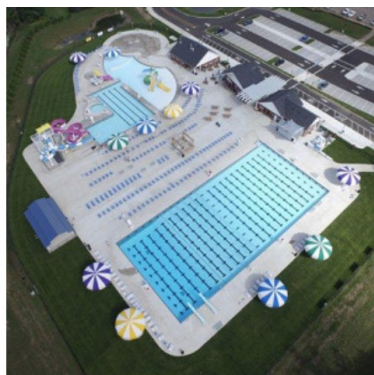




**LORAIN COUNTY  
STRATEGIC  
ACTION PLAN**

**Think-Tank  
Part 2**

**Lorain County Strategic Action Plan  
Future Think-Tank  
PART 2**





## LORAIN COUNTY STRATEGIC ACTION PLAN

# Lorain County – Future Think-Tank

## Part 1 – Explore Future Trends

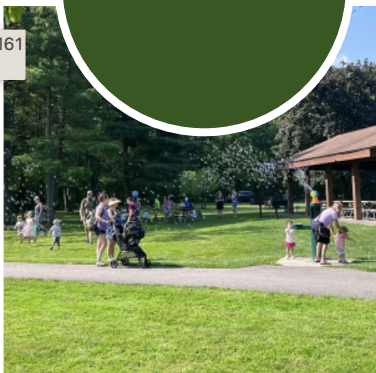
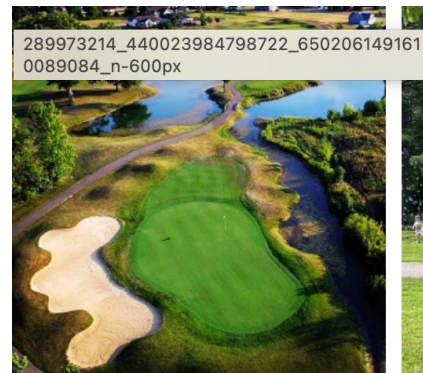
- Macro trends shaping the future
- Key drives shaping the future
- Rating future impact of drivers

## Part 2 – Build scenarios

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

October 30

October 31





LORAIN COUNTY  
STRATEGIC  
ACTION PLAN

## Key Drivers:

What key drivers do you think are most important for the future of Lorain County?

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



# Key Drivers – [list developed in Think-Tank- Part 1]

1. Industry and business make-up
2. Co-ordination of services
3. School readiness
4. Waterfront redevelopment
5. Auto industry investment and expansion
6. Education level of residents
7. Impact of climate change
8. Electrification of the world
9. Community collaboration
10. Access to community resources
11. Impact of LCCC
12. Empowering youth
13. Innovative public policy
14. Protection of natural resources
15. Creating diverse and educated workforce
16. Infrastructure conflict
17. Transportation infrastructure
18. Safe and affordable housing
19. Incentives to attract businesses
20. Aging demographics
21. Silicon technologies
22. Functioning County government







