

future→iQ



PROPEL SAN DIEGO

SCENARIO-BASED THINK-TANK WORKSHOP

February 2017



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This report summarizes the one day scenario planning session held in San Diego, California, on February 17, 2017. Approximately 60 stakeholders from the San Diego area participated in the workshop and developed the scenarios presented in this report.

The purpose and objective of the Propel San Diego Think Tank was to envision the preferred future for the regional defense sector. The preferred future was a result of a scenario planning process which focused on the San Diego defense sector as a segment of the overall San Diego economy.

PREPARED BY:



WORKSHOP HOSTED BY:



This report was prepared under contract with the City of San Diego, with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the views of Future iQ and workshop participants, 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

The scenario planning work presented in this report was conducted as part of the [Propel San Diego](#) project being hosted by the City of San Diego, California.

The components of this planning work included pre-Think-Tank surveys, long-term Scenario Planning, and discussion about preferred futures.

- **Pre-Think-Tank Surveys** – A survey was sent to key stakeholders and registered participants of the scenario-planning workshop, and helped to create the axes of the scenario matrix and guide the workshop discussions. Members of the Regional Leadership Group, formed as part of this project, helped in the design and description these axes.
- **Propel San Diego Future Think-Tank Workshop** – The scenario-based planning workshop held on February 17, 2017, provided an important opportunity to engage local and regional leadership in a critical dialogue about the future of economic development and defense sector resiliency in the City of San Diego and surrounding region.

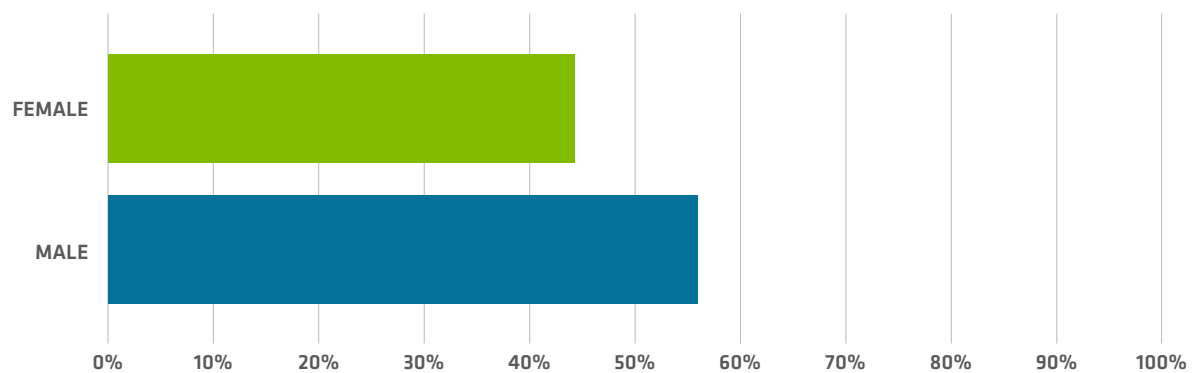




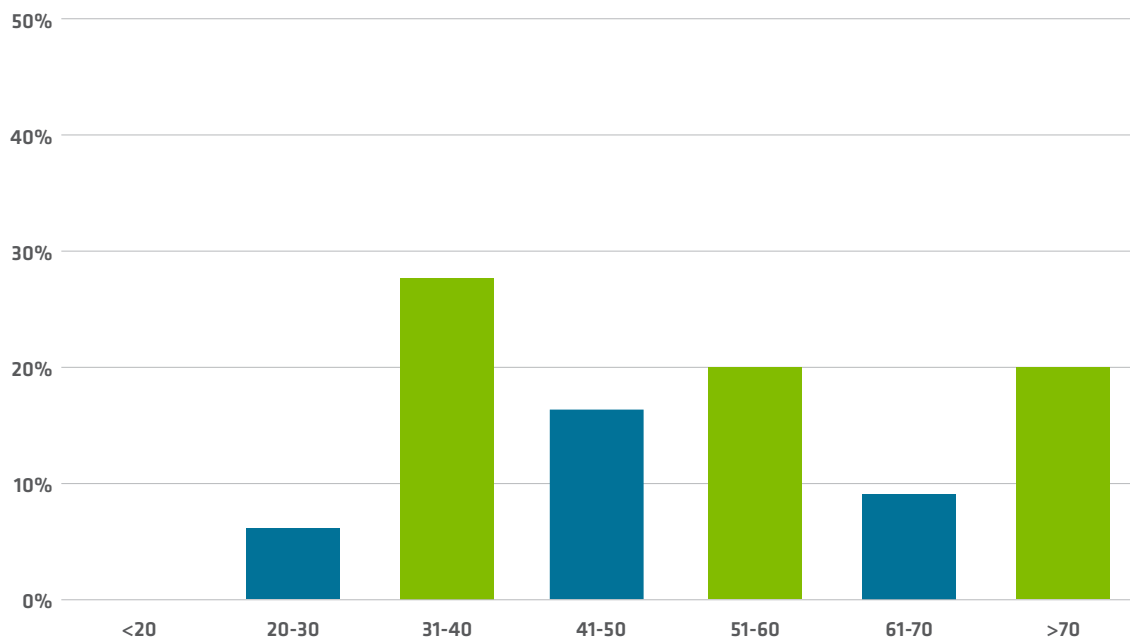
2.0 REGIONAL SURVEYS

Prior to the planning workshop, surveys were conducted. The survey respondents were slightly more male than female and primarily in the 31-60 and over 70 age ranges.

WHAT IS YOUR GENDER?



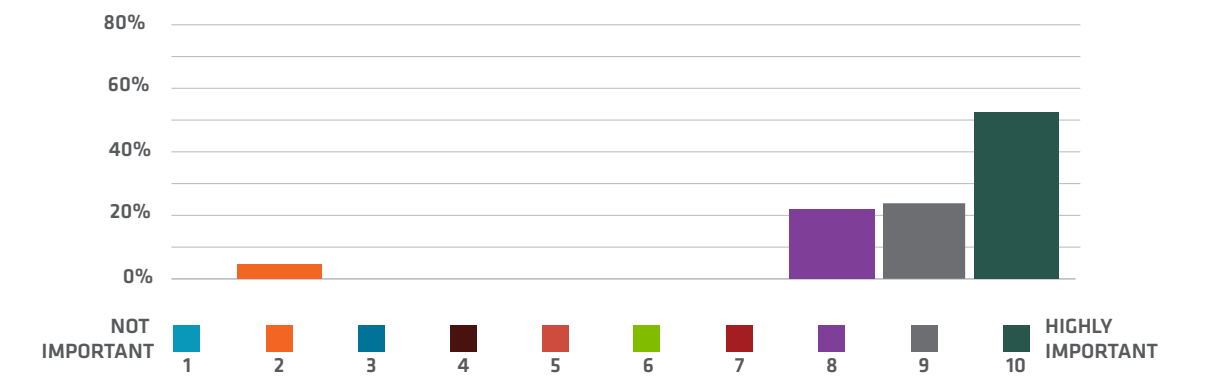
WHAT IS YOUR AGE GROUP?



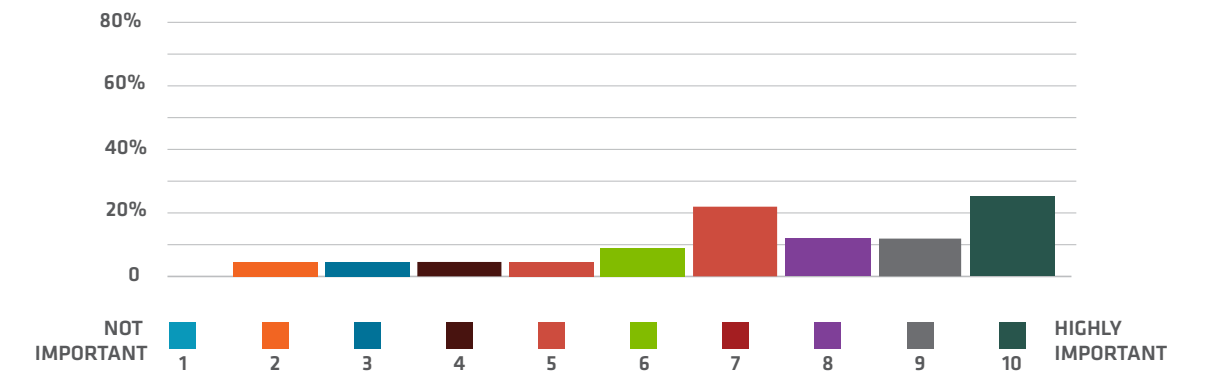


The workshop participants were asked about their views on having a shared vision for the future of the defense sector and regional economy in San Diego. The following graphs show a high level of importance placed on the concept of a shared vision, and the importance of using the vision in decision-making.

