

The Benefits of Regional Collaboration



Creating Momentum for Collaboration

- **Whitewater Valley**
 - **Experiential**
 - **“People fall in love with the Valley when they finally see it”**
 - **Attracts, promotes regional tourism and much more**
 - **Beginnings of collaboration are already here**







A Quick Question



What is this?



\$1 Billion Idea (new market creation)



WestGate@Crane
TECHNOLOGY PARK





How Did the WestGate Do It?

- Three counties – Daviess, Greene and Martin – little history of collaboration
- Martin actually founded in 1800s because “people didn’t like Daviess County”
- Dream of tech park extant since 1980s – no movement
- No money, fragmented vision



WestGate Takes Shape

- Pentagon 2005 Base Realignment and Closure (BRAC) Process threatens to close NSWC Crane, possible loss of 6,000 jobs
- Possible “Great Depression” in SW Indiana region from job loss
- State begins Certified Technology Park program
- Daviess County takes leadership position, shares resources





Success at the WestGate

- Counties support awareness of need to “save Crane,” state buys-in
- Counties set aside differences for “greater good”
- Crane survives, state forms IEDC
- IEDC buys into WestGate CTP, provides \$1.3 million in seed funding
- Counties form “WestGate @ Crane Authority”





Martin County Transformed

1950s-era abandoned
Army barracks and
broken fields – 2004

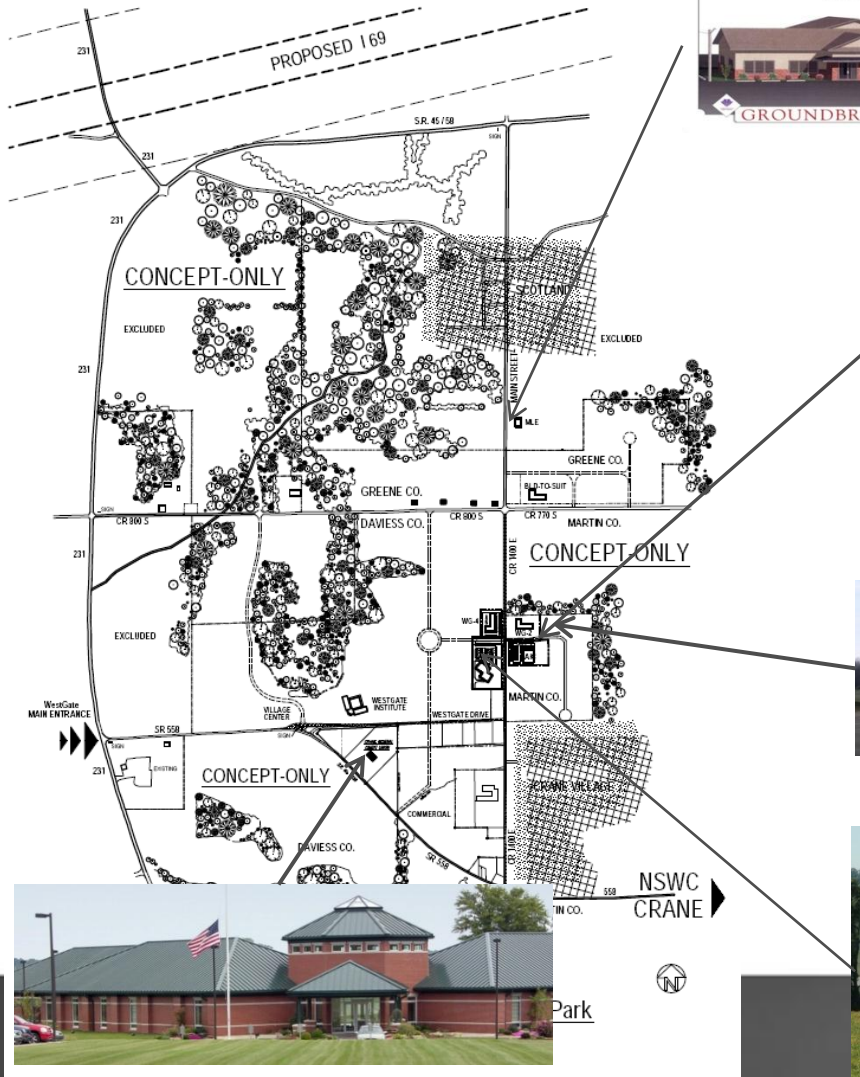


All new mixed-use
enterprise facility with
laser lab, classified
work space and 200
jobs -- 2009





