

2014 MICHIGAN ECONOMIC OUTLOOK SURVEY

www.OutlookSurvey.com/MI

Lake Superior Community Partnership

Overall Results

January 2014



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Program Overview

Over 1,100 survey responses (2,800 for all 6 states) were collected from members of 65 participating associations (245 for all 6 states). The key question was their satisfaction with their community as a place to grow a business.

Who

1,109 members of 65 Participating Associations

What

A survey gauging Michigan's economic outlook

When

November 12, 2013 – December 6, 2013

Where

Throughout the state

Why

To help make Michigan a great place to grow a business

PROGRAM TEAM AND SUPPORTERS

There were several people who played a key role at different points in the process of launching the program, designing the survey, gathering the feedback, analyzing the data, and distributing the results.

PROGRAM TEAM

Provided direction and guidance for moving the program forward



Dr. Margaret J. Baker
Managing Partner
Baker Strategy Group



Larry T. Eiler
CEO
Eiler Communications



Dan Arbour
Partner
Apogee Insights Group



David A. Baker
Program Lead
Great Lakes Economic Outlook Survey



Don Hart
President
MOVE Communications



Tiffany Merryfield
Student
Eastern Michigan University



Chelsea Lockwood
Student
Eastern Michigan University

PROGRAM SUPPORTERS

Provided insight and support for the program



Steve Grigorian
COO
Detroit Economic Club



Sheri Petras
CEO
CFI Group



Carol Hart
CEO
MOVE Communications



Dr. Anne L. Balazs
Dept. Head, Prof. of Marketing
Eastern Michigan University



Dr. Micah Murphy
Assist. Prof. of Marketing
Eastern Michigan University



Jimmy Hsiao
CEO
Logic Solutions



Michael Rogers
Vice President of Communications
Small Business Association of Michigan



Bob Magill
President & CEO
Magill & Rumsey, P.C.



Dr. Matthew Brown
Asst. Professor of Organizational Behavior
Central Michigan University

PARTNER ASSOCIATIONS

Sixteen organizations were actively involved and committed to participating in this program.



Bay Area Chamber of Commerce
Mike Seward
President



Lansing Regional Chamber
Tim Daman
President & CEO



Saginaw County Chamber
Bob Van Deventer
President & CEO



Cobalt Community Research
William SaintAmour
CEO/Executive Director



Michigan Association of Regions
Donald Stypula
Executive Director



Small Business Association of Michigan
Rob Fowler
President & CEO



Detroit Economic Club
Beth Chappell
President & CEO



Michigan Association of School Administrators
Linda Wacyk
Director of Communications



Southwest Michigan First
Ron Kitchens
CEO



Detroit Regional Chamber
Sandy Baruah
President & CEO



Michigan Manufacturers Association
Charles E. Hadden
President & CEO



Traverse City Area Chamber
Doug Luciani
President & CEO



Grand Rapids Area Chamber
Rick Baker
CEO



Michigan Works! Association
Luann Dunsford
CEO



West Michigan Policy Forum
Jared Rodriguez
President



Lake Superior Community Partnership
Amy Clickner
CEO

PARTICIPATING ASSOCIATIONS

In addition to the Partnering Associations, fifty associations throughout the state participated in this program.