HOW IMPORTANT DO YOU THINK IT IS TO HAVE A SHARED VISION FOR THE FUTURE OF THE DEFENSE SECTOR AND REGIONAL ECONOMY IN SAN DIEGO?



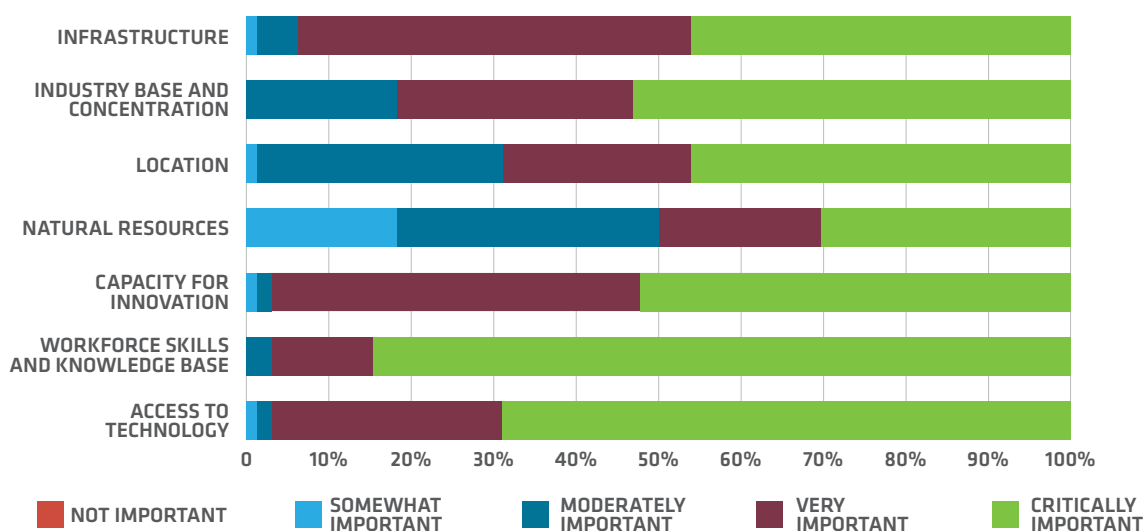
HOW IMPORTANT WILL A SHARED VISION FOR THE DEFENSE SECTOR AND REGIONAL ECONOMY IN SAN DIEGO BE IN MAKING DECISIONS FOR YOUR ORGANIZATION?





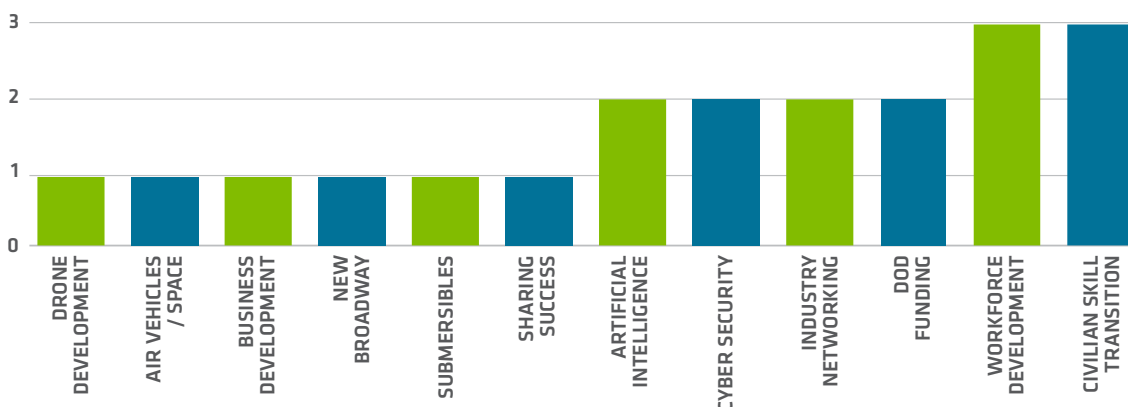
Survey respondents were requested to indicate the importance of the following regional assets to the future of the San Diego defense related economy.

HOW IMPORTANT DO YOU THINK THE FOLLOWING REGIONAL ASSETS ARE TO THE FUTURE OF THE SAN DIEGO DEFENSE RELATED ECONOMY?



Survey participants were asked to identify the most important unrealized opportunities for the San Diego defense sector.

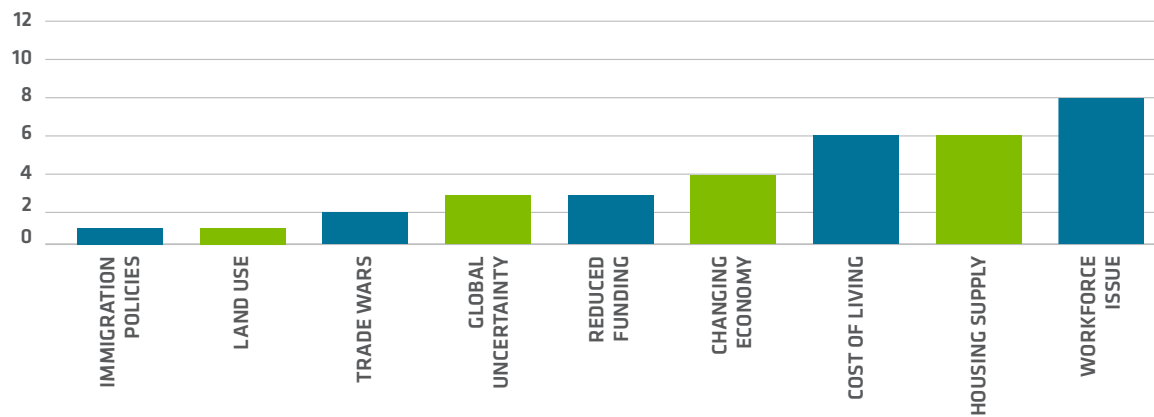
IN THE LAST 5 YEARS, WHAT HAS BEEN THE MOST IMPORTANT UNREALIZED OPPORTUNITY FOR THE SAN DIEGO DEFENSE SECTOR?



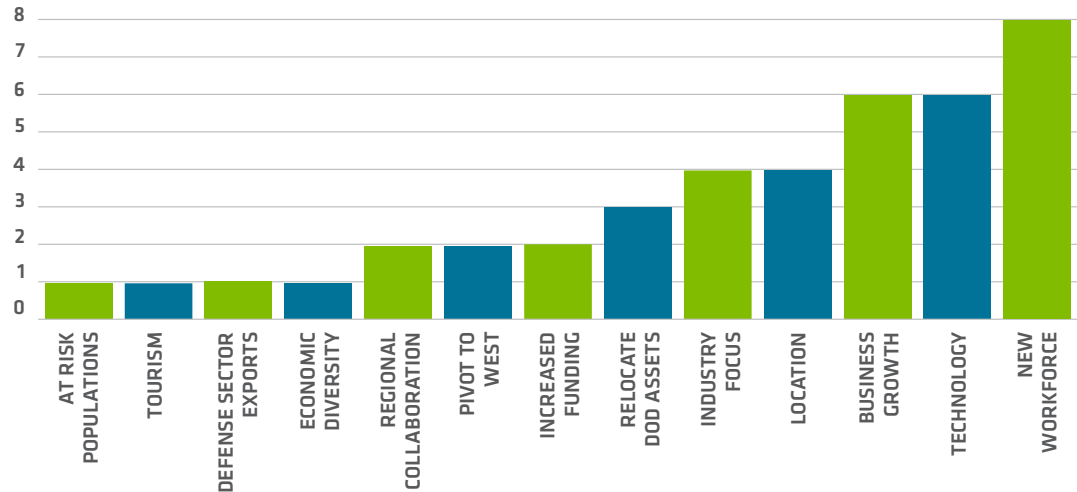


Survey participants were also asked what they saw as the biggest threats and the biggest opportunities facing the regional economy in San Diego in the next 10 years.

