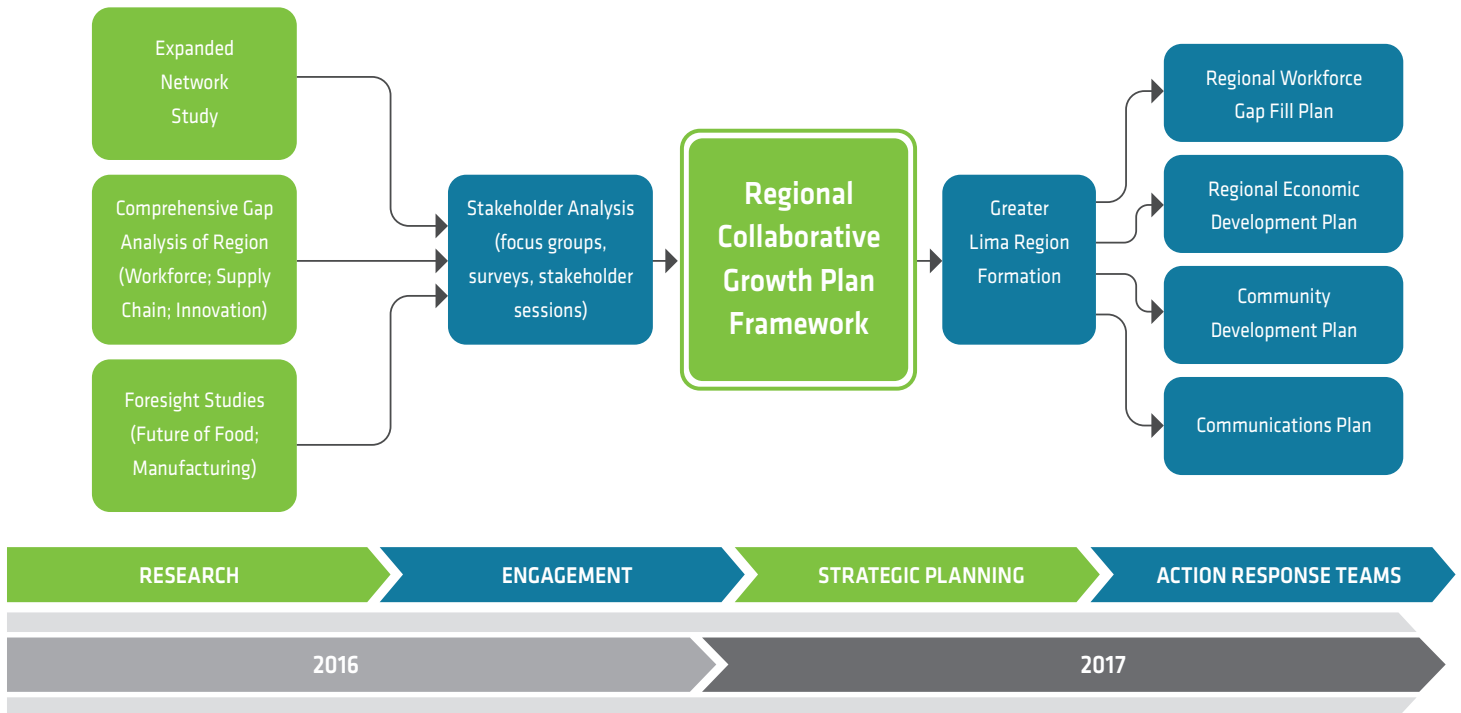
The timeline for Phase 2 process was as follows:



## 1.2.3 STRUCTURE OF THE COLLABORATIVE GROWTH PLAN AND ROADMAP

The Collaborative Growth Plan has been designed through building on the preceding research and stakeholder engagement. The plan is designed to outline the high-level framework of the critical strategic steps required to achieve the regional goals. The elements of the plan are intended to be mutually supportive, and the roadmap provides an optimal sequencing of activity over the next 8 years.

### Regional Collaborative Growth Plan - Overall Process 2016-17





## 2.0 VISION AND GOALS

The stakeholder analysis reinforced the desire for the region to be recognized for its high quality and quantity of the workforce, and the local innovation culture that is driving business success. It was recognized that it is critical for organizations and communities to work across boundaries to grow the region through job growth and capital investment. Stakeholders universally supported the concept of developing a nationally and internationally competitive region.

The overall goals that have been endorsed to support the Collaborative Growth Plan are as follows:

Grow employment in the Greater Lima Region by **22,000 jobs** and provide the **qualified regional workforce** to fill those jobs.

Be recognized and viewed as an ideal location for **new businesses** to locate and **existing businesses** to expand.

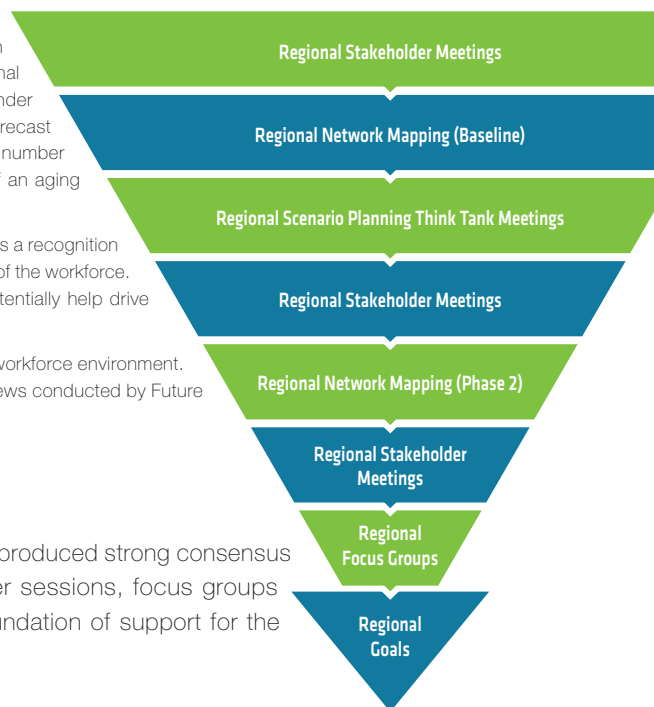
Be **recognized nationally** as one of the **most livable communities** in the Midwest.