Alpena Area Chamber
Jackie Krawczak
Executive Director



Dearborn Chamber
Jennifer Giering
President



Grayling Regional Chamber
Traci Cook
Executive Director



Jackson County Chamber
Mindy Bradish-Orta
CEO



Muskegon Lakeshore Chamber
Cindy Larsen
President



Shiawassee Regional Chamber
Sue Kadlek
Vice President



Ann Arbor/Ypsilanti Regional Chamber
Diane Keller
President & CEO



Dickinson Area Partnership
Lynda Zanon
Executive Director



Greater Albion Chamber
Amy DeShon
President



Lakewood Area Chamber
Edith Farrell
AVP, IT Officer



Newaygo Area Chamber
Colleen Lynema
Executive Director



South Haven Area Chamber
Kathy Wagaman
Executive Director



Auburn Hills Chamber
Denise Asker
Executive Director



Ferndale Area Chamber
Jennifer Roosenberg
Executive Director



Greater Brighton Area Chamber
Pamela McConeghy
President & CEO



Ludington and Scottville Area Chamber
Kathy Maclean
President & CEO



Northville Chamber
Traci Sincock
Associate Director



Southern Wayne County Regional Chamber
Sandy Mull
President



Barry County Chamber
Valerie Byrnes
President



Flint & Genesee Chamber
Tim Herman
CEO



Greater Farmington Area Chamber
Mary L. Engelman
Executive Director



Macomb County Chamber
Grace Shore
Executive Director



Oxford area Chamber
Holly Bills
Executive Director



Southfield Area Chamber
Tanya Markos-Vanno
Executive Director



Blue Water Area Chamber
Vickie Ledsworth
President & CEO



Frankfort Elberta Chamber
Joanne Bartley
Executive Director



Greater Gratiot Development
Don C. Schurr
President



Marine City Chamber
Jesse White
President



Petoskey Chamber
Carlin Smith
President



Sterling Heights Regional Chamber
Wayne Oehmke
President & CEO



Boyer Area Chamber
Jim Baumann
Executive Director



Freeland Chamber
Ron Whitman
President



Harbor Country Chamber
Viki Gudas
Executive Director



Mason Area Chamber
Doug Klein
Executive Director



Pinckney Lakeland Hamburg Hell Chamber
Kathy Mariani
Chairman of the Board



Troy Chamber
Michele Hodges
President



Cheboygan Area Chamber
Matt Friday
Executive Director



Gladwin County Chamber
Tom Tucholski
Executive Director



Indian River Chamber
Tom Bodnar
Executive Director



Michigan West Coast Chamber
Jane Clark
Executive Director



Royal Oak Chamber
Shelly Kemp
Executive Director



White Lake Area Chamber
Amy Vanloon
Executive Director



Clarkston Area Chamber
Penny Shanks
Executive Director



Grandville Jenison Chamber
Sandy LeBlanc
Executive Director



Ionia Area Chamber
Tina Conner-Wellman
Executive Director



Midland Area Chamber
Sid Allen
President & CEO



Sault Area Chamber
Allan Case
Executive Director



Whitmore Lake Chamber
Tina Lupi-Smith
Chairman of the Board



Cornerstone Chamber
Pat Moody
Executive Vice President

MEASURES

The survey captured feedback on a multitude of measures in six broad categories: Outlook, Michigan Business, State of Michigan, Regions, Communities, and Organizational Culture

SATISFACTION
Overall satisfaction with your community as a place to grow a business
Satisfaction based on your expectations of your community as a place to grow a business
Satisfaction based on an ideal community as a place to grow a business

ORGANIZATION OUTLOOK
Next 3 years
Next 12 months
Next 6 months

RECOMMEND
Recommend my local community as a great place for business
Recommend my Region as a great place for business
Recommend Michigan as a great place for business

GROWTH PLANS
Our organization plans to remain in Michigan
Michigan is a great state for our company/organization
Our organization expects to hire more people in 2013

EXPANSION PLANS
Our organization is actively looking to expand in Michigan
Our organization is actively looking to expand outside Michigan
Our organization is actively looking to expand globally

BUSINESSES
Support the health and vitality of the local community
Contribute generous financial support to area nonprofits
Offer excellent compensation and benefits to employees
Provide jobs that attract skilled, educated people to our community
Provide training and education to develop a skilled, educated workforce in our community

CHALLENGES FOR BUSINESSES
Healthcare costs
Employee benefits costs
Regulatory costs
Unemployment compensation
Personal property taxes
Real property taxes
Business income taxes
Local and state taxes
Energy costs
Unionization
Sales and use tax
Capital costs
Lack of available skilled labor
Lack of access to capital

BELIEFS ABOUT MICHIGAN (AND COMPETING STATES)
Is a great state for raising a family
Is open to people from out of state
Is on the right track
Is a great state for young professionals
Is a great place to start a business
Is a business-friendly state
Has effective business, nonprofit, and government leaders
Has a strong, vibrant economy