WHAT DO YOU THINK ARE THE BIGGEST THREATS FACING THE REGIONAL ECONOMY IN SAN DIEGO IN THE NEXT 10 YEARS?



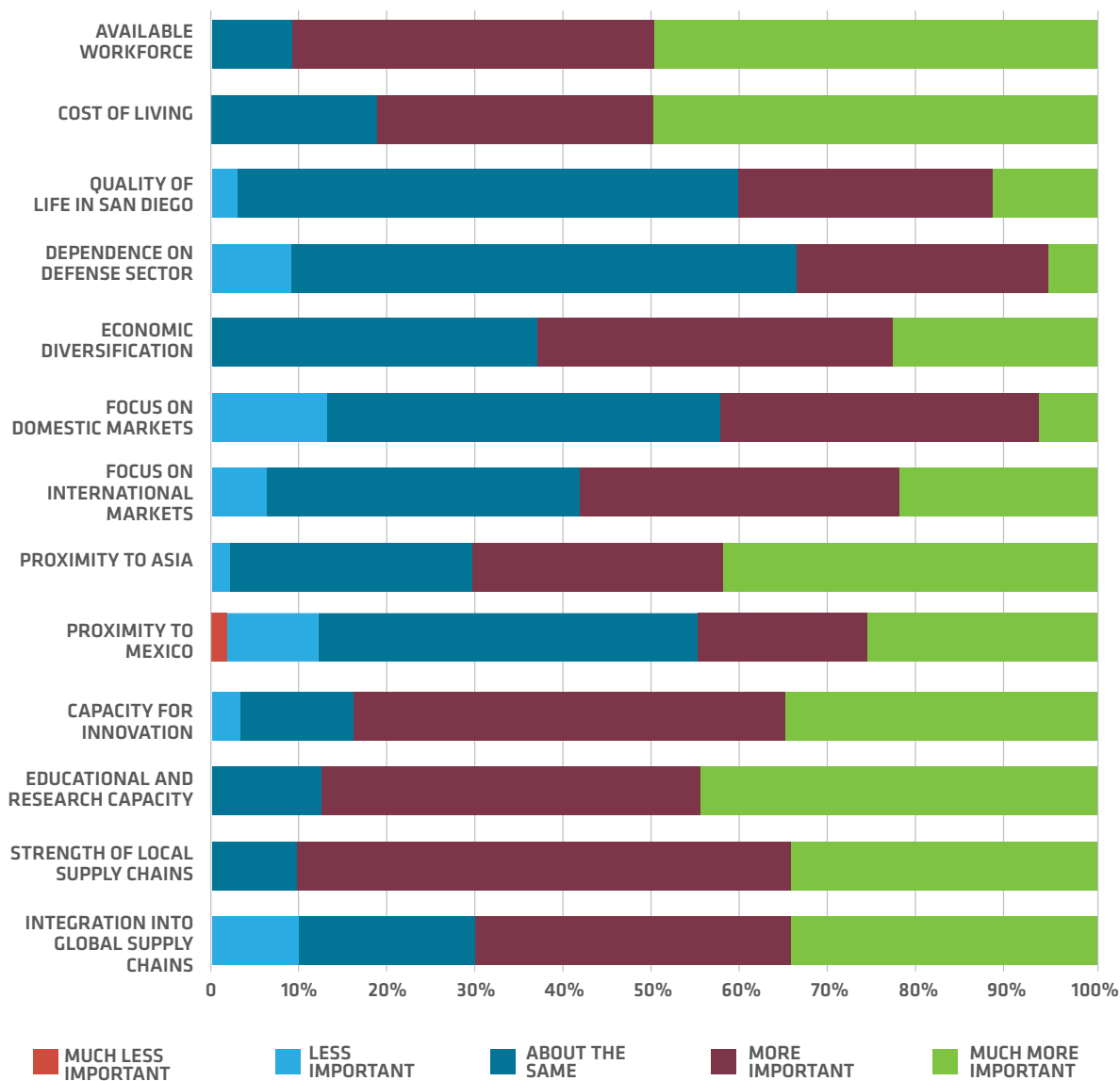
WHAT DO YOU THINK ARE THE BIGGEST OPPORTUNITIES FACING THE REGIONAL ECONOMY IN SAN DIEGO IN THE NEXT 10 YEARS?





Respondents were asked to describe on the scale of importance, the following topics with respect to their impact on the regional economy.

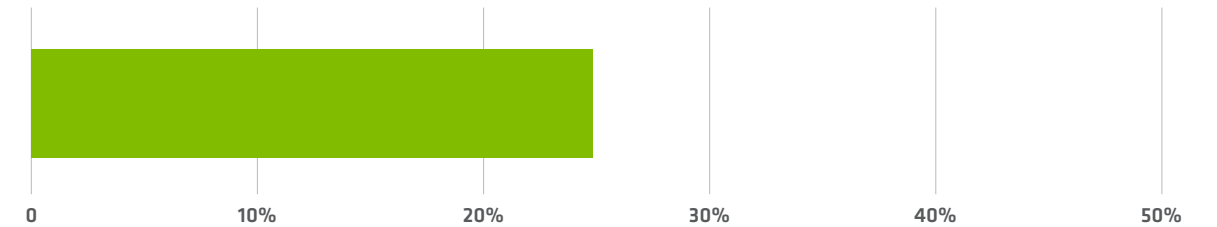
IN TERMS OF THEIR IMPACT ON THE REGIONAL ECONOMY, HOW DO YOU THINK THE IMPORTANCE OF THE FOLLOWING TOPICS WILL CHANGE OVER THE NEXT 10 YEARS?





Respondents were asked to suggest what they thought should be the optimal percentage of defense sector representation in the regional economy given its current representation of 21.5%. Respondents anticipated a slight increase in defense sector representation at 25.0%