The goals have been defined by:

- Drawing from the workforce modeling which defines a mid-point of expected job growth by 2025 to be approximately 22,000. This represents 3.2% GDP growth, projected regional Labor Participation Rates and other associated metrics. This figure may be higher under higher GDP growth. This figure is a net gap in workforce, meaning this figure is the forecast gap between workforce demand and supply. Closing this gap will require expanding the number of active workers within the regional workforce. This figure is against a background of an aging workforce and historically declining population.
- There is a dual desire to retain existing businesses and to attract new businesses. There is a recognition that the regional economy is dominated by manufacturing, making up approximately 41% of the workforce. Attracting new businesses that broaden the economy add to future resilience and potentially help drive innovation and supply chain advantages.
- The reputation for livability and attractiveness is essential in an increasingly competitive workforce environment. There is significant work to be done in this area, as highlighted in the stakeholder interviews conducted by Future IQ and kglobal.

### BUILDING CONSENSUS BASED GOALS

The detailed stakeholder engagement process across Phase 1 and 2 has produced strong consensus based goals. The process has included network mapping, stakeholder sessions, focus groups and direct interviews. This thorough process aims to build a robust foundation of support for the Collaborative Growth Plan within the community.







## 3.0 IDENTIFIED REGIONAL CHALLENGES

Throughout the work carried out in Phases 1 and 2, there has been considerable research to examine the regional challenges and strengths. This research included numerous stakeholder sessions, workshops and focus groups. The key noted strengths of the region include:

- Functional networks and leadership, with a core of capable respected stakeholders
- Strong economy, based on traditional industries that have endured for decades
- Skilled and engaged workforce, with relatively high participation rates

The emerging macro trends and economic forces are rapidly reshaping communities, regions and local economies. In order to stay relevant and competitive, regions must respond in new and more agile ways. New challenges are upending conventional approaches and wisdom, and forcing a rethink on strategic responses.

The identified immediate regional challenges can be distilled into the following:

- Lack of heft
- No clear plan or quarter-back
- People and organizations work in silos
- Workforce shortage and aging demographics
- Lagging innovation
- Livability and quality of life in Lima
- Reputation of Lima and the region

**The Collaborative Growth Plan aims to lay out a strategic framework to build future regional strength and resilience.**

“To operate in an uncertain world, people needed to be able to re-perceive, to question their assumptions about the way the world works, so that they could see the world more clearly.”

- Peter Schwarz, *The Art of the Long View*



## 4.0 KEY STRATEGIC PILLARS

The key action areas defined in the Collaborative Growth Plan aim to build key strategic pillars of strength within the community and regional fabric. The pillars are built around the following core time-tested functional areas:

- 📍 **Leadership and Regional Structures**
- 📍 **Workforce Development**
- 📍 **Economic Development**
- 📍 **Community Development**
- 📍 **Communication and Promotion**

The key pillars laid out in the next section are aimed to support the existing regional strengths and fill critical gaps. The five key functional areas listed above are well established in economic and community development disciplines. However, what is not well understood is how these functional areas must work in concert to optimize impact.

The Collaborative Growth Plan aims to address building regional vitality by addressing multiple important areas concurrently.

“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

– Andrew Carnegie






## 4.1 INTRODUCING THE GREATER LIMA REGION

In today's globalized world, scale matters. Building economic, political and financial strength through collaboration is just common sense. The concept of banding together as the Greater Lima Region fills an important labor-shed gap between the surrounding recognized centers. The Greater Lima Region is made up of 8 Counties: Allen; Auglaize; Hancock; Hardin; Mercer; Paulding; Putnam; and Van Wert.

During the extensive stakeholder engagements, a clear mandate for this regional approach emerged. Universally, people viewed that taking a regional approach was critical to building international, national and local economic competitiveness.

