



SWOT Analysis

Swot

Strengths. Weaknesses. **Opportunities.** Threats.

Strengths & Opportunities

Tourism

- Growing popularity of this tourism segment
- International visitors
- Bring in organized/bus tours
- Pure Michigan campaign
- New business opportunities for tour guides and outfitters

Workforce/Talent/Education - MacMaster

- Strengthening of tech programs
- Continuation of federal training and capacity-building grants
- Representation of benefits of education and training
- Continued attention by units of government to business-friendly climate
- Tourism industry
- Broadband access
- Elevate our expectations
- Change mindsets by intentionally altering the culture
- Educate partners to high tech education
- Integrate more to attract and retain talent
- Public awareness
- Basic skills – need to be able to tread of ruler
- Not all students go to universities- skilled workers needed, vocational education needed
- Education starts at home. We have lost with the children did at home.
- Tourist campaigns
- Pure Michigan
- Promise Zone grant
- Technology making natural resources accessible again and work going after
- Better technology – make it work better
- Realization of poor products coming from over seas
- Registered apprenticeship program
- Plastics grant thru MMCC
- Pure Michigan

- MEDC, STEP, EG and supply summits
- Internet

If new resources were available, how should the region allocate them?

- Vocational education
- Mentoring
- Low income- watching parents, encouraged not to be the same
- School to work program- co-op for schools and businesses
- Return on investment
- Upper Michigan- what interests can you pull from MN or WI?
- Based on need and opportunity for growth
- Invest in companies that may show a higher return on investment
- Public transportation and affordable housing
- Training in soft skills and customer service
- Placemaking
- Address multi generalization policies- changing public assistance state policies
- Tapping into grant resources for advertising Pure Michigan for tourism markets
- Making sure we invest in our infrastructure – sidewalks etc.

What non-economic measures most need to improve for growth to accelerate in the region?

- Education- requirements
- Education the parents- traditional family not there anymore
- Younger employees looking for instant gratification
- Job shadowing
- We need to take ownership
- Use state model of business connect- connect business to business
- Weaving effective life skills and leadership
- Family structure – holding two jobs
- Knowledge and wisdom not the same thing- not just pass tests
- Common core curriculum in legislature- put control of schools at federal level not a big thing/ unique needs locally and statewide
- Public transportation
- Communication of what is available
- More thoroughly regulate welfare programs
- Evaluate an inventory of human assets and recruit for mental attitude and positive community pride
- Increase level of education- back to the multi generation
- Colleges need to promote their certificates in the high schools

Weaknesses

Tourism

- Fragmented industry
- Lack of public transit system for tourists
- Quantity and quality of lodging options
- Lack some essential services
- Inadequate regional organization / voice
- Tourism not viewed as economic development

Workforce/Talent/Education

- Low level of educational attainment
- Difficulty of attracting talented workers
- Isolation
- Perception of a dying community
- Aging population
- Health issues – obesity and addiction
- High level of disabled
- Too territorial
- Lack of entrepreneurialism
- Transportation
- Cultural complacency
- Acceptance of ingrained poverty
- A steady and long-term decline in the number of K-12 students affects the region with 2013-14 data indicating enrollment declines in 19 of the 21 K-12 districts operating within Region 3.
Approximately 55% of incoming community college students come academically unprepared to do college-level work, requiring remediation in the form of developmental coursework from which a substantial percentage of students fail to emerge to complete their program of study to earn a credential.
- Bachelor's degree attainment in the Region 3 (12.5%) is slightly more than half the State average (24.7%) and 45 percent of the national average (27.5%).
- Funding challenges to Career and Technical Education on the K-12 level negatively
- Resistance to change.
- Lack of population
- Lack of political influence.
- Lack of activities and amenities for young workers.
- Geography – rural and dispersed population.

Threats (external)

Tourism

- Downturn of the national and global economy
- Disaster that destroys clean environment

Workforce/Talent/Education - MacMaster

- Continuing challenges to the K-12 system, particularly CTE
- Lack of career opportunities for young people
- Defeatism, resignation, and negativity
- Resistance to change
- Regionalism and turf issues
- Lack of resources for education providers, both K-12 and community colleges
- Unwillingness or inability to market what we have
- Not recognizing opportunity

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What factors, external to the region, are the most likely to hinder growth?

- Culture- resistance from the family
- Get the word out- don't need a 4 year degree to get a good paying job/skilled labor
- Lost good qualified people in our state-moved
- Pay rate for many jobs are lower in the north vs. south
- Perception that rural means low wage/low education
- Taxes, slow economic growth recover of country in general-how to remain competitive not knowing what future holds.

- Losing younger generation to other states, or Lower Michigan
- Transferring of wealth form aging population
- Social welfare programs easy to get on.
- Economy
- Fuel costs
- Healthcare
- Lack of jobs
- Technology
- Economy
- Competitors
- Health Care costs
- Another recession, political change
- Health care initiatives
- On-line taxation for online purchases

- Health care reform – big concern
- Kids at universities do not come back to work- more opportunities in bigger areas. Parents do not stress the importance of coming back
- Lack of community involvement not leaving it to the older generation. Be responsible to your community. Kids are not joining service clubs – not learning how to help their community.

What roadblocks are most likely to appear?

- Drug screening
- Need to rein in or instill core values
- Healthcare
- Funding for parks
- Invasive species
- Environmental restrictions/compliance
- Inflation
- Increase in taxes
- Debt increase
- Political climate change
- Unfunded mandates from state or federal government
- The downstate instant gratification is creeping up north. Age groups of under 30's all part of the "every gets a trophy" mentality.

To what resource, external to the region, is the region most sensitive?

- Affordable Health Care Act
- Attitude to US and the state manufacturing not only overseas
- Manufacturing not just retirees
- Federal requirements limit our ability at the local level
- Technology
- Invasive species
- Public assistance
- Taxation on small businesses
- Tourism rise and fall due to airfare and gas prices
- Any do it yourself incentives
- Failure of metro Detroit or Grand Rapids, Lansing, or Flint
- Decision made in Lansing does not apply to northern Michigan- targeted to Detroit and larger areas
- Again, very poor broadband
- More sensitive to recessions and depressions- retirees dumped the second homes when the troubles started.