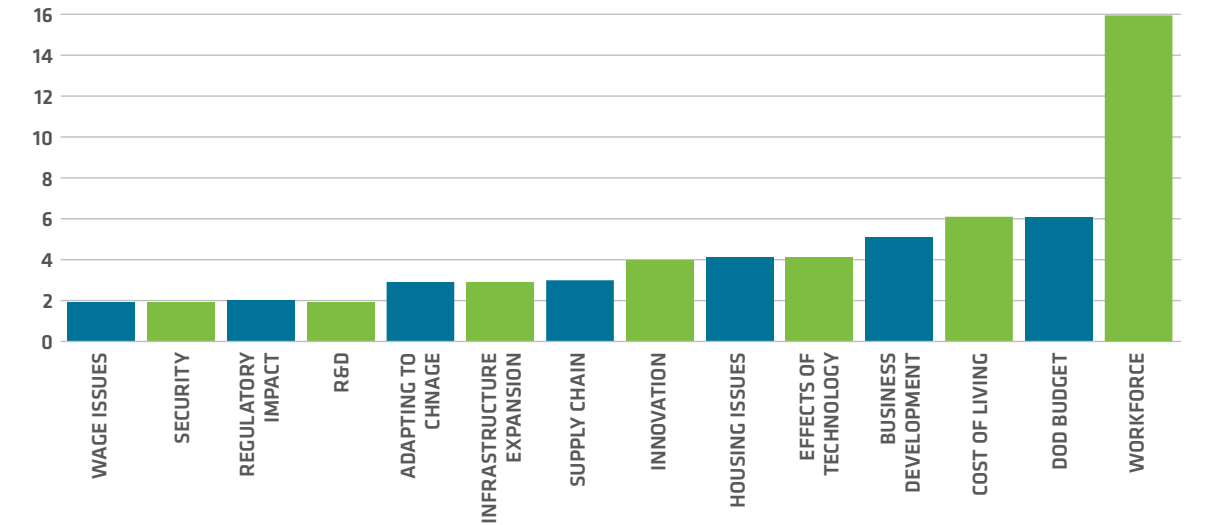
THE DEFENSE SECTOR REPRESENTS 21.5% OF THE REGIONAL ECONOMY. WHAT PERCENTAGE

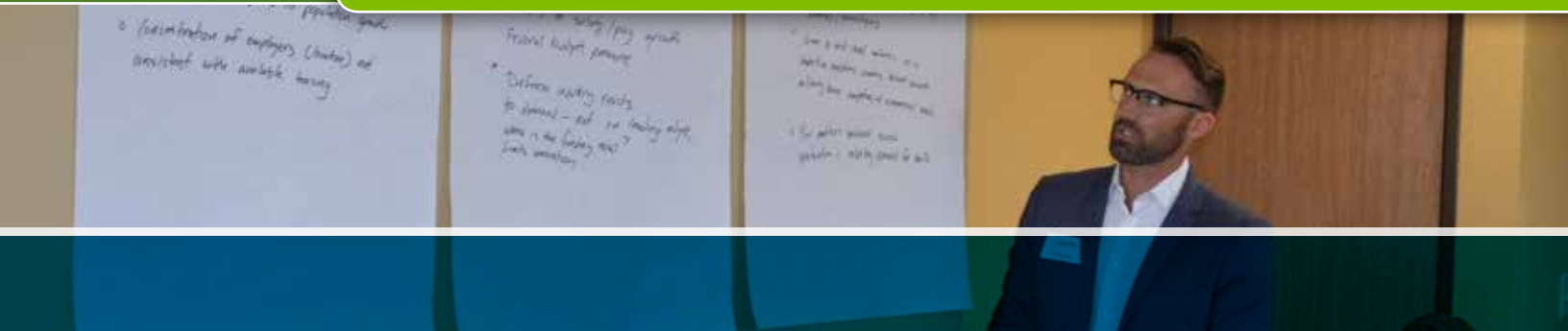


DO YOU THINK WOULD BE OPTIMAL IN 10 YEARS?

In conclusion, and in anticipation of the Propel San Diego Future Think-Tank, survey participants were asked what they thought were the three most important items to be discussed when considering the future of the Defense sector in the region.

AS WE PREPARE FOR THE UPCOMING PROPEL SAN DIEGO FUTURE THINK-TANK, WHAT DO YOU THINK ARE THE 3 MOST IMPORTANT ITEMS TO BE DISCUSSED WHEN CONSIDERING THE FUTURE OF THE DEFENSE SECTOR IN THE REGION?





3.0 SCENARIO PLANNING

The scenario planning workshop was conducted on February 17, 2017, and included regional stakeholders invited by the City of San Diego, East County Economic Development Council Foundation, San Diego Regional Economic Development Corporation Foundation, San Diego Military Advisory Council Foundation and the South County Economic Development Council. This all-day workshop was attended by approximately 60 stakeholders from across the region. This workshop is a step in the facilitation of the Department of Defense, Office of Economic Adjustment grant that seeks to:

- Facilitate greater knowledge and understanding of the local defense networks regionally,
- Enhance communication and networking among defense-sector participants and stakeholders, and
- Develop strategies for companies to adapt and realize new, or alternate economic opportunities.

3.1 SCENARIO-BASED FUTURE THINK-TANK

The City of San Diego contracted Future iQ to design and deliver a future orientated 'Think-Tank' workshop as part of the requirements of the Department of Defense, Office of Economic Adjustment grant. Future iQ's Scenario Planning process provides a method to explore plausible futures and consider the implications of various future scenarios. This workshop aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making.
- Identify and understand the key influences, trends, and dynamics that will shape the defense sector in the San Diego over the next 10 to 20 years.
- Create and describe four plausible long-term scenarios for the Region.
- Begin exploring alignment around a shared future vision for economic development. The scenarios developed during this Scenario Planning process, and outlined in this report are important to provide a framework to discuss future possible outcomes and implications. In addition, the workshop deliberations can assist in identifying key actions for the City of San Diego and the regional stakeholders and assist in identifying how various groups might best contribute to future developments. The



design of the workshop included a presentation and discussion about key forces shaping the future, at a global and local level. This work was aimed to build a robust basis for the scenario formulation. The participants were then guided through a Scenario Planning process to develop four plausible scenarios for the future of the local economy and defense sector. The process, involved exploration and discussion of global, regional, and local trends and forces of change; development of a scenario matrix defining four plausible scenarios spaces for the future; and, the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios, selection of a preferred scenario and the first steps to determine the strategic actions required to create the preferred scenario.

3.2 DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

The regional stakeholders explored the future and developed plausible future scenarios, looking out as far as 2030.

3.2.1 DRIVERS SHAPING THE FUTURE

With the background of the global, national, and regional forces and how they relate to the region, the participants were invited to respond to a survey prior to the workshop. The survey sought to gain insight into what participants believe to be the key drivers of the San Diego regional economy and specifically, the defense sector.

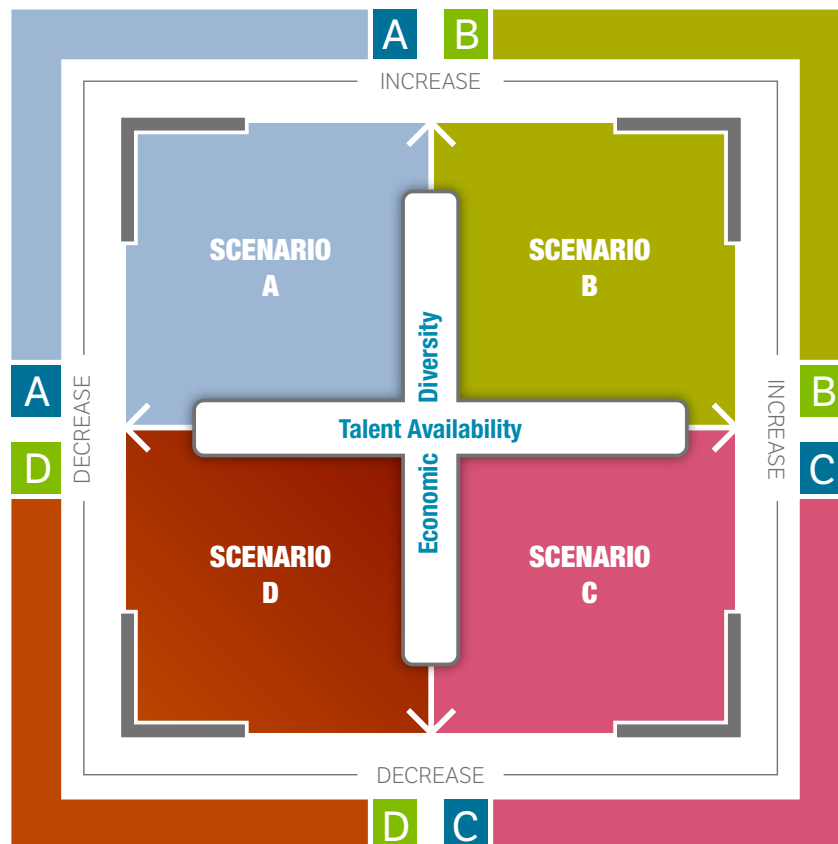
Creating scenario spaces – four plausible scenarios for the future

Based on the Pre-Think-Tank responses and key input from the Regional Leadership Group consisting of representatives from the City of San Diego and the four Department of Defense, Office of Economic Adjustment grant sub-recipients, themes were identified to become the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away for each driver cluster. These quadrants were used to formulate four plausible scenarios.

The two axes identified were **Talent Availability and Economic Diversity**.