IMPERATIVES
Attract and retain top talent
Ensure our water is clean and Great Lakes protected
Revitalize our major cities
Improve education and higher education attainment
Fix our road, bridges and vital infrastructure
Improve public safety in our core cities
Better fund vital services (public safety, fire, transportation)
Protect and rebuild our parks and outdoor recreation infrastructure

YOUR REGION
Has an unparalleled quality of life
Has a forward-looking culture that embraces entrepreneurialism and innovation
Is a business community that embraces diversity as a business imperative
Has well-run, fiscally stable, cost-competitive locations that are welcoming to business
Collaborates well to minimize divisions and facilitate progress
Has a large pool of skilled, educated talent available for hire
Has an educational system that is second to none
Is unified in its pursuit of economic development
Has an unquestionable identity as a vibrant technology hub
Has an efficient, seamless mass transportation system

YOUR LOCAL COMMUNITY
Places of worship
Emergency services (e.g. ambulance service, hospitals)
Public safety (e.g. police, fire fighters)
Hospitals
Colleges, universities, community colleges
Parks and recreation
Water and sewage
Police protection
Schools/education
Human services/social welfare
Cultural institutions (e.g. museums, community theaters)
Business space/leases
Infrastructure –other (internet, cell phone coverage, electrical, etc.)
Housing market
Talent pool/labor pool
Infrastructure – vehicles (Roads, bridges, parking, etc.)
Public transportation

ORGANIZATION CULTURE
I feel involved in making decisions that affect my work
I clearly understand my organization's vision for the future
Leaders in my organization do what they say they will do
My workplace is focused on adapting to change
My organization is an example of high performance

SATISFACTION

The Satisfaction Index is based on the American Customer Satisfaction Index (ACSI). We used the ACSI method to measure overall satisfaction with Michigan communities as places to grow a business.

Translating Survey Measures to Index Scores

e.g. Not at all satisfied

Survey Measure	Index Score
1	0
2	11
3	22
4	33
5	44
6	56
7	67
8	78
9	89
10	100

e.g. Extremely satisfied

Satisfaction Index

Michigan Businesses



Change from 2013



Lake Superior Community Partnership



Change from 2013



Lake Superior Community Partnership

↑ Change from 2013 to 2014 is >= 3 ↓ Change from 2013 to 2014 is <= -3

Note: Visit www.theacsi.org for more information about the index approach

SATISFACTION

The Satisfaction Index measures the overall satisfaction with Michigan as a place to grow a business. The overall Satisfaction for the business sector with Michigan communities is down slightly from 2013.