# Lorain County Strategic Action Plan

# IMPACT MATRIX HANDOUT

Think-Tank Workshop Day 1      Monday, October 30, 2023

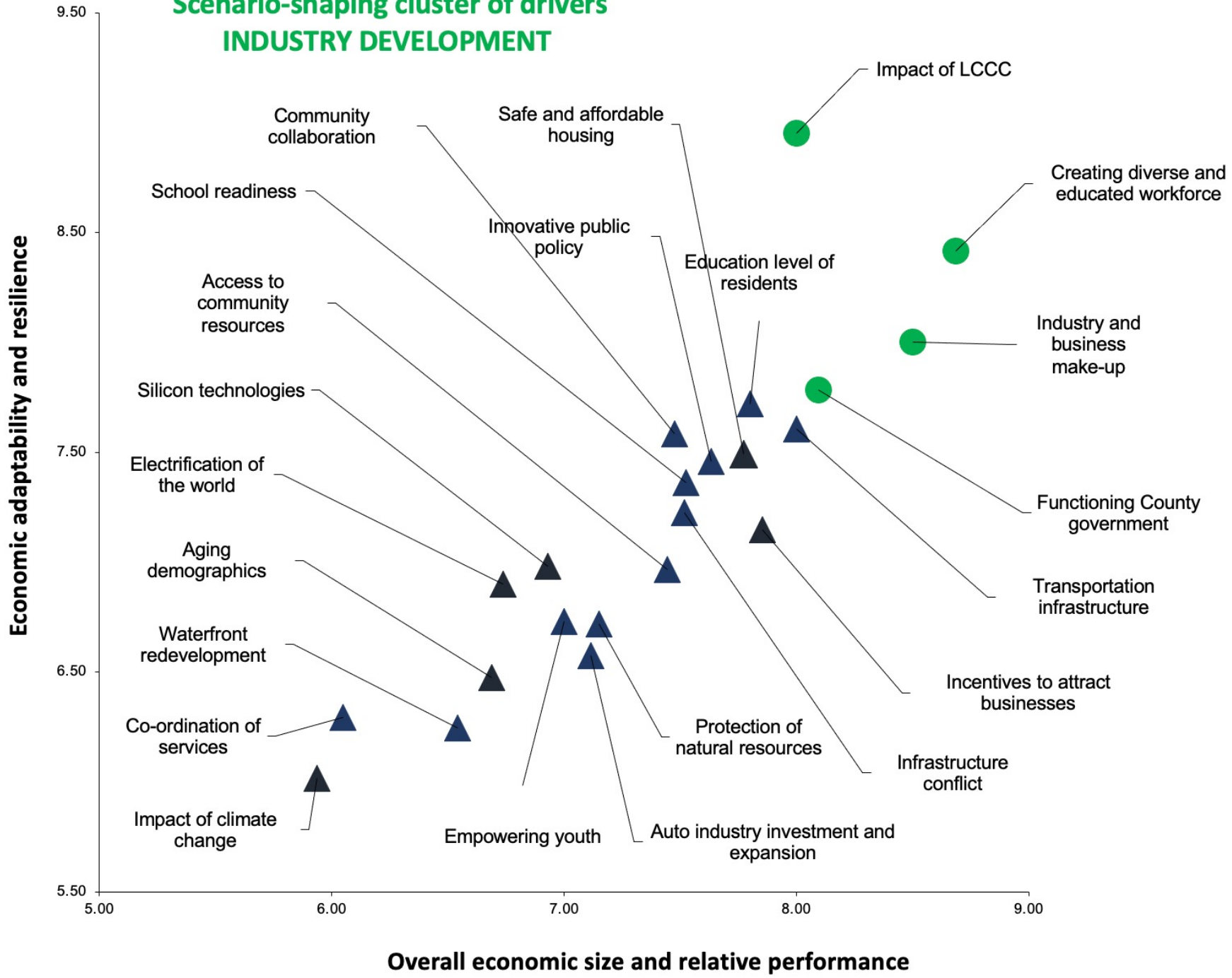
Rate each driver in terms of likely future impacts on the following dimensions for Lorain County.