The Vision Unfolds







- NE Indiana/Fort Wayne have growing economy
- Lilly Endowment sees progress and potential, invites region to make a proposal for a large grant
- First proposal “disastrous,” Lilly rejects entire concept
- “Proposal a mile wide and an inch deep”



- NE Indiana builds vast collaborative network
 - **Northeast Indiana Regional Partnership**
 - **The Alliance of Allen County**
 - **NE Indiana Corporate Council**
 - **Community Foundations**
 - **Public and private schools**
 - **Universities (IPFW, Ivy Tech)**
- Sets differences aside



- Silos fall down, groups and individuals start talking in earnest with each other
- Broad commitments made for systemic change whether or not Lilly actually funds grant proposal
- NE Indiana groups make new relationships and partnerships throughout region and state
- Budgets get re-arranged



The Result?



\$20 million to boost area defense jobs

Lilly grant pegged for training, schools, marketing

Benjamin Lanka | The Journal Gazette

Community leaders hope a \$20 million infusion will help equip students and workers with skills needed in high-tech manufacturing positions at northeast Indiana's defense contractors.

The Community Foundation of Fort Wayne on Wednesday announced a \$20 million grant from the Lilly Endowment to speed the development of the area's workforce. The program, dubbed Talent Opportunity Success 2015,

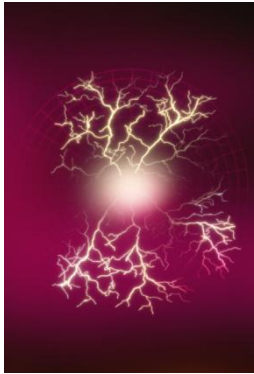


Dean Musser Jr. | The Journal Gazette
Sara Cobb of the Lilly Endowment announces a \$20 million grant for the Community Foundation.



When you need collaboration

- Major needs, limited assets
- Not enough time or money to go around
- A *Big Idea* is on the table
- Tension exists to “get something done and done now”
- People are ready to accept leadership, but lack direction





Collaboration Killers

- NIH Factor (“Not Invented Here”)
 - “I didn’t think of it, so it can’t be any good”
- Self-referenced criteria
 - “I personally understand the need to do this, so everyone should understand the need to do this”
- County lines become the “Great Wall of China”
- People concentrate power and ideas into “silos”





Silo Busting

Silos are great for grain storage...



...But make a terrible environment for achieving great things between individuals and groups