OUTLOOK

MICHIGAN BUSINESS

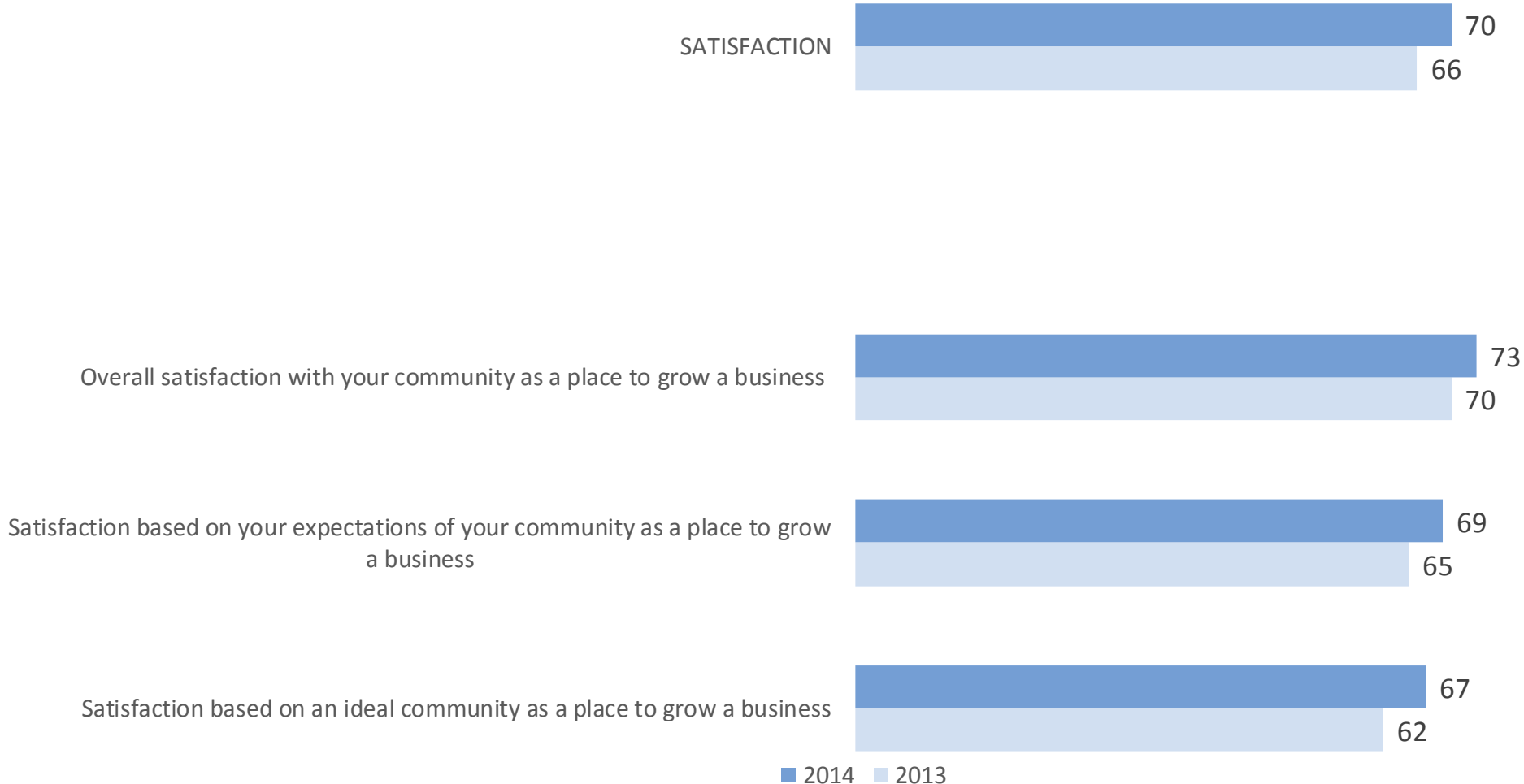
STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

Rate your level of satisfaction for the following:



ORGANIZATION OUTLOOK

We asked respondents to indicate the near-term outlook for their organization. The outlook for Michigan overall for businesses is up for all three time periods: next 3 years, next 12 months, and next 6 months.