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

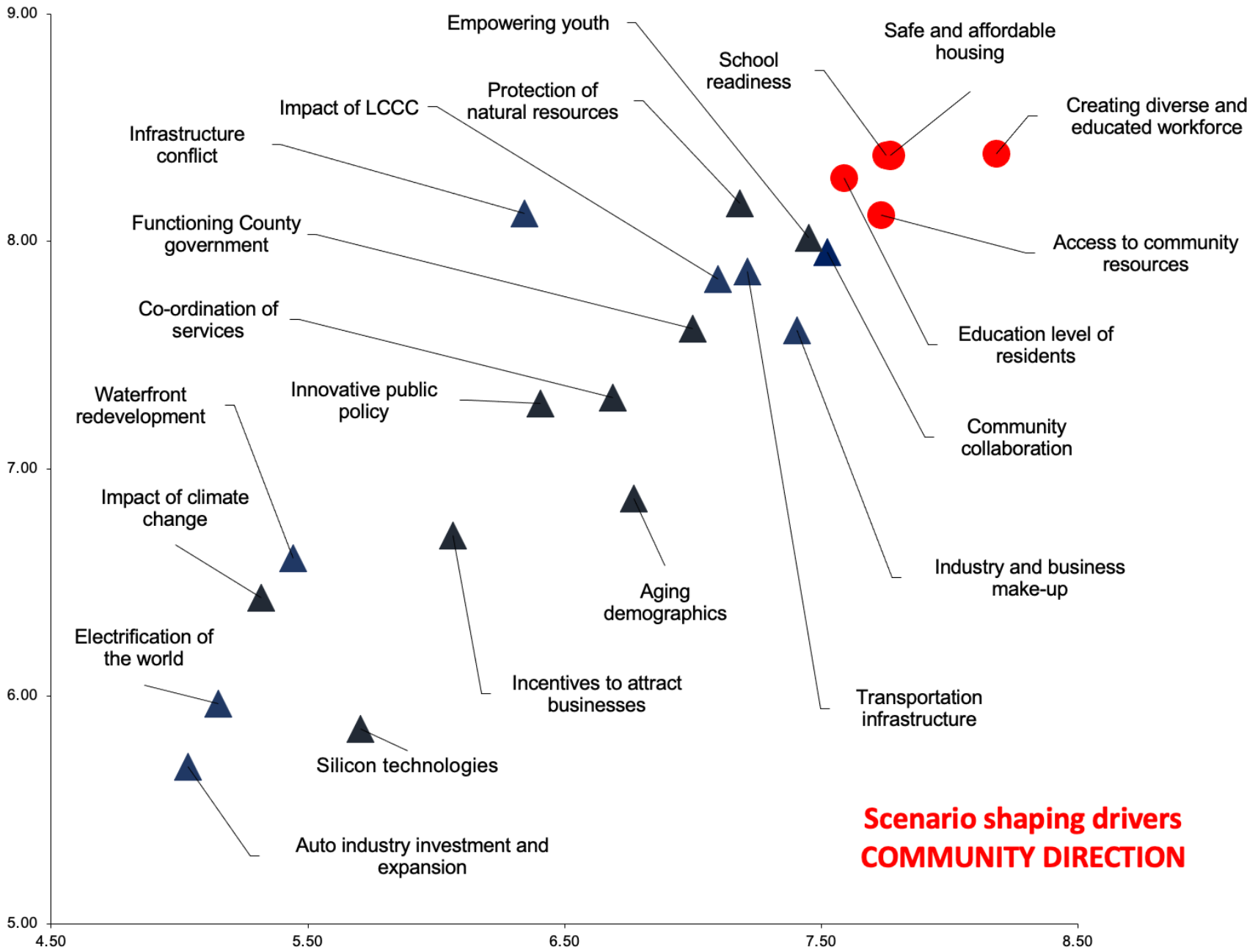
Driver	Dimensions			
	Overall economic size and relative performance	Adaptability and resilience of the economy	Social fabric and cohesion	Quality of life and opportunity
1				
2				
3				
4				
5				
6				
7				
8				

**Scoring future impact of each driver – individual scoring**

# Scenario-shaping cluster of drivers INDUSTRY DEVELOPMENT



Quality of life and opportunity



**Scenario shaping drivers  
COMMUNITY DIRECTION**

Social fabric and regional cohesion

# Future-splitting themes – based on clusters of drivers

## Industry development

- Impact of LCCC
- Creating diverse and educated workforce
- Industry and business makeup
- Functioning County government

## Community Direction

- Creating diverse and educated workforce
- Safe and affordable housing
- Access to community resources
- School readiness
- Education level of residents