Workshop participants were presented with the scenario matrix, defined by the two major axes of 'Talent Availability' and 'Economic Diversity' (see diagram). Brief descriptions were also attached to the end points of each driver axes. While these end points do not necessarily represent two extremes on a linear continuum, they are distinct enough to suggest some degree of separation and a plausible range of outcomes between them. The four quadrants (scenario spaces) based on different combinations of the two cluster themes, were reviewed and discussed with the workshop participants. This discussion explored the description of the end points included in each scenario space, the possible interaction between these drivers, and how they formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how economic development and the defense sector would look in a future based on each of the quadrants.





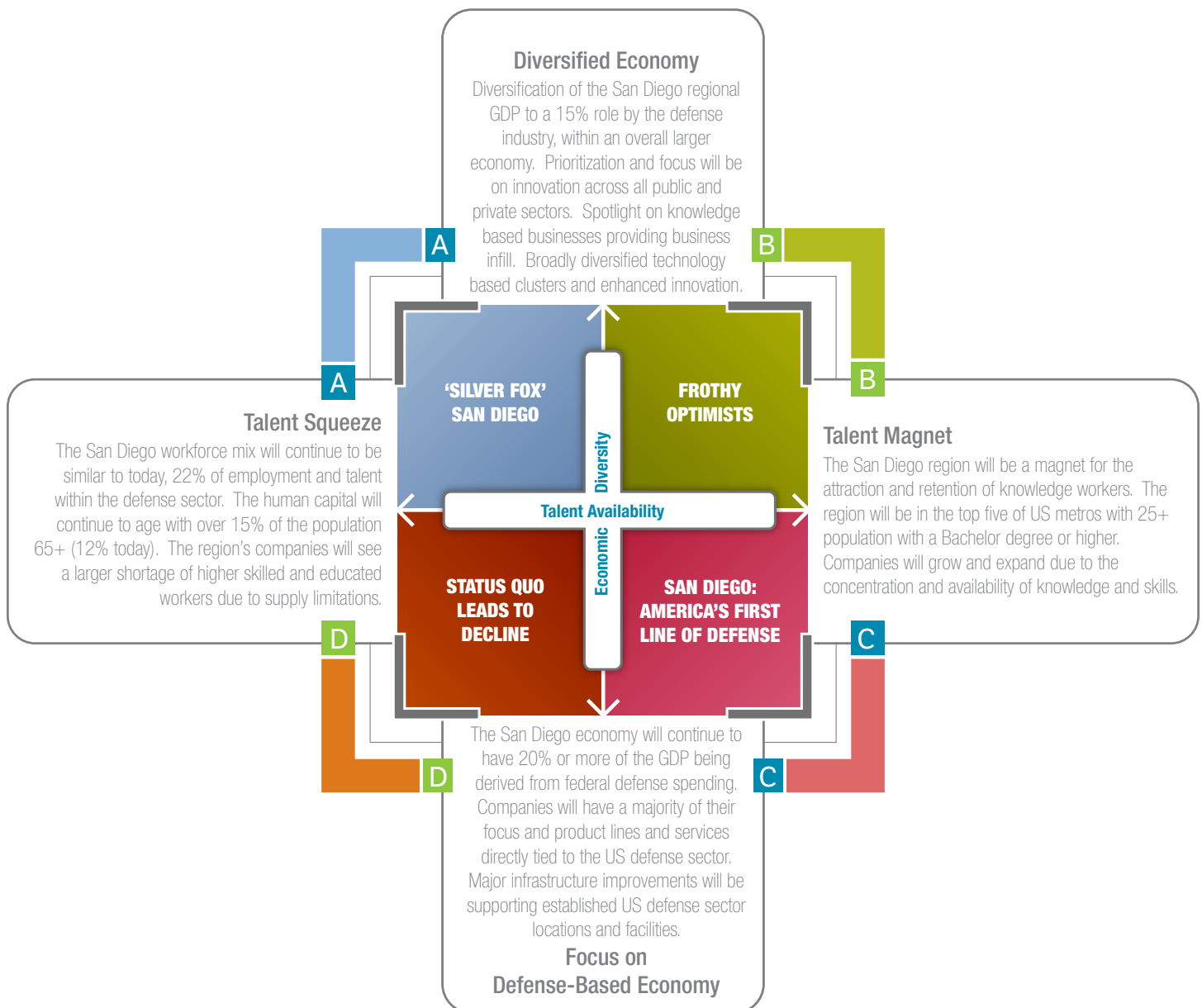
3.2.2 SCENARIO MATRIX – VIEWS OF THE FUTURE

Event participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group was asked to describe characteristics of the following dimensions of the San Diego economy in 2030 under the conditions of the scenario quadrant that they had been given in terms of the triple-bottom line of social, economic and environmental characteristics:

- Business and industry sectors
- Workforce and educational profile
- Quality of life and community profile

Additionally, they were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the other workshop participants. Each group's notes for their scenario and the description were used to produce the detailed narrative for each scenario. Below is the scenario matrix showing the names of each scenario as described by the workshop participants.

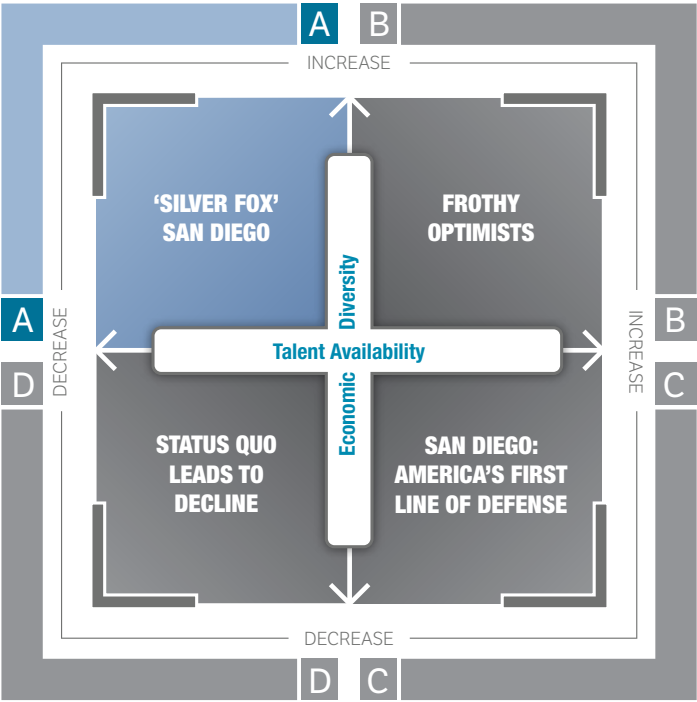
These four scenarios paint very different plausible futures for the defense sector in the San Diego economy. The workshop participants considered them all as largely plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section. Each scenario has its subsequent consequences and impacts of the San Diego defense sector – impacting the community, economy, organizational fabric in different ways. No one future is the 'perfect' future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.





3.3 SCENARIO A – “SILVER FOX” SAN DIEGO

Diversification of the economy will create a continued demand for a higher skilled workforce. A reduction of talent availability will cause wages to increase and the workforce will become more reliant on outside talent thus requiring more open immigration policies. Technology advancement and innovation allows for a more creative approach to working arrangements and increase outsourcing. An aging workforce encourages more mentoring and changing of working arrangements such as working from home or flexible hours. An older generation of workers puts pressure on healthcare and housing needs.