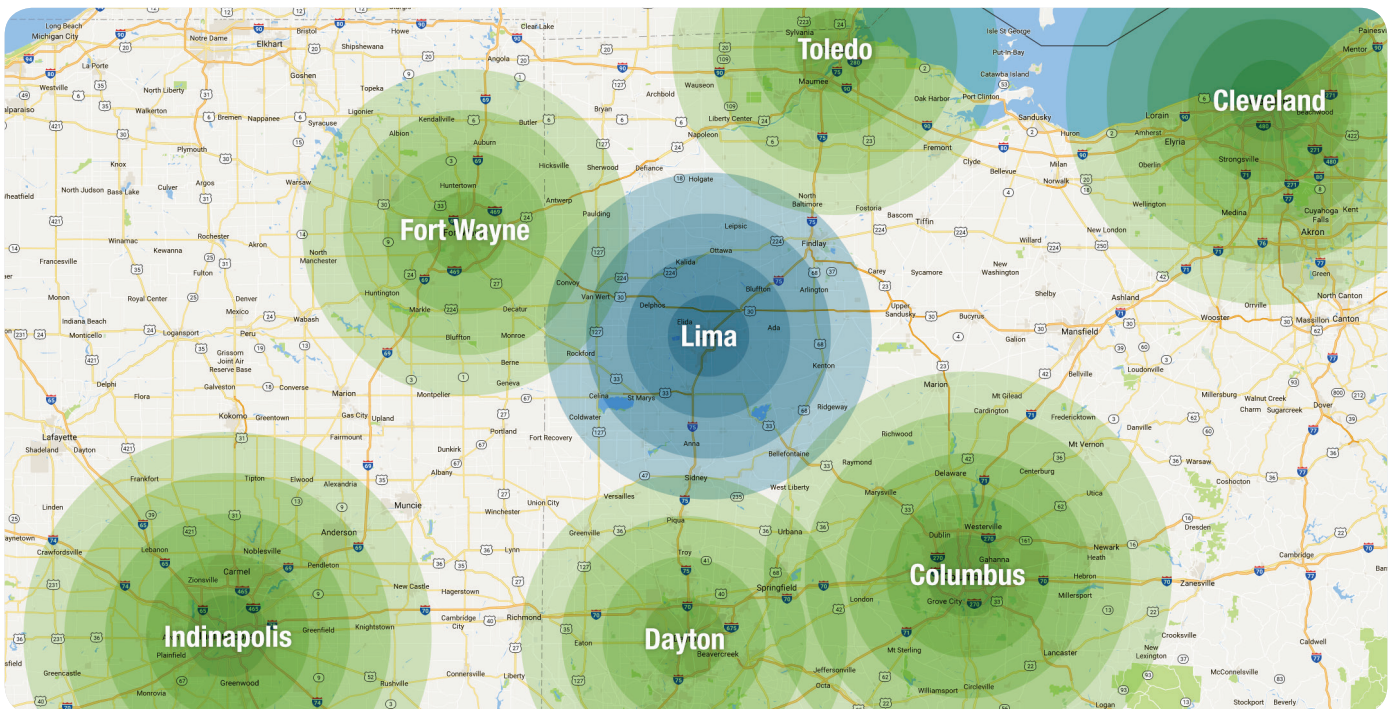
### STRATEGIC ACTIONS – 2017

-  **Build a cohesive functional region, centered around Lima**
-  **Bring surrounding Counties and organizations into the approach**
-  **Adapt the name “Greater Lima Region”**

There are substantial benefits to the name 'Greater Lima Region'. It is geographically definable, it is unique, and it represents the reality of the economic concentration around the City of Lima. More importantly, it fills an indefinable gap between the surrounding well recognized regional centers of Fort Wayne, Toledo, Indianapolis, Dayton and Columbus.

“If everyone is moving forward together, then success takes care of itself.”

– Henry Ford






## 4.2 ALLEN ECONOMIC DEVELOPMENT GROUP TO QUARTERBACK

Research conducted through Phases 1 (2015) and Phase 2 (2016), included detailed network mapping. This explored the connections and information flows within a 300-plus person leadership cohort. In the surveys, people were asked to identify critical individuals and organizations within the regional fabric. In both the network surveys, Allen Economic Development Group (AEDG) was identified as the key network resource. It was also identified that while the region has a core network of capable and respected leaders, it lacked any clear official convener or quarterback.

In addition, the September 2016 focus group sessions were specifically asked 'who should lead the regional efforts'. In all cases, people pointed to AEDG as the key entity, to be supported by other major players. The AEDG is supported by the Visionaries, who fulfil a key role in providing private dollars and influence.

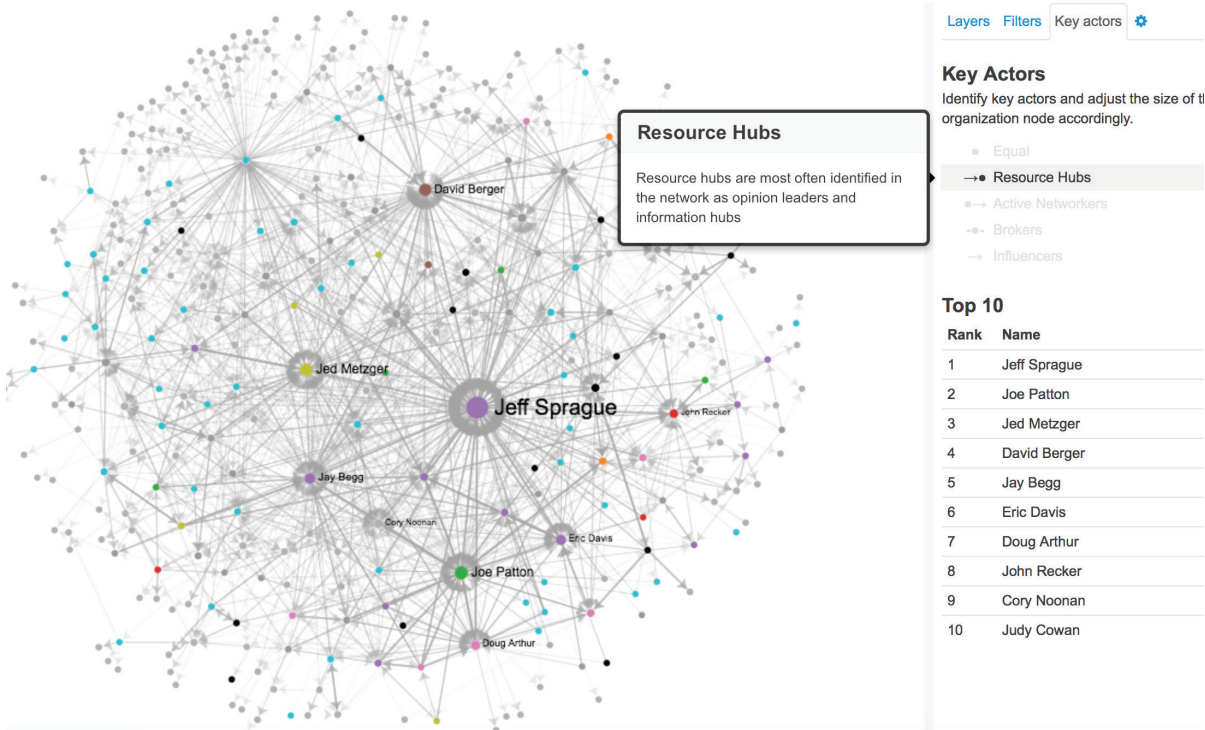
### STRATEGIC ACTIONS – 2017

-  **AEDG is to assume the regional leadership and quarterback role**
-  **AEDG to implement the Collaborative Growth Plan**
-  **Visionaries and AEDG to form the entity Greater Lima Region Inc.**

It is strongly supported, and logical, that Allen Economic Development Group (AEDG) becomes the central coordinator for the Greater Lima Region efforts. It has the capacity to play the pivotal role and can provide logistical support, leadership and guidance. The Visionaries should also refocus their efforts and support the function of the proposed Greater Lima Region, Inc, which can provide the governance and funding for future region building endeavors.

“Individual commitment to a group effort—that is what makes a team work, a company work, a society work, a civilization work.”