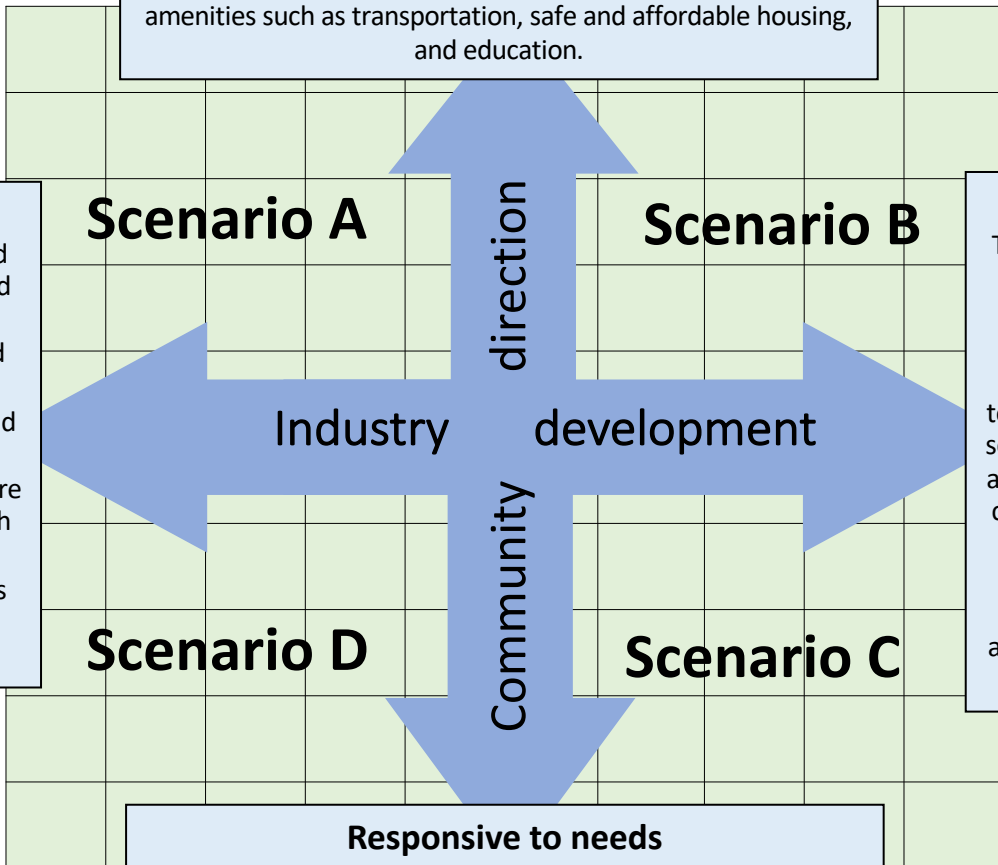
Key drivers were clustered under future splitting themes – based on data in scatter plot. There are part of the data set used to formulate the scenario matrix



# Plausible Scenario Matrix 2035

**Future ready**  
There is intentional (and significant) investment in creating a 'future-ready' community, that focusses on youth, workforce, and resident education. There is a focus on equity and community adaptability, with efforts to deliberately foster new ideas and innovation. There is a county-wide coordinated approach to partnerships and investment, that aims to elevate amenities such as transportation, safe and affordable housing, and education.

**Traditional industries**  
Focus on pursuing more tried and tested approaches to industry and economic development. Public investment and policy is targeted towards more familiar industrial sectors, with each municipality and institution working on its own priorities. Community infrastructure focuses on 'suburban style growth model', and transit is predominately car oriented. Skills training is reactive to industry needs and direction.



**Emerging industries**  
There is a strong focus on emerging future-orientated industries. This builds on existing industries in creative ways; but also invests in emerging sectors such as technology, water and energy-based sectors, and food industries. There is a very collaborative and coordinated county-wide approach, with a focus on investment in creating a highly skilled workforce. There are high levels of institutional collaboration and policies that drive investment in critical infrastructure.

**Responsive to needs**  
Community infrastructure, such as housing and transport, are market driven and respond to demands and needs. Land-use policy and community investment is driven by the priorities of individual communities. Approaches are institutionally driven; with a focus on existing services, and workplace-based training models. Communities are service driven, aiming to support traditional family structures.

*Scenario matrix axes were developed using the future splitting themes. The end-point descriptions on the axes were informed by the drivers developed in Think-Tank Part 1. The scenario matrix provides a testing group for future direction*

# Scenario Characteristics - Dimensions to Consider

## Built Environment and Economic Characteristics

- Businesses and industry types and locations
- Neighborhood and household prosperity levels
- Commercial development and density
- Housing types, sizes, prices and affordability
- Community amenities – types and locations
- Cost of living and services
- Connectivity, accessibility and transportation

SUGGESTED  
TOPICS

## Community and Social Values Characteristics

- Population makeup, growth and locations
- Underlying community values and ethos
- Community engagement and social fabric
- Levels of collaboration and partnership
- Workforce profiles and commuting patterns
- Role and performance of the educational system
- Community reputation and outlook

## Environmental and Landscape Characteristics

- City and neighborhood character
- Land use allocation, use of green and open spaces
- Ecological and environmental health and quality
- Water quality, preservation and access
- Resource management systems and waste levels