SCENARIO CHARACTERISTICS - 2030

Business and Industry Sectors / Characteristics

- Water purification/Clean Tech
- Manufacturing
- Ship Building
- Educational
- Port
- Life sciences/Biotech – constants of growth
- Software
- Healthcare – Aging Medicine
- Agriculture
- Tourism – growing
- Defense – R & D diversification
- R & D – pressure
- Lots of pressures on startups
- Lose some of the entrepreneurial culture
- Outsourcing

Workforce and Educational Profile / Characteristics

- Higher wages – less supply
- Unemployment – military veteran population
- Shift towards manufacturing
- More CTE + More Trade Schools = Education has to be more nimble/nimble flexible training
- Retirees coming back to the workforce – 75
- Mentoring
- Puts a lot of pressure on startups
- Diversity of workforce
- May become more reliant on outside talent
- Need to recruit them here

Quality of Life and Community Profile / Characteristics

- Stratification of jobs
- Puts downward pressure on the economy
- Work from home
- Urban Density
- Public transit is challenged
- Older generation – more housing
- Reduce the housing transition
- Aging workforce – Adjusting to retirement pay
- Healthcare – is one of those driving
- Autonomous cars



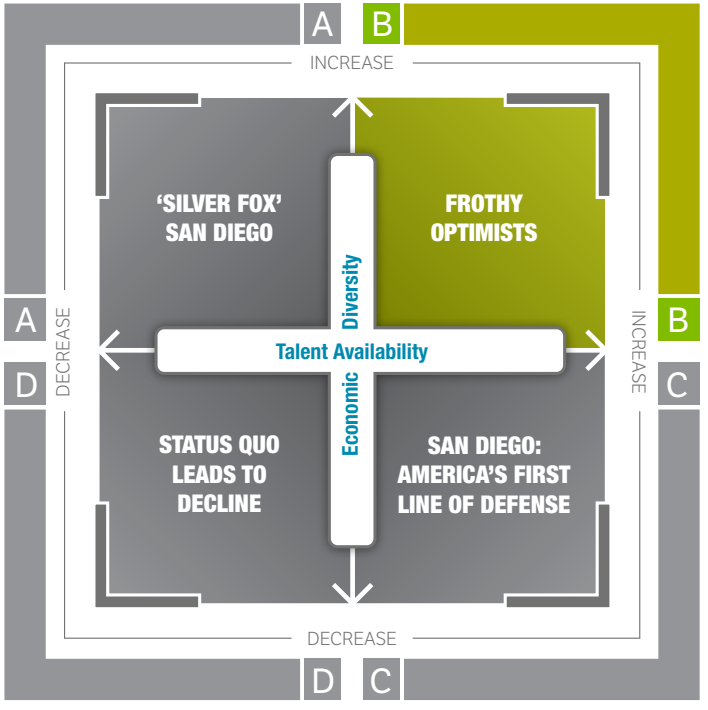
'SILVER FOX' SAN DIEGO – HEADLINE NEWS

	2020	2025	2030
Business and Industry Sectors	"Manufacturing Rebound in San Diego Leads Growth"	"Industry Boom Without Identity; Major Life Sciences Companies Leave Town"	"San Diego Businesses and Workforce Resilient Through Recession"
Workforce and Educational Profile	"Businesses Launch New Nimble Training Programs"	"Life Sciences Call Emergency Meeting With Universities"	"Robotic Workforce Unionizes – A1 Filling Labor"
Quality of Life and Community Profile	"Traffic Increases Present Challenges"	"Lowest Level of Car Ownership & No Retail Brick & Mortar"	"Average 90's new 60"



3.4 SCENARIO B – FROTHY OPTIMISTS

A more diversified economy encourages investors and entrepreneurial opportunities. The possibility of disruptive technologies occurs leading to an emphasis on additional training programs and improved transportation networks and telecommuting. The workforce becomes more international making San Diego's border location even more important. The community profile will continue to have a strong Navy presence with a deep appreciation for an international workforce.





SCENARIO CHARACTERISTICS - 2030

Business and Industry Sectors / Characteristics

- More Diversified Economy
- The business community consists of: biomedical, healthcare, tourism, high-tech, defense and blue tech are growing. Gap between trades and higher tech jobs is growing.
- Draws investors, opportunity because of diversified economy and talent magnet
- Linking benefits in different industries (converging technologies)
- Diversified with customer base (more emerging markets?)
- Disruptive technologies

Workforce and Educational Profile / Characteristics

- Workforce and commute patterns – more South County focused business base; more mass transit and innovative transportation; telecommuting decentralized approach will increase productivity.
- Training programs and trade schools – Community Colleges
- Policies that encourage trade school funding
- Young companies/entrepreneurs
- Improved management workforce

Quality of Life and Community Profile / Characteristics

- Higher international workforce (trending upwards from foreign born workers in San Diego currently)
- Generating downtown like hubs outside the City of San Diego
- Increase mobility
- Border makes us even more of a vibrant mega region
- Solve housing magnet – micro-units in abundance
- Deeper appreciation for density, international workforce; pro-growth mindset
- Solve encroachment and land use issues with industry and residential
- Community Profile – strong Navy presence
- Build clusters, buffer zones – we have the old school community and we will have gentrification



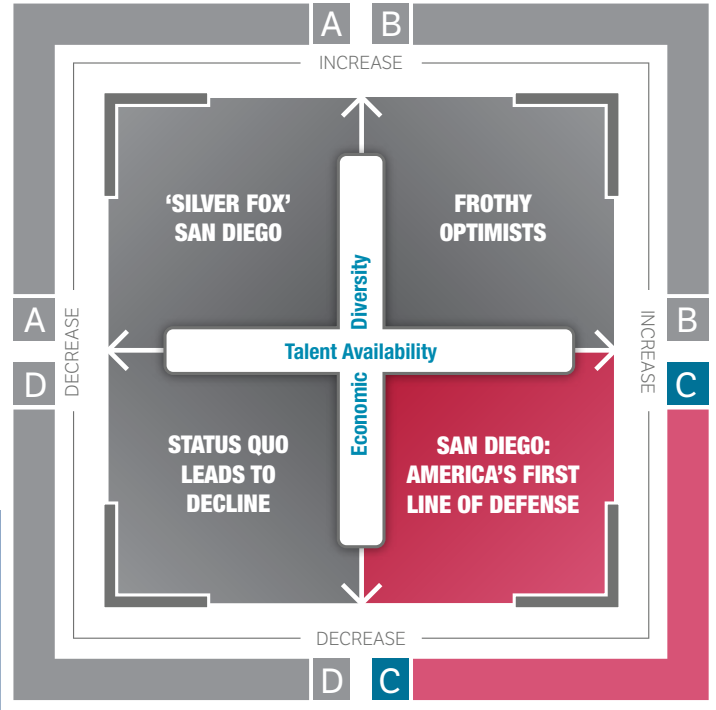
FROTHY OPTIMISTS – HEADLINE NEWS

	2020	2025	2030
Business and Industry Sectors	"San Diego is Now Exporting More Than It Is Importing"	"San Diego Cures Cancer"	"San Diego Leads Cyber Security and 80th Ship Arrives in San Diego"
Workforce and Educational Profile	"San Diego Reaps Benefits"	"South County San Diego State Increases to 50,000 Students"	"San Diego Has Healthiest Workforce"
Quality of Life and Community Profile	"San Diego Has Game Changing Homelessness Solution"	"50,000 Housing Units Built"	"Highest Number of Students From Secondary Schools Going into STEM Careers"



3.5 SCENARIO C – SAN DIEGO: AMERICA'S FIRST LINE OF DEFENSE

San Diego will continue to be a talent magnet to the defense industry. There will be an increase in corporate ties to the defense sector as well as an increase in investment in research and development. A greater alignment between education and the defense industry will occur leaving the community vulnerable to cuts in defense spending. Improved cross-border infrastructure will continue as San Diego maintains its multi-cultural workforce. Urbanization continues.





SCENARIO CHARACTERISTICS - 2030

Business and Industry Sectors / Characteristics

- Advanced manufacturing, cyber security, IT, automation, defense contractors
- Increase in water and energy sectors
- Increased investment in research and development
- Infrastructure and transportation
- (Note: If federal defense funding is cut, being a defense-based economy can have a negative impact.)