– Vince Lombardi





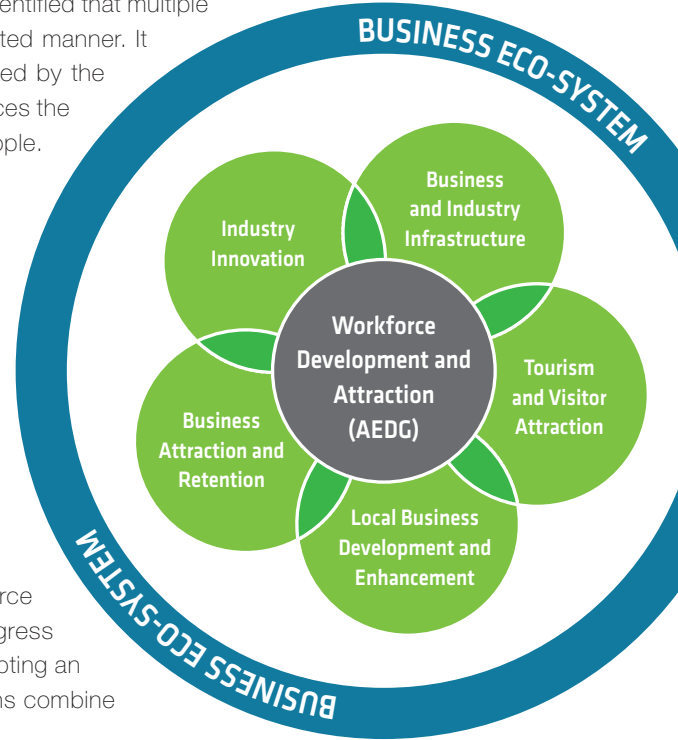
## 4.3 BUILDING A WORKFORCE DEVELOPMENT 'ECO-SYSTEMS' APPROACH

Throughout the stakeholder engagement sessions, it was repeatedly identified that multiple organizations exist, but are not operating in an integrated or coordinated manner. It was described that groups are operating in silos. This is compounded by the fact that most organizations have limited capacity. Together this reinforces the 'mile wide, but an inch deep' perspective of critical resources and people.

### STRATEGIC ACTIONS – 2017

- 📍 **The Greater Lima Region adapt an eco-systems approach to critical issues**
- 📍 **The local and regional business eco-system to be convened by AEDG**
- 📍 **The initial priority is to tackle building the regional workforce**

The nature of some of the challenges facing the region, such as workforce shortage, demand a strong total systemic solution. Substantial progress can only be achieved by harnessing the existing players together. Adopting an 'eco-systems' approach is strongly recommended, where organizations combine efforts into seamless collaborative efforts.







“What we need to do is learn to work in the system, by which I mean that everybody, every team, every platform, every division, every component is there not for individual competitive profit or recognition, but for contribution to the system as a whole on a win-win basis.”

– W. Edwards Deming

## 4.4 FILLING THE WORKFORCE GAP

Skilled workforce shortage is the 'burning bridge' confronting an increasing number of regional communities across the county. Despite having higher than average Labor Participation Rates, The Greater Lima Region is no exception. The workforce supply and demand forecast modelling suggests the workforce gap could grow to between 10,000 and 33,000 workers by 2025, based on a range of economic growth assumptions. This is largely driven by the aging workforce and the robust growing local economy. Closing this gap will require proactive, innovative and collaborative approaches. Some of the required programming exists and some needs to be created.

### STRATEGIC ACTIONS – 2017

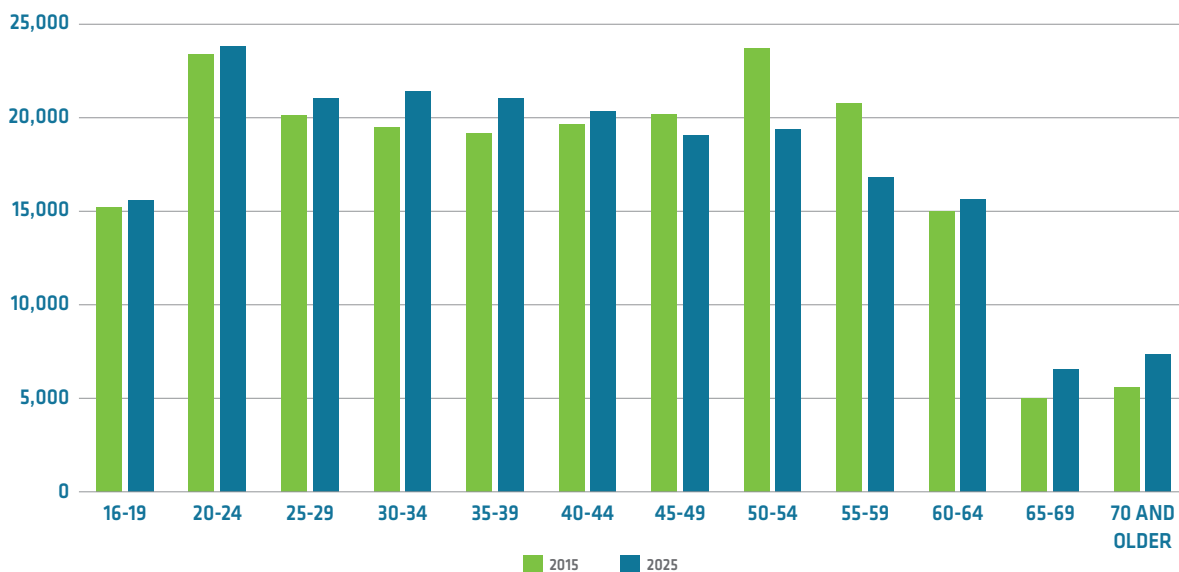
-  **Develop a coordinated industry and public multifaceted workforce strategy**
-  **Develop programming to extend work of retiring workers**
-  **Build on the foundation of Link-Lima and expand its scope**
-  **Target returning and retaining college graduates**

The regional workforce strategy will require a determined focus to bring all of the parts of the system together and to find new solutions. There may be some favorable macro trends, such as wage inflation, drawing disengaged workers back into the system. There may also be some headwinds as the region reaches technical full employment, and if there are stimulatory measures through larger scale infrastructure expansion for example. The ramp up of JSMC, known as the “Lima Tank Plant” and other potential regional companies will also place additional strains on the available skilled workforce.

“It is not from the benevolence of the butcher, the brewer,  
or the baker, that we expect our dinner, but from their regard  
to their own interest.”