# SCENARIO CHARACTERISTICS

Lorain County Think-Tank Day 2 | October 31, 2023

SCENARIO NAME: \_\_\_\_\_

**Economy & Industry - Predicted Characteristics in 2035:**

**Community & Social Fabric - Predicted Characteristics in 2035:**

**Built Environment & Landscape - Predicted Characteristics in 2035:**

# HEADLINE NEWS - SCENARIO: \_\_\_\_\_

Lorain County Think-Tank Day 2 | October 31, 2023

## Economy & Industry

2025

2030

2035

## Community & Social Fabric

2025

2030

2035

## Built Environment & Landscape

2025

2030

2035



## LORAIN COUNTY STRATEGIC ACTION PLAN

# Avoiding potential pitfalls.....

- Stay in your swim lane (your scenario)
- Don't try to 'fix' the scenario
- We are doing objective forecasting and predictive - don't get emotionally hooked
- We are exploring possible futures; not deciding on preference
- Scan and predict widely – don't get micro-focused
- Make it a group discussion, everyone has a perspective to contribute







## LORAIN COUNTY STRATEGIC ACTION PLAN

## Key Group Roles

- Facilitator(s)
- Recorders
- Timekeeper
- Presenter(s)

## Suggested Scenario Group timeline

(elapsed time - minutes)

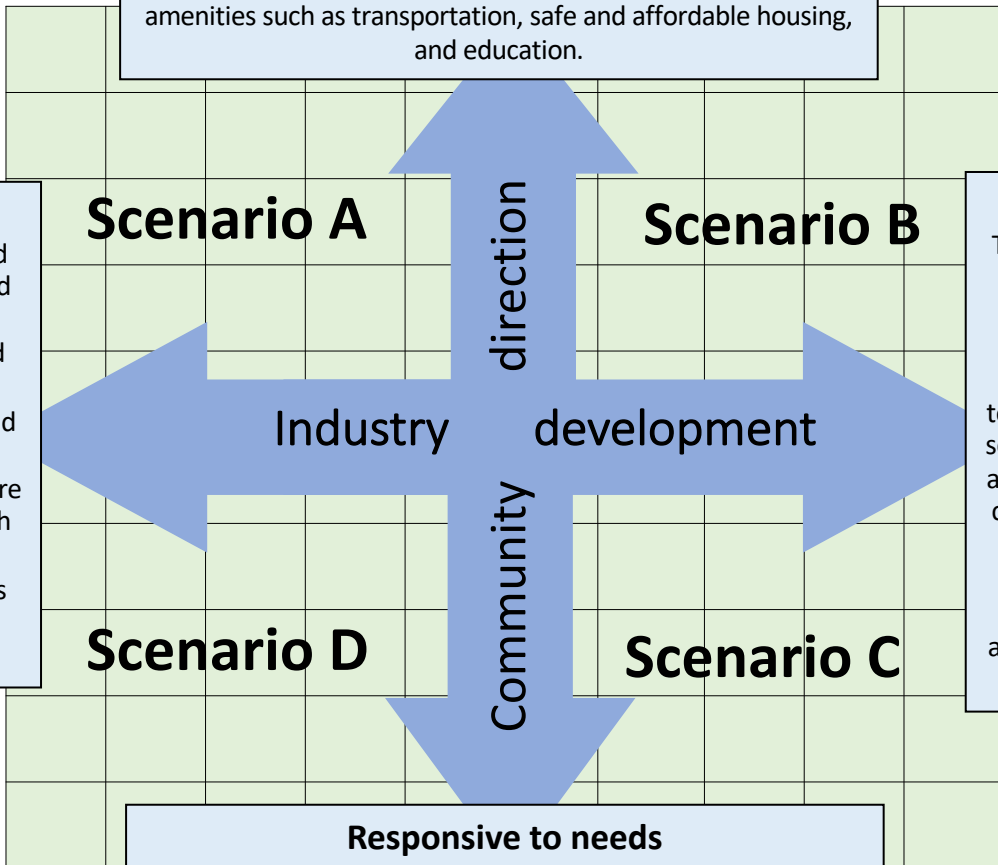
- 00 min Group to meet and scope out scenario (10m)
- 10 min Develop Characteristics & Narratives (30m)
- 40 min Develop Headlines News – 2025, 2030, 2040 (15m)
- 55 min Short scenario name and description (5m)
- 60 min Return; ready to present