OUTLOOK

MICHIGAN BUSINESS

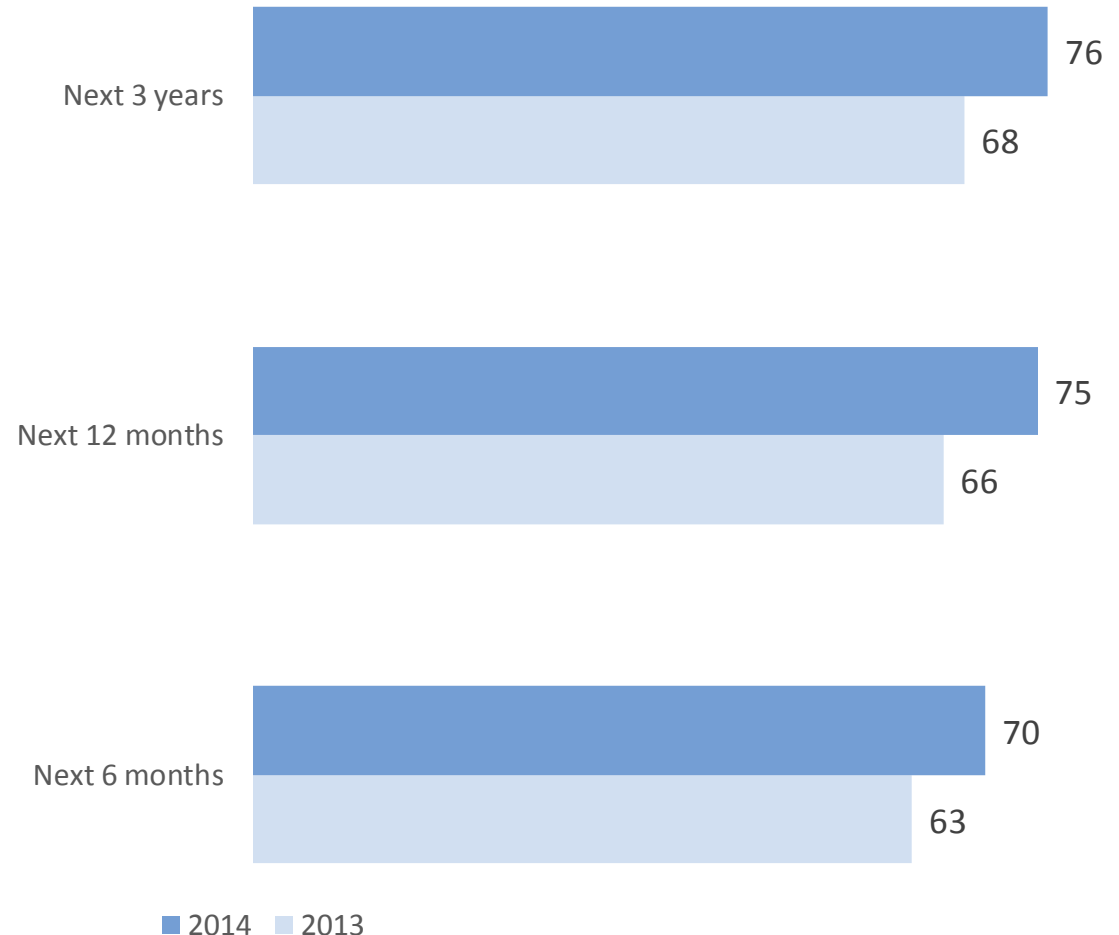
STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

Please rate your organization's economic outlook for the following periods:



OUTLOOK

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

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Rate your level of satisfaction for the following:

	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
SATISFACTION				
Overall satisfaction with your community as a place to grow a business	-2 60	-1 67	8	↑4 70
Satisfaction based on your expectations of your community as a place to grow a business	-1 65	-2 62	6	↑3 73
Satisfaction based on an ideal community as a place to grow a business	-2 60	-2 62	7	↑4 69
	-2 56	-2 58	9	↑5 67

Please rate your organization's economic outlook for the following periods:

OUTLOOK	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Next 3 years	2 68	↑4 74	2	↑8 76
Next 12 months	2 66	↑5 72	3	↑9 75
Next 6 months	2 63	↑3 66	4	↑7 70

Change from 2013 to 2014

2014 Score

2014 Score Differences:
Lake Superior Community Partnership minus Michigan Businesses

Lake Superior Community Partnership
 ↑ Change from 2013 to 2014 is >= 3 ↓ Change from 2013 to 2014 is <= -3

RECOMMEND

Respondents were asked to rate their likelihood to recommend the local community, their region, and Michigan as a state.