– Adam Smith

**Greater Lima Region - Available Labor Force Composition by Age Cohort - 2015 and 2025**



*\*based on medium regional growth scenario*

## 4.5 STIMULATING INNOVATION CULTURE AND ECONOMIC DEVELOPMENT

The region is dominated by traditional industries. While this has historically imparted strength and resiliency to the economy, the region is now likely to be lagging on national indicators of innovation. There is no doubt that innovation is occurring within companies and organizations, but these innovations are not necessarily being reported locally or shared within the regional system. As technology drives towards the next industrial revolution, remaining competitive and relevant is the challenge. There are significant opportunities in building innovation, closing supply chain gaps and embracing the vibrant 'maker culture'.

### STRATEGIC ACTIONS – 2017



**AEDG to form an 'Innovation Council' to drive innovation discussions**

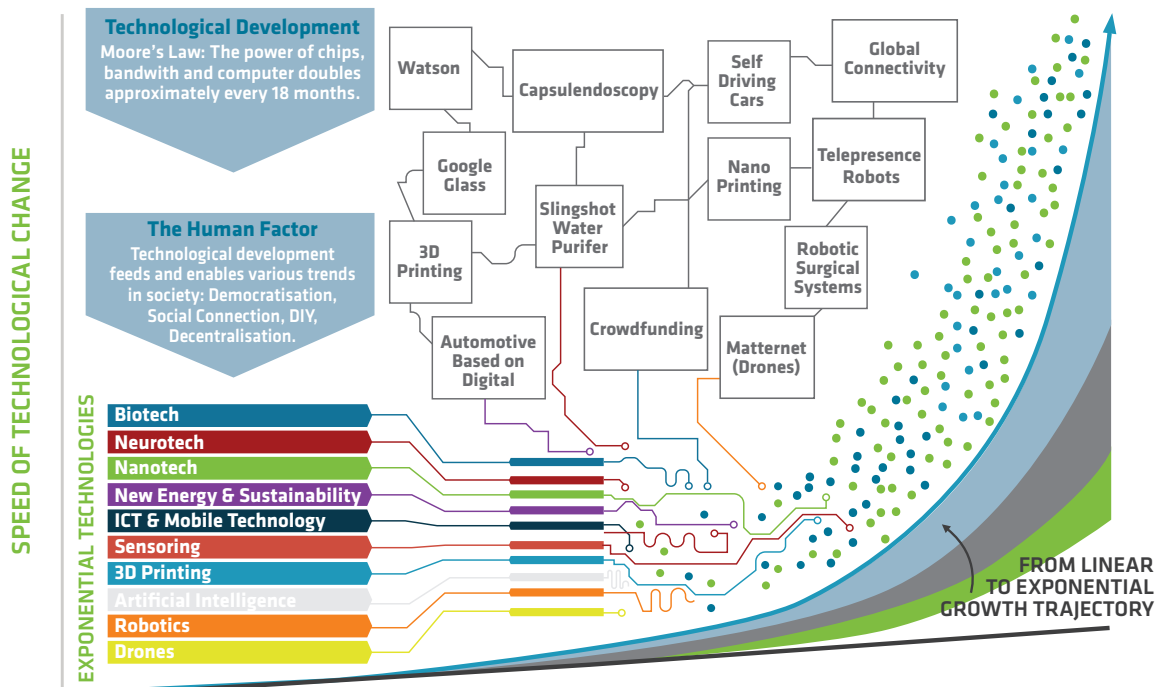


**Explore potential maker spaces in downtown Lima**

There are significant opportunities in building innovation, closing supply chain gaps and embracing the vibrant 'maker culture'. The discussions about building a vibrant innovation culture are relatively new to the region. However, with the pace of technological innovation and how it is reshaping manufacturing, this topic urgently needs to obtain some traction. The region will be left behind, if it does not embrace building a local innovation culture. This grass-roots up innovation is particularly attractive to emergent generations and can help fuel the activity to help repopulate downtown spaces. Working on the dual scales of corporate and maker innovation will help energize new discussions about an innovation culture.

"Manufacturing in 2050 will look very different from today, and will be virtually unrecognisable from that of 30 years ago. Successful firms will be capable of rapidly adapting their physical and intellectual infrastructures to exploit changes in technology as manufacturing becomes faster, more responsive to changing global markets and closer to customers."

*Foresight. The Future of Manufacturing: A new era of opportunity and challenge for the UK.  
The Government Office for Science, London, 2013.*



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

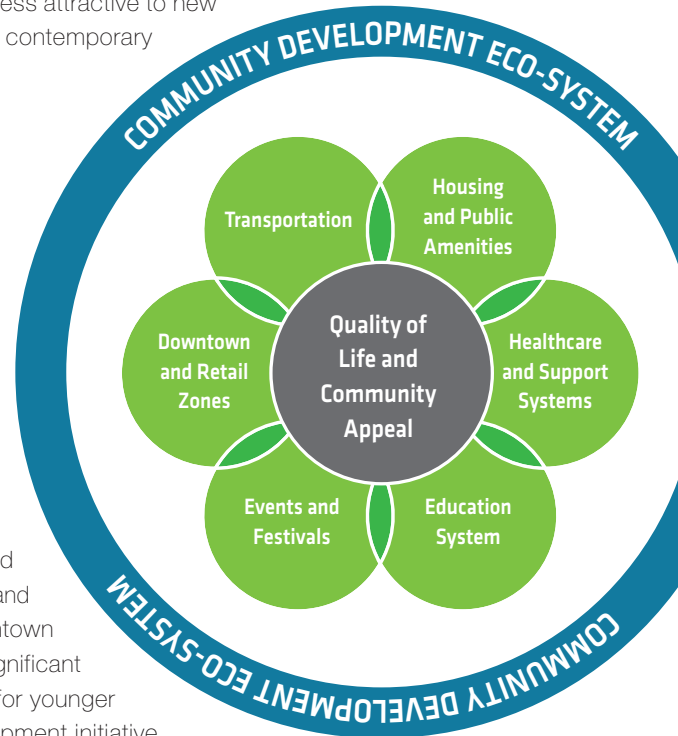
## 4.6 IMPROVE LIVABILITY AND QUALITY OF LIFE

The Greater Lima Region has survived through decades of economic cycles. This has resulted in outmigration, declining infrastructure quality and a lack of new civic and private investment. The City of Lima has also endured sustained periods of economic headwinds. These macro trends can result in communities where quality of life and appeal is degraded. This spiral can then make communities less attractive to new residents, especially if social systems and housing stocks fall behind contemporary standards.