# Plausible Scenario Matrix 2035

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# Lorain County Strategic Action Plan

## Expected, Preferred and Least Desirable Futures

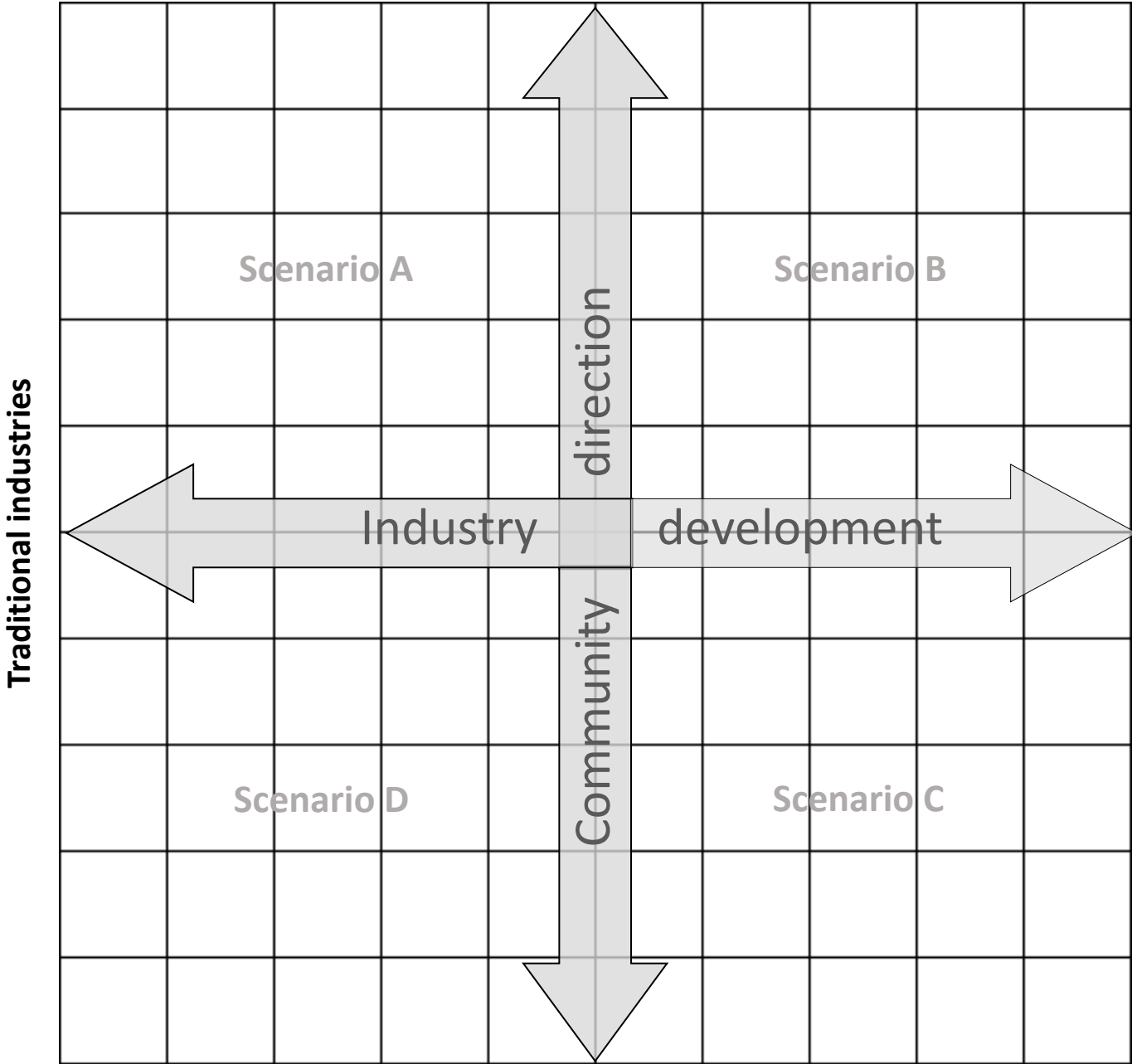
### Heatmaps

Expected, Preferred and Least Desirables of the Future – What do you think?