OUTLOOK

MICHIGAN BUSINESS

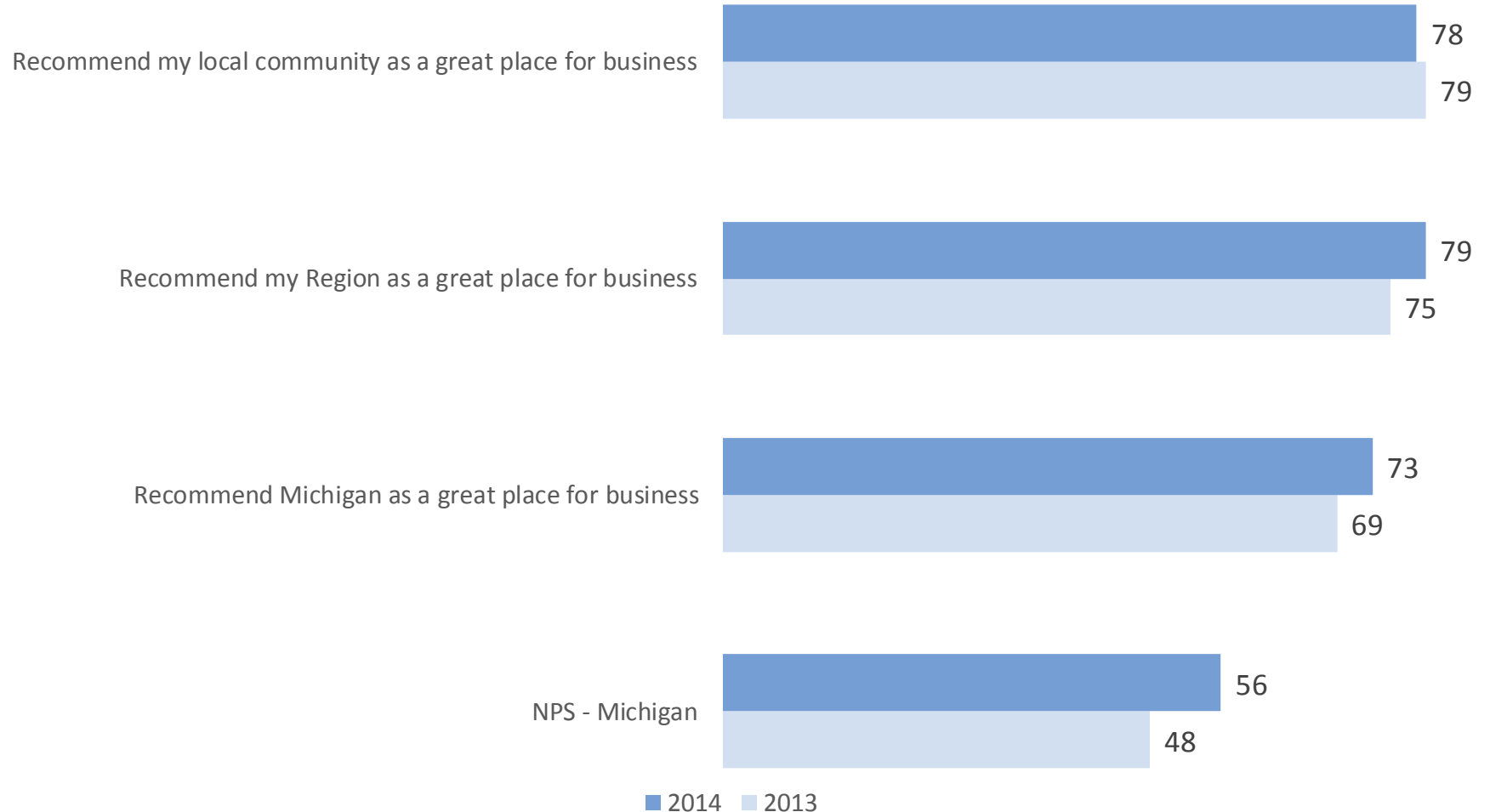
STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