Workforce and Educational Profile - Characteristics

- Greater alignment between education and industry workforce
- Transferable skills within industry and across industries
- New education institutes

Quality of Life and Community Profile / Characteristics

- Multi-Cultural and diversity
- Cost of living and housing
- Improved cross-border infrastructure
- Improved aviation and ports
- More dense populations



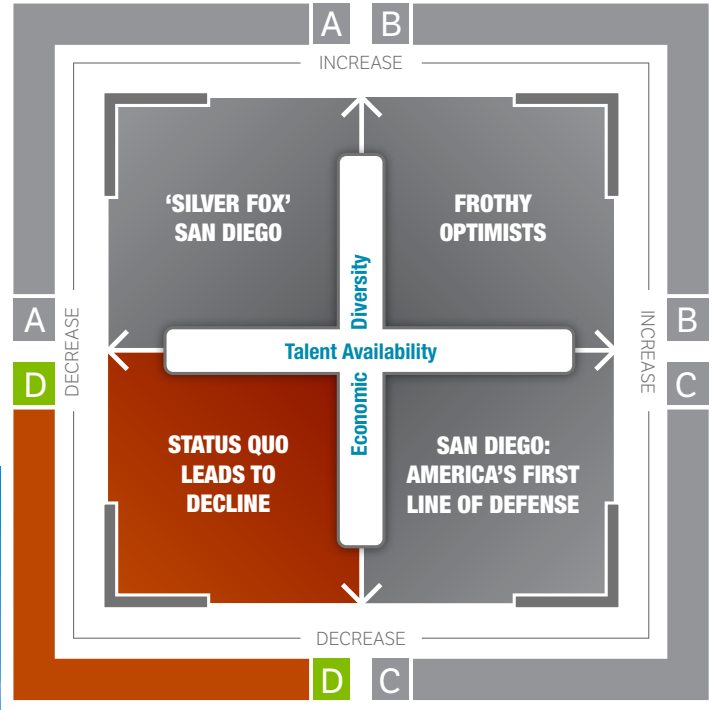
AMERICA'S FIRST LINE OF DEFENSE – HEADLINE NEWS

	2020	2025	2030
Business and Industry Sectors	"San Diego Commercializes Water Technology"	"San Diego Tops \$1 Trillion in R & D Spending"	"San Diego Becomes Largest Producer of Patents"
Workforce and Educational Profile	"San Diego Becomes Largest Producer of Patents"	"More STEM Grads in San Diego Than Any Place on Earth"	"Chula Vista Launches International University Focused on Industry"
Quality of Life and Community Profile	"Chula Vista Launches International University Focused on Industry"	"San Diego Invests in Offshore Housing"	"San Diego Commute by Boat Becomes the New Thing"



3.6 SCENARIO D – STATUS QUO LEADS TO DECLINE

Increased reliance on the defense industry causes limited innovation and a reduction of industry expansion. Federal budget pressures limit salary and pay growth and educational advancements take a hit. Lower to mid-level salaries within correlating industries create a talent vacuum in the defense sector. The cost of housing and living outpaces salary growth making it difficult for younger military personnel to remain in the San Diego region.



SCENARIO CHARACTERISTICS - 2030

Business and Industry Sectors / Characteristics

- Limited investment/incubators for innovation/new industry
- Limits to salary/pay growth - Federal budget pressure
- Defense industry reacts to demand – not on leading edge, where is the funding now? Limits innovation

Workforce and Educational Profile / Characteristics

- Workforce development infrastructure not in place
- Stagnant skill sets, not keeping up with demands/technologies
- Lower to mid-level salaries within respective industries creates talent vacuum military base competing with commercial world
- Poor matches between recent graduates and industry demand for skills

Quality of Life and Community Profile / Characteristics

- Cost of housing/living outpaces salary growth
- Increased commute times/ infrastructure investments low compared to population growth
- Concentration of employers (location) not consistent with available housing

**STATUS QUO LEADS TO DECLINE – HEADLINE NEWS**

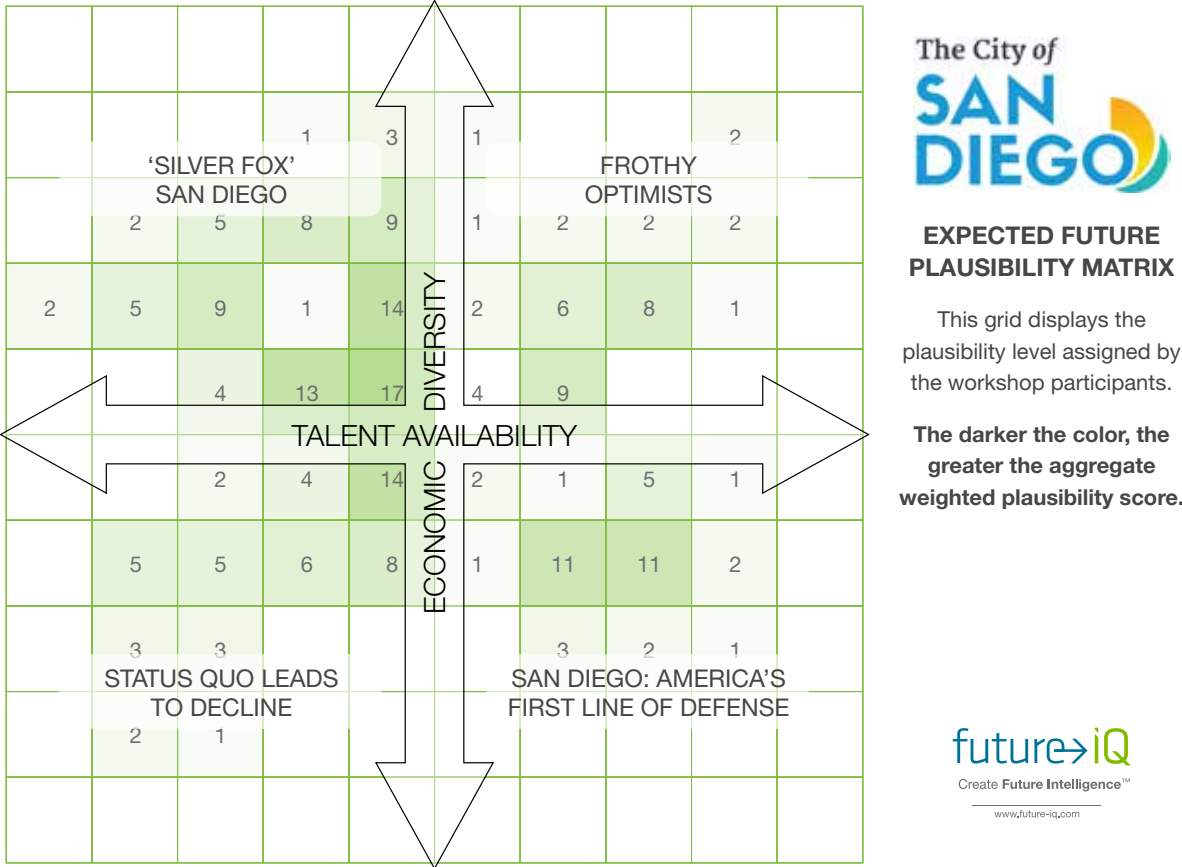
	2020	2025	2030
Business and Industry Sectors	"Businesses Seek More Fertile Ground for Growth"	"San Diego Struggles to Retain Businesses"	"Military Complexes on the Defense"
Workforce and Educational Profile	"Disconnect Between Workforce Development & Employers"	"Unemployment Soars"	"Graduate Exodus From Higher Education"
Quality of Life and Community Profile	"Housing & Rent, Wow!"	"Rainy Day for Sunshine Taxes"	"San Diego no Longer on Most Desirable List"



4.0 PREFERRED AND EXPECTED FUTURES

The four scenarios presented represent a range of plausible outcomes for the future. Think-Tank participants were asked a series of questions regarding their views of the preferred and expected future. The expected future is the one they deemed most likely to eventuate if there is no change in the current trajectory.