- 1. LEAST DESIRABLE FUTURE** - The Least Desirable Future is the future that you think will be most undesirable (or least optimal or least desired) future in 2035.
- 2. EXPECTED FUTURE:** The Expected Future is the future you expect most likely to eventuate by 2035, if existing trends and trajectory persists.
- 3. PREFERRED FUTURE:** The Preferred Future is the future you think is optimal and creates the best outcome for Lorain County in 2035.



**Plausible  
Scenario Matrix  
2035**

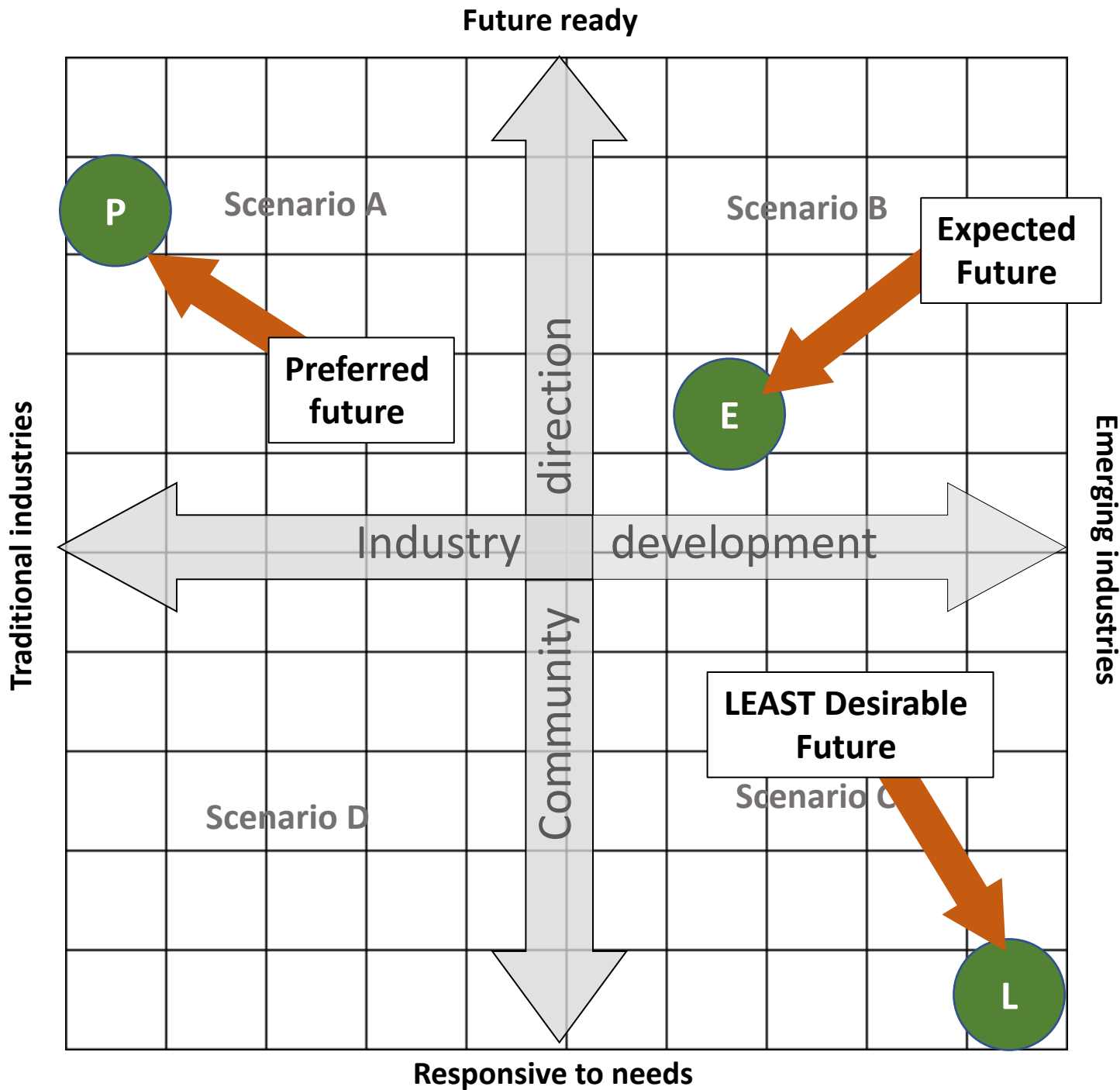


**FUTURES**

- LEAST DESIRABLE FUTURE (L)
- EXPECTED FUTURE (E)
- PREFERRED FUTURE (P)