### STRATEGIC ACTIONS – 2017

- 📍 **Form a Greater Lima Region Revitalization and Redevelopment Foundation**
- 📍 **Building an ecosystem approach to Community Development**
- 📍 **Seek funding for a major community development planning initiative**

Emerging from the recent recession, major employers and municipalities are now recognizing the importance of increasing investment in civic and community infrastructure. Various sectors from education, health services and not-for-profits are appreciating the value of greater collaboration. Downtown Lima is a regional asset, and its successful revitalization could have a significant draw-card effect on potential new residents, and create a destination for younger generations. There is an important need for a major community development initiative that would mirror and support the work done in the workforce and business development spheres. Creative solutions need to be sought to expand housing options and redevelop key blighted neighborhoods.



*“The art of communication is the language of leadership.”*

– James Humes








## 4.7 IMPROVING REGIONAL REPUTATION

During June, July and August 2016, kglobal conducted independent research and interviews with key stakeholders across the region. This analysis, validated by Future iQ research, determined that Lima and Allen County suffers from a perception problem. Based on the region's many positive assets, this poor reputation seems undeserved. The good news is not currently being told effectively; communication efforts are not aligned; and economic, workforce and community development are being hindered accordingly.

### STRATEGIC ACTIONS – 2017

-  **Implement Greater Lima Region Communications Plan**
-  **Build a proactive positive news stream of the worthy events**
-  **Think regionally, with Lima as the hub – Lima is the unique 'brand name'**

In a relative sense, Lima and the Greater Lima region have substantial assets and a demonstrated ability to work together on key issues. By building a unified message about the region's future, and targeting internal and external audiences, the reputation can be shifted. However, this will require a focused effort and collaborative approach that endures over time.

"I don't start with a design objective, I start with a communication objective. My project is successful if it communicates what it is supposed to."

– Mike Davidson

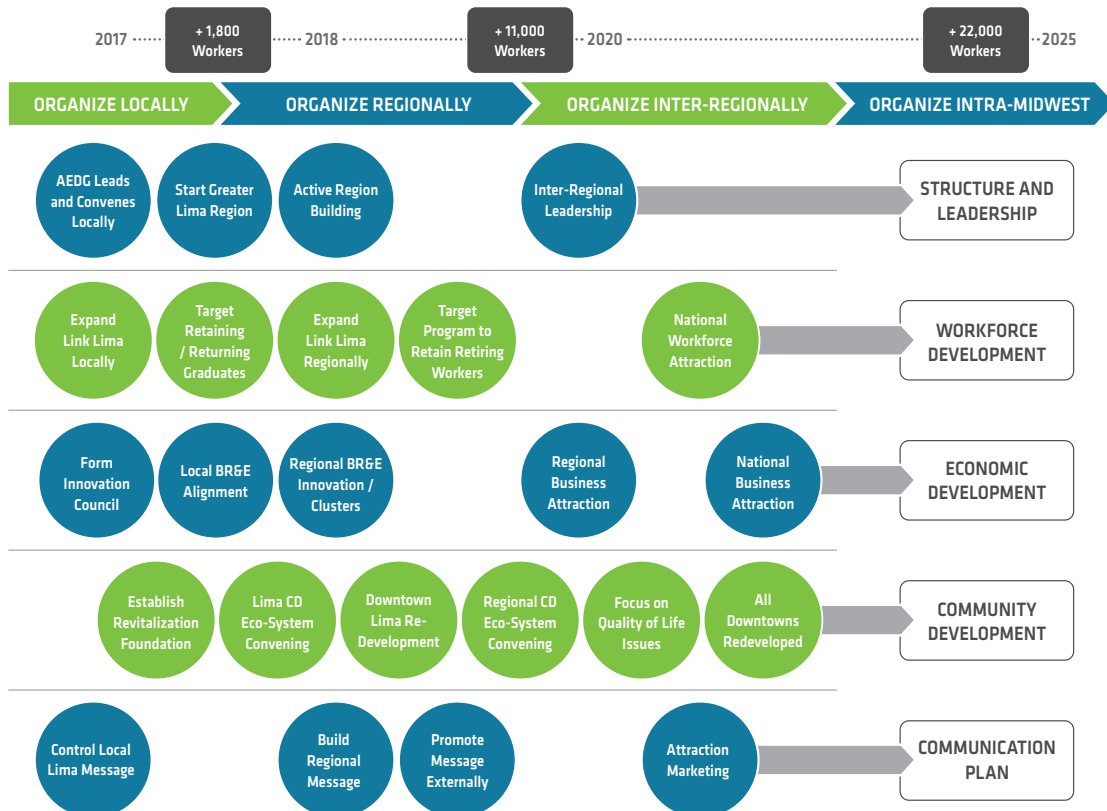




## 5.0 ROADMAP 2017 TO 2025

The Roadmap lays out a high level recommended sequencing of efforts. There are several key points relating to the design of the roadmap:

- The sequence of actions over time (2017 to 2025) aims to build increasing spheres of influence and organizational structure. It begins with organize locally in 2017, moving to regional in 2018, then inter-regionally and finally across regions. As each step is successful accomplished, it builds the 'table stakes' for the next level of influence and collaboration.
- The sequence of specific actions from 2017 onward reflects the reality that we cannot do everything at once. Capacity and resources must be built. The 2017 and 2018 actions represent the key organizing steps and the 'low hanging fruit'. The larger, harder tasks are projected to occur when more momentum is built.



The specific action steps have been validated by research and stakeholder feedback. Each of these key actions can be supported by best practice research and case studies, many of which have been documented through the course of the preceding work.