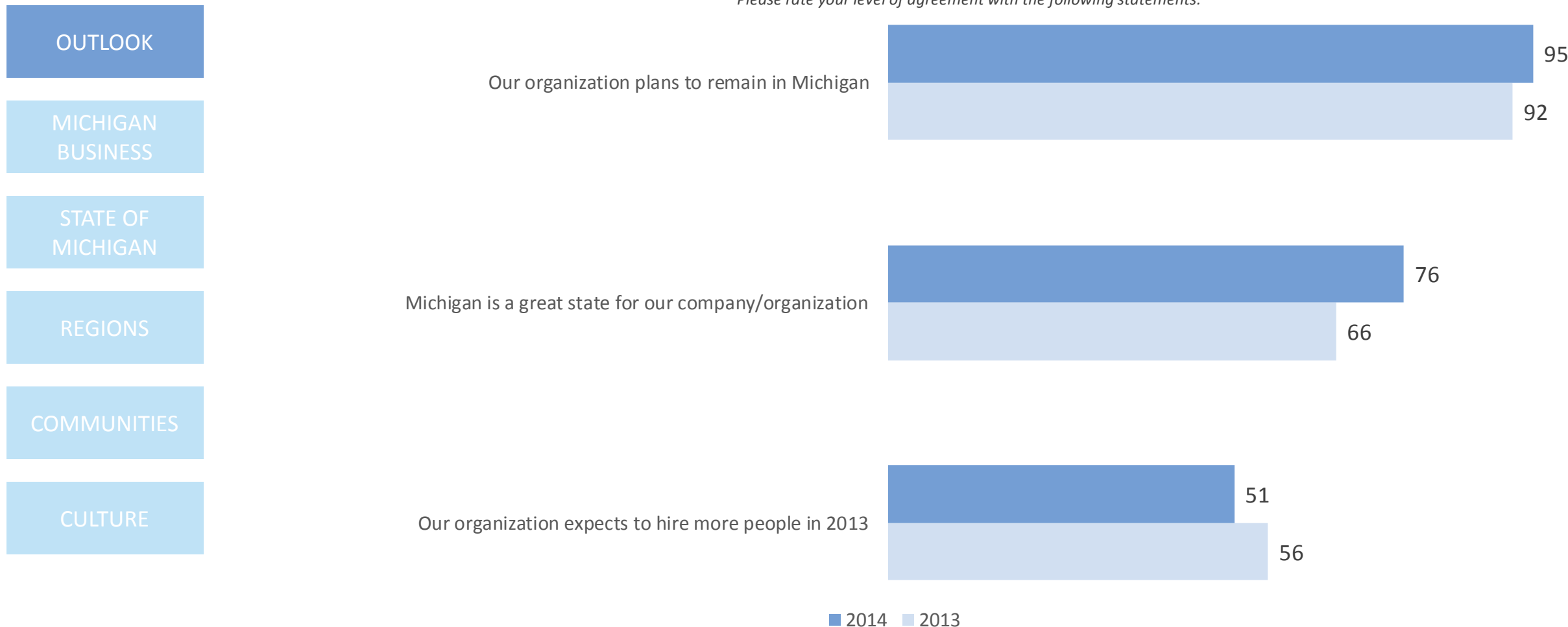
How likely are you to do the following in 2013:



GROWTH PLANS

Most businesses have every intention to stay in Michigan, and they increasingly believe that Michigan is a great state for their organization. Overall hiring expectations for 2014 are low, although slightly better than for 2013.

Please rate your level of agreement with the following statements:



OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

REGIONS

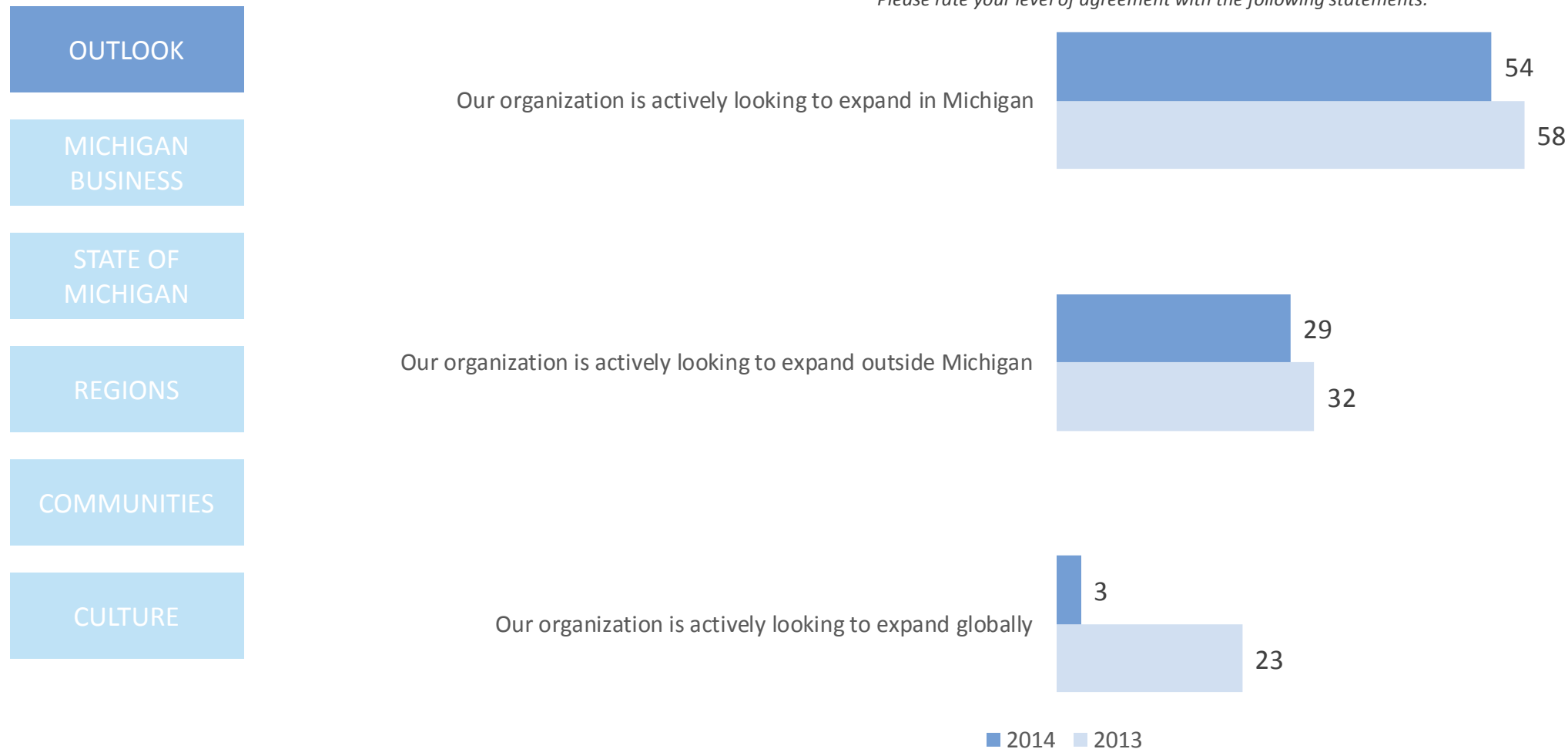
COMMUNITIES

CULTURE

EXPANSION PLANS

Expansion plans for Michigan businesses in general still seem to be on hold, with few organizations actively looking to expand globally.

Please rate your level of agreement with the following statements:



- OUTLOOK
- MICHIGAN BUSINESS
- STATE OF MICHIGAN
- REGIONS
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OUTLOOK

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

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COMMUNITIES

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	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
RECOMMEND				
How likely are you to do the following in 2013:				
Recommend my local community as a great place for business	1 73	0 72	6	-1 78
Recommend my Region as a great place for business	↑3 75	1 73	6	↑4 79
Recommend Michigan as a great place for business	↑5 74	↑3 71	2	↑4 73
NPS - Michigan	↑8 58	↑6 53	3	↑8 56
GROWTH PLANS				
Please rate your level of agreement with the following statements:				
Our organization plans to remain in Michigan	0 91	0 90	5	↑3 95
Michigan is a great state for our company/organization	0 70	↑3 71	5	↑10 76
Our organization expects to hire more people in 2013	↓-7 47	↑4 60	-9	↓-5 51
EXPANSION PLANS				
Please rate your level of agreement with the following statements:				
Our organization is actively looking to expand in Michigan	1 58	↑3 61	-7	↓-4 54
Our organization is actively looking to expand outside Michigan	-1 34	↑4 42	-13	↓-3 29
Our organization is actively looking to expand globally	0 22	2 26	-23	↓-20 3

BUSINESSES

The Michigan business community say that businesses do fairly well in supporting the local community and contributing to area nonprofits. If businesses are going to lead, however, they will need to boost training and education.

OUTLOOK

MICHIGAN BUSINESS