Lorain County  
Think-Tank Part 2

October 31, 2023



**EXAMPLE ONLY**

**FUTURES**

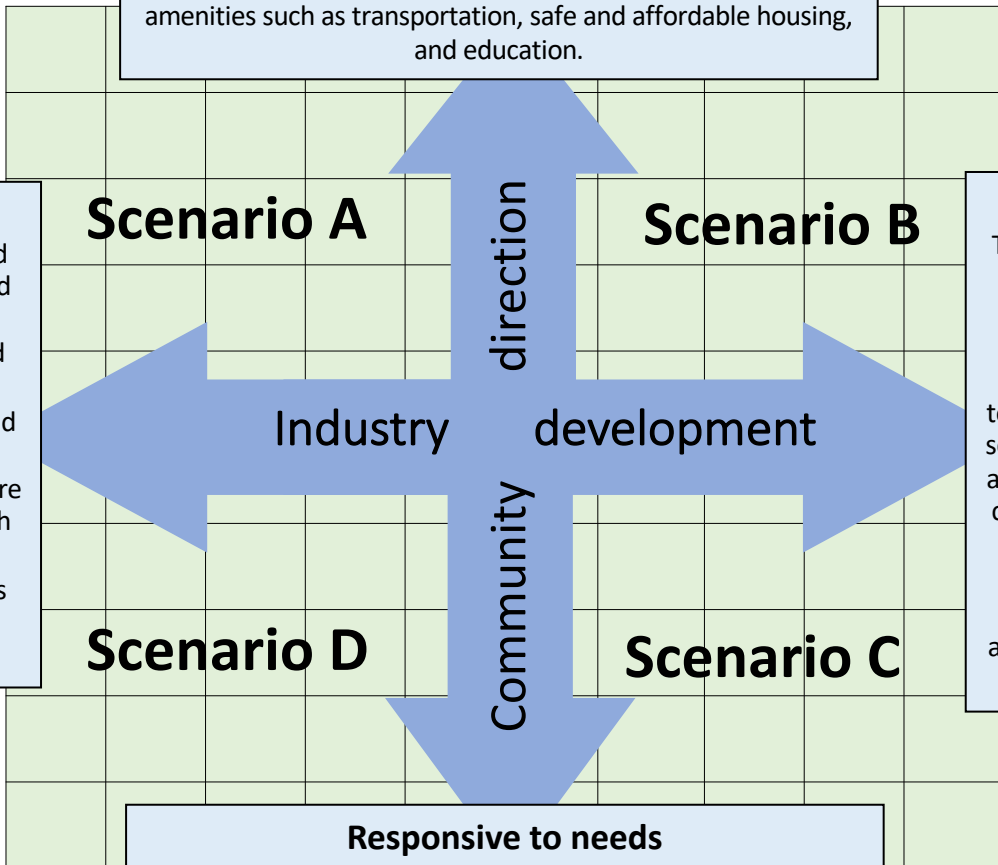
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- EXPECTED FUTURE (E)
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# POSSIBLE HIGH-LEVEL STRATEGIC THEMES

Lorain County Think-Tank Day 2 | October 31, 2023

1

2

3



# LORAIN COUNTY STRATEGIC ACTION PLAN

## Project stages and opportunities to engage



Importance of Future Thinking

Exploring Future Trends and Scenarios

Strategic Positioning and Validating

Preferred Future and Roadmap

- Project Portal
- Project promotion
- Community Survey #1
- Benchmark work

- Survey results
- Think Tank
- Countywide workshops

- Topic focus groups
- Community Survey #2

- Strategic insights
- Future Summit

Aug – Dec 2023

Oct – Dec 2023

Jan – Feb 2024

Mar – Apr 2024



Building understanding and insights into the future



**NEXT STEPS**  
**Countywide Workshops**  
**4-6 Dec**



## LORAIN COUNTY STRATEGIC ACTION PLAN

# Next Steps

## Countywide workshops – 4,5,6 December

- 9:00am – 10:30am
  - 1:00pm – 2:30pm
  - 3:30pm – 5:00pm
  - 6:30pm – 8:00pm
- Locations to be confirmed

Dec 4-6