## 5.1 KEY METRICS TO MEASURE PROGRESS

Understanding and measuring progress will be an important part of implementing the Collaborative Growth Plan. The measures should address the goals and include leading and lagging indicators. The metrics can be built around the following core topic areas, and should be built into the Greater Lima Region funding structure:

- Number of jobs, number of workers and the gap
- Progress towards attracting and retaining an additional 22,000 workers by 2025
- Skills fit and gap within regional workforce
- Differences between Counties within the region
- School results and educational attainment rates
- Retention of youth, families and workers
- Regional population
- Labor participation rates
- Business satisfaction with the region and support services
- Competiveness of location to conduct business
- Quality of life metrics such as public safety
- Public amenities and community satisfaction

This does not represent the entire list of likely or recommended metrics, but is intended to show the overall framework and concept. In developing and using such metrics, it is important to consider several dimensions:

- **Comparison over time** – comparing different points in time for the metrics will give an indication of the trajectory of that item
- **Comparison to National and State averages** – understanding how the region is performing against National and State indices will help understand relative movement.
- **Relative comparison to surrounding or benchmark communities** – this will allow understanding of relative performance to competitive or aspirational communities.

Such metric analysis can be somewhat automated and therefore not be an unnecessary resource burden. Used correctly, such metrics and benchmarks can provide a powerful feedback loop to understanding the effectiveness of investment in programs, and identify emerging gaps.



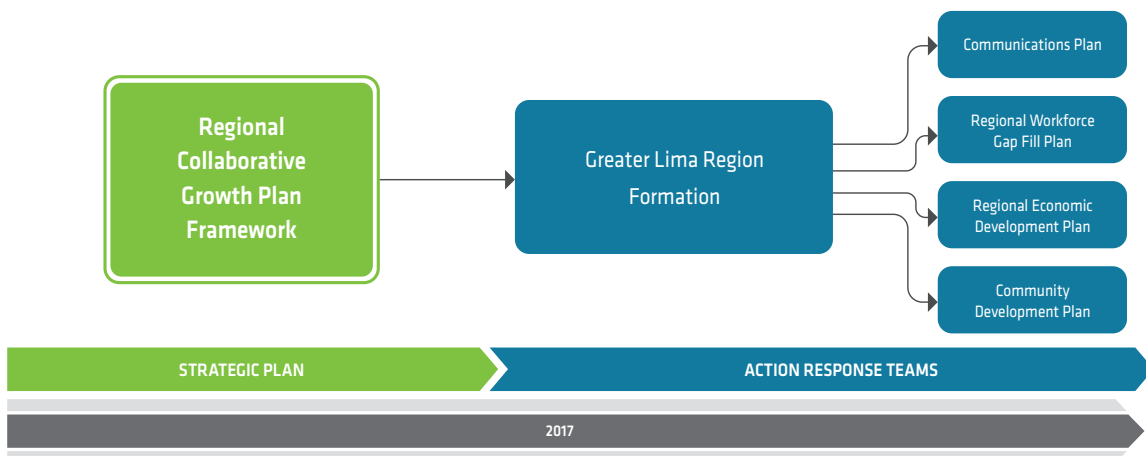


## 6.0 ACTION PLANS AND IMPLEMENTATION

The Collaborative Growth Plan represents a pivot point in the work from research and planning to action. The plan provides a robust foundation that has identified key challenges, and the planning and engagement process has mobilized a core group of stakeholders to move forward. In parallel to the development of the Collaborative Growth Plan, there have been significant preparatory efforts made to initiate the action plans. This has included:

- Groundwork by the Visionaries and AEDG to form the Greater Lima Region, Inc
- Preparation of the regional Communications Plan and key messaging
- Detailed modelling and work to prepare the regional Workforce Gap Fill Plan
- Initial work to define a regional Business Retention and Expansion framework

The continuation of this work through 2017 will fall under the responsibilities of AEDG, as it assumes the leadership role to further develop and implement the elements of the Collaborative Growth Plan



Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation), there is one elementary truth, the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then Providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issues from the decision, raising in one's favour all manner of unforeseen incidents and meetings and material assistance, which no man could have dreamt would have come his way.

*W. H. Murray, The Scottish Himalayan Expedition (1951)*



## 6.1 ACTION RESPONSE TEAMS

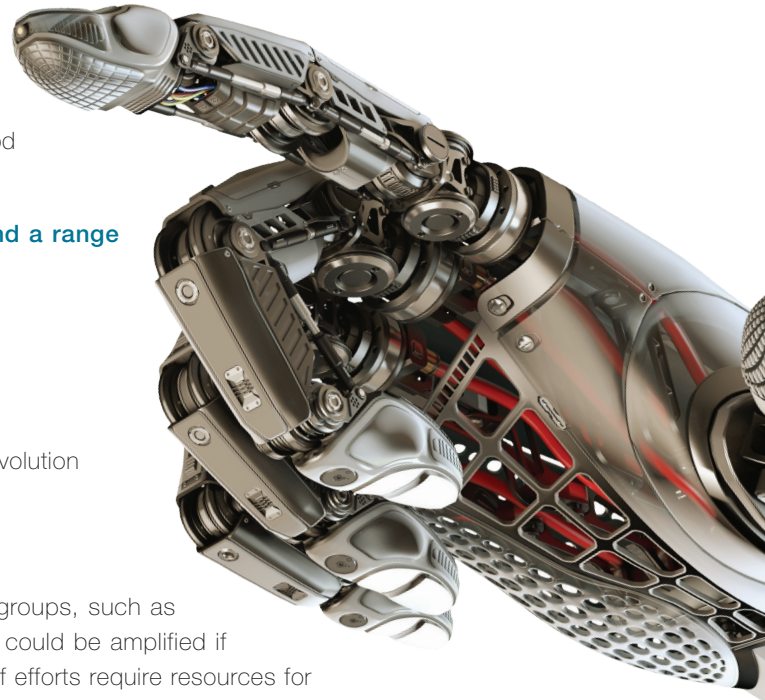
The proposed work laid out in the roadmap will require a significant investment of time and resources. It is recognized that the existing leadership network in the region can be characterized as being ‘a mile wide and an inch deep’. That is to say, there is not a depth of capacity, and the core leadership group do much of the heavy lifting. The stakeholder engagement sessions did reveal a growing interest in the process, and expanding interest in the dialogue. Participants were keen to participate, but the right structures and forums need to be provided. There is a critical need to engage with new stakeholders and deepen the network pool.