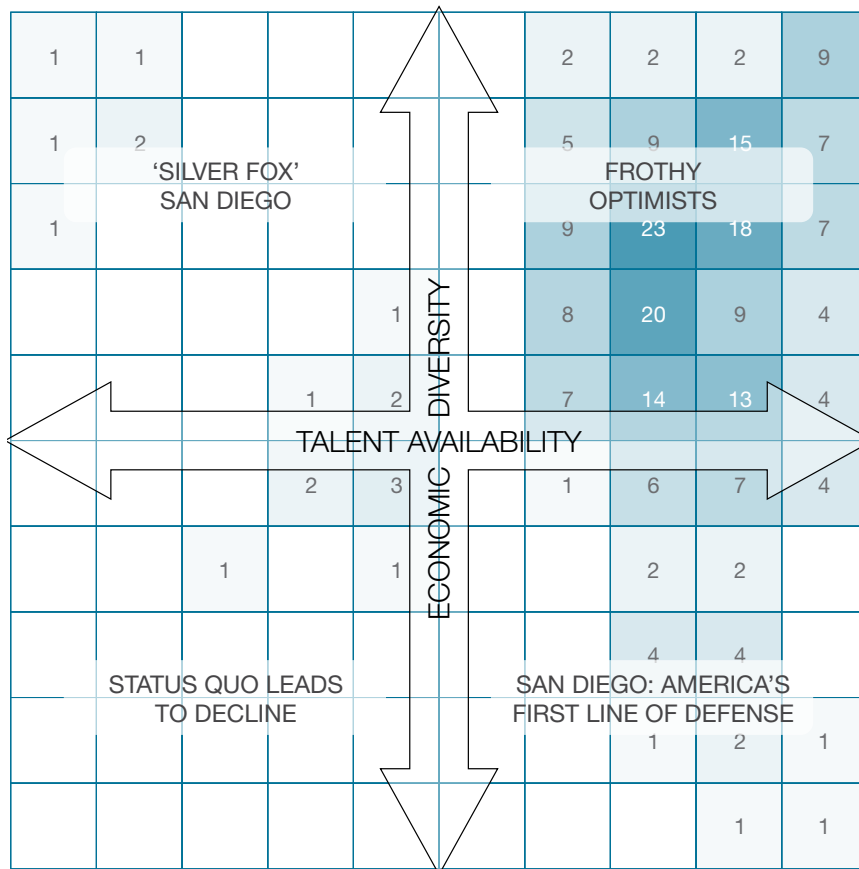
EXPECTED SCENARIO (ASSUMING CURRENT TRAJECTORY CONTINUES)





While each of these scenarios were viewed as plausible, Think-Tank participants expressed a clear preference for one of the presented outcomes, the scenario which was called 'Frothy Optimists'.

PREFERRED SCENARIO



PREFERRED FUTURE PLAUSIBILITY MATRIX

This grid displays the plausibility level assigned by the workshop participants.

The darker the color, the greater the aggregate weighted plausibility score.





5.0 NEXT STEPS

The workshop participants discussed the ramifications and implications of failing to achieve the preferred future. There was a preponderant alignment of people that 'Frothy Optimists' represented the preferred future scenario, however very few people thought that was the current trajectory. The preferred future 'Frothy Optimists' outlines the basis of a shared vision for the region. In addition, it gives an indication of the focus areas of action that will be needed for this vision to become a reality. The workshop participants discussed what they believed the next steps should be, and how they could move forward.

The axes that shape this future are increasing 'Talent availability' and increasing 'Economic diversity'. Because of the long-term nature of the Scenario Planning methodology, stakeholders can often see the 'distant future vision (2030)' as unattainable and unrealistic. However, this often underestimates the progress that can be made of the intervening years, and the cumulative positive impacts of change. As an example, some of the existing work in the region is already significantly shaping the future directions and actions.

The scenario framework also can help guide additional actions towards the future, especially with respect to building regional infrastructure, collaboration and capacity. Next steps will be to connect the region to existing efforts and harness the depth of research and development already occurring in the broader regional context. This will allow progress, even in periods of short-term economic stress.



The region has an abundance of high quality natural resources and world-class research and development capabilities. The challenge will be to optimize the use of these resources, while retaining the natural resources, intrinsic beauty, and unique character of the region, which are important factors for talent attraction and retention. Continuing to build regional collaboration and capacity will be vital. This will include the ability to own the regional vision, and be willing to reach across traditional barriers and territorial lines to form partnerships, share resources and build critical scale.



5.1 REGIONAL ASSETS

This report lays the foundation for creating a progressive regional action plan. The preferred future ‘Frothy Optimists’ outlines the basis of a shared vision for economic development for the region. The scenario framework helps identify and focus on areas of action that will begin to see this strategy become a reality.

For the duration of the OEA grant, regional stakeholders will continue to have the opportunity to work together to define the future vision and product mix for the region. Key steps will include:

- Continuing to build collaboration across the region
- Finding creative and innovative ways to leverage the unique and potential assets for this region
- Define the unique selling point of the region, and what defines the region in relation to the defense sector across the world.

The workshop participants were tasked with identifying assets that would be necessary to begin to bring the vision into reality. Below is a list of identified assets, along with strengths and weaknesses that need to be addressed.

Assets

- Educational Institutions – UCSD – Commercialization – Supercomputer for cyber security
- Cross border culture
- Telecommunication Engineering
- Deep water port
- Community Colleges – Health industries – Public Safety – Water Technology Program
- Life science/entrepreneurship
- Genomic epicenter of the world
- Ship building
- USD supply chain
- Knowledge
- Dry dock systems
- Qualcomm
- Unmanned Aircraft – 2 largest manufacturers in San Diego
- Acquisitions command
- 2 world-renown theatres
- Active lifestyles – snowboard and surf on the same day
- Proximity to border / Pacific Rim
- More living Nobel Laureates than anywhere in the world – attracts smart people
- Networks
- Geopolitical influence
- Investment
- High value tourism



Building on these assets will require intentional collaboration and effort on the part of San Diego's regional leaders. The workshop identified six existing strengths or benefits that San Diego brings to support the actions required to achieve the preferred vision:

- Varied capital
- Strengthened ecosystem
- Young entrepreneurs
- Overall economy
- Economic diversity
- Bi-national benefit

The workshop participants also identified four weaknesses that regional leaders will need to address in order to pursue the scenario of “Frothy Optimists”:

- Global branding needed
- Mutual benefit (defining)
- Redefining role models
- Telling/knowning our (San Diego's) story

5.2 STRATEGIC ACTIONS

Workshop participants were also asked to brainstorm preferred strategies that would be necessary to begin to bring the preferred vision into reality. The two primary issue areas identified were education and barriers to entry into the San Diego market for businesses.

In the area of Education, three potential action areas were identified:

- Alignment of/with industry by K-16 institutions
- Additional career days
- Increasing support for STEM programs

To address the issue of barriers to entry for businesses, the workshop group discussed the need for regional incubators to support new and small businesses as they seek to establish themselves.



6.0 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. Future iQ specializes in applying innovative tools and approaches to assist organizations, regions and industries shape their economic and community futures. 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 our recent projects visit www.future-iq.com or by email at info@future-iq.com

Report and Scenario Planning workshop prepared by:



DAVID BEURLE, CEO, FUTURE IQ PARTNERS

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.



HEATHER BRANIGIN, VICE PRESIDENT, BUSINESS DEVELOPMENT

Heather has an academic background in Political Science and International Relations and is committed to helping people understand global interconnectedness and collaboration. She is past President and current Advisory Council member of the United Nations Association of Minnesota and has worked for over 20 years in the fields of international education and development.



JIM HAGUEWOOD, ECONOMIC DEVELOPMENT SPECIALIST

Jim specializes in stakeholder and community engagement that utilizes asset based principles and tools such as SMART strategies. With a career in the tourism and hospitality industry, Jim's focus and impact has been in regional community economic development initiatives in more than five areas in North America over the past decade. He has served as President of the Port Angeles Downtown Association and as Board Member of the 7 Cedars Resort & Casino of the Jamestown S'Klallam Tribe.



7.0 CITY OF SAN DIEGO, CALIFORNIA

The City of San Diego is serving as the facilitator and manager of a grant from the United States Department of Defense, Office of Economic Adjustment that is intended to supply “Community Economic Adjustment Assistance For Reductions In Defense Industry Employment.” The City is working with four sub-recipients of the grant, the East County Economic Development Council Foundation, San Diego Regional Economic Development Corporation Foundation, San Diego Military Advisory Council Foundation and the South County Economic Development Council, and has engaged Future iQ to help facilitate the grant's goals and objectives.

For more information on the Propel San Diego project, please contact:

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8.0 ACKNOWLEDGMENTS

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