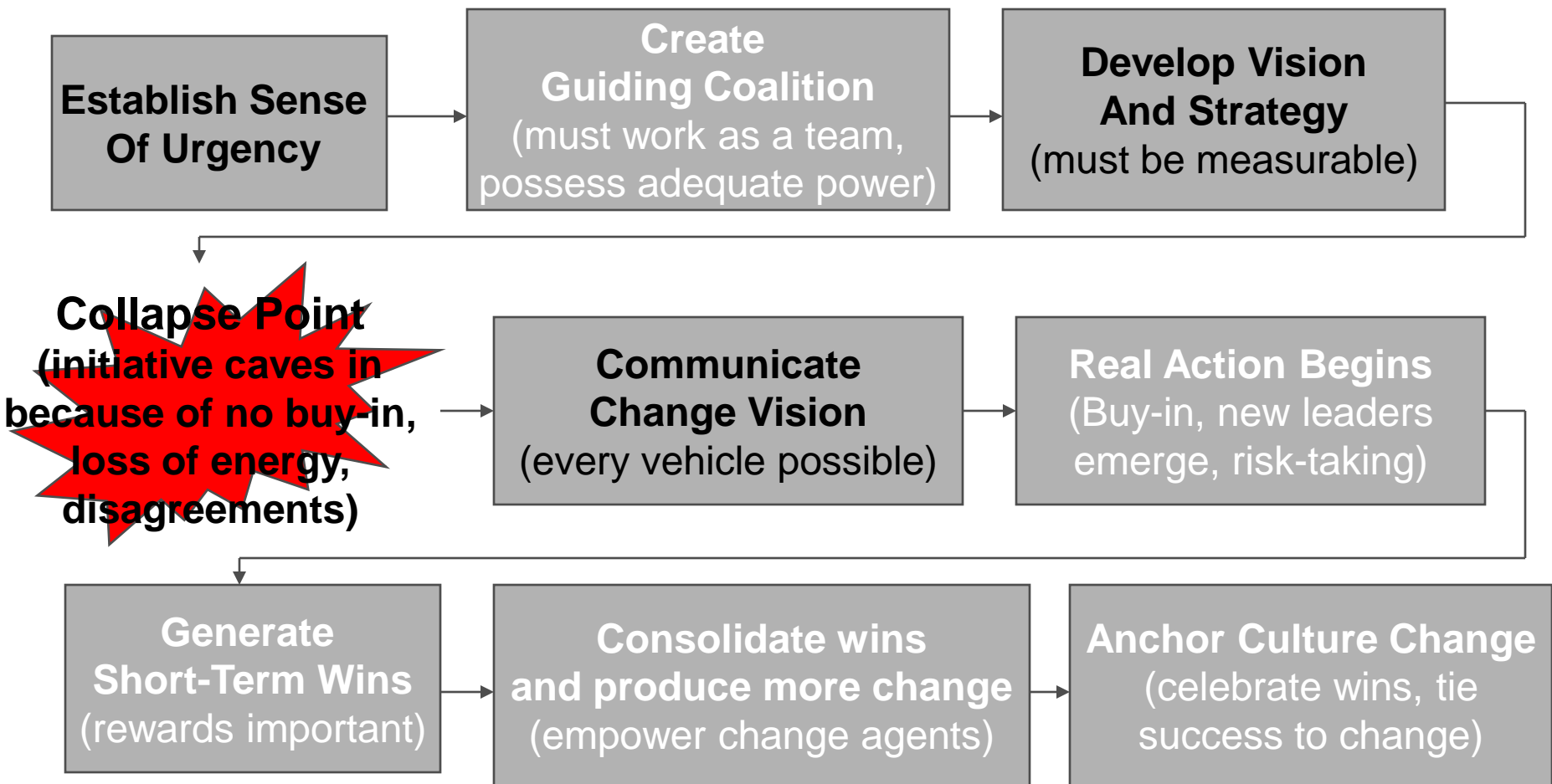


Requirements for Collaboration

- Collaboration requires:
 - A “Big Idea” that transcends local politics
 - A willingness to consider “a different way”
 - Mutual respect for *all* ideas and *all* players
 - A high degree of tolerance, disruptive transformation and the total destruction of silos
 - Willingness to change



Achieving Change





Identifying Change Agents

- Elected Officials
- Economic Development
- Chamber of Commerce
- Educators
- Business professionals
- Retired professionals
- Community leaders





Obstacles to Success

- People fear change
- Indiana: historically risk-adverse culture
- Status quo is good enough
- Must satisfy three criteria for buy-in:
 - So what?
 - Who cares?
 - What's in it for me?





Achieving Collaboration

All groups must agree on 3-5 key goals and objectives that the entire region can embrace and act upon; goals must be believable, actionable and measurable

Key leadership must step up – particularly in the business community – and all speak from the same page in all forms of communication; key is to be pro-active

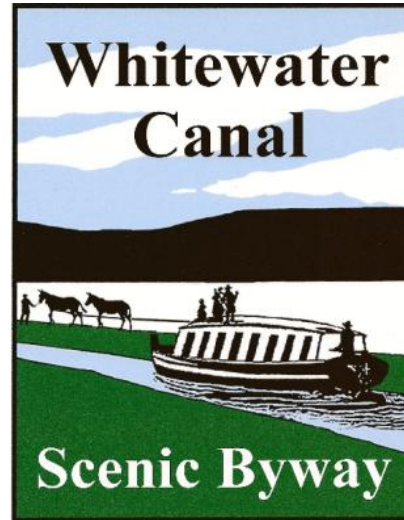
Much more attention must be paid to inviting communities to embrace initiatives and sustain them.

**Regional
Goal
Agreement**

**Consistent
Communication**

**Real
Buy-In**

**Short- and
Long-term
Success**



????????



Michael Snyder, Managing Principal
The MEK Group

msnyder@themekgroup.com
317-805-4870

www.themekgroup.com