It is recommended that the region build on the Action Response Team model. This concept has shown great success with examples like Task Force Lima, Link Lima and the Communication Team. People convening around a specific topic of interest, with a clear mandate, and a defined time-period can help progress large issues over time.

**New Action Response Teams could be convened around a range of topics such as:**

- Returning and Retaining College Graduates
- Extension of work for Retiring Workers
- Industry clusters on key sectors
- Implication of automation and robotics – next industrial revolution
- Building a regional BR&E methodology
- Creating maker spaces and culture

There are a lot of effective existing discussions and action groups, such as Young Professionals, and Downtown Groups, whose efforts could be amplified if they are connected to the larger system. While these types of efforts require resources for convening and action support, they are critical to building the new layers of leadership and activated stakeholders. People want to do valuable work and contribute, and these Teams could help provide the forums.



“Creativity comes from spontaneous meetings, from random discussions. You run into someone, you ask what they’re doing, you say ‘Wow, and soon you’re cooking up all sorts of ideas.’”

– Steve Jobs

## 6.2 WORKFORCE MODELLING AND GAP FILL PLAN

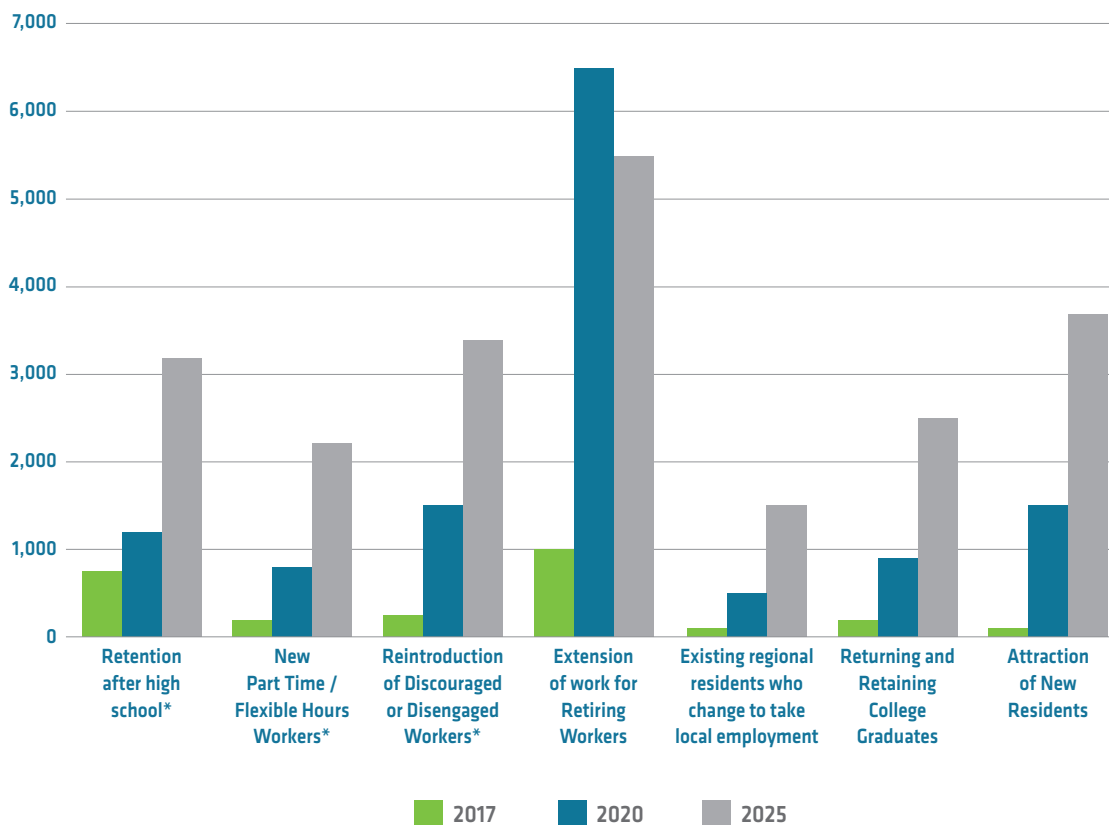
As part of meeting the stated goals, initial work has been done to calculate how the workforce goal can be met. The demographic and workforce modeling shows that without intervention, there will be a natural workforce increase of about 8,000 in the region between 2015 and 2020, driven by the extended working life of the baby boomer cohort. However, there will be a natural decline of the same size between 2020 and 2025, as this cohort retires. This forecast short-term bump provides an opportunity to establish meaningful programming to build the regional workforce over the longer timeframe.

**The main sources of additional workforce have been identified as:**

- Retention after high school
- New Part Time / Flexible Hours Workers
- Reintroduction of Discouraged or Disengaged Workers
- Extension of work for Retiring Workers
- Existing regional residents who change to take local employment
- Returning and Retaining College Graduates
- Attraction of New Residents

Existing programming via Ohio Means Jobs and Link Lima address in part the first three categories. New support programs will be established to address the other sources, and these have been incorporated into the Roadmap. Currently, it is estimated that approximately 30,000 people who live in the region travel to work in a surrounding region. Building the Greater Lima Region focus, and other efforts could help reverse this trend. However, it should be noted the surrounding regions will be aggressively competing for the same workforce.

### Greater Lima Region - Workforce Gap Fill Plan



Contribution by category - Note: \*represents existing programming exists



## 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. The company specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. Future iQ takes 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, and recent projects visit [www.future-iq.com](http://www.future-iq.com) or by email at [info@future-iq.com](mailto:info@future-iq.com)

### REPORT PREPARED BY:



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As CEO of Future iQ, David specializes in creating future planning approaches for the use in regional, community and organizational settings. David has worked in the field of organizational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.

## 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.

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## 9.0 FOR MORE INFORMATION

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.

**For more information regarding Allen County OEA, please contact:**



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[www.future-iq.com](http://www.future-iq.com) or [www.aedg.org](http://www.aedg.org)

				
<b>Comprehensive Gap Analysis - Part 1</b>	<b>Comprehensive Gap Analysis - Part 2</b>	<b>Comprehensive Gap Analysis - Part 3</b>	<b>Stakeholder Eco-System Analysis</b>	<b>Collaborative Growth Plan</b>
August 2016	August 2016	December 2016	January 2017	March 2017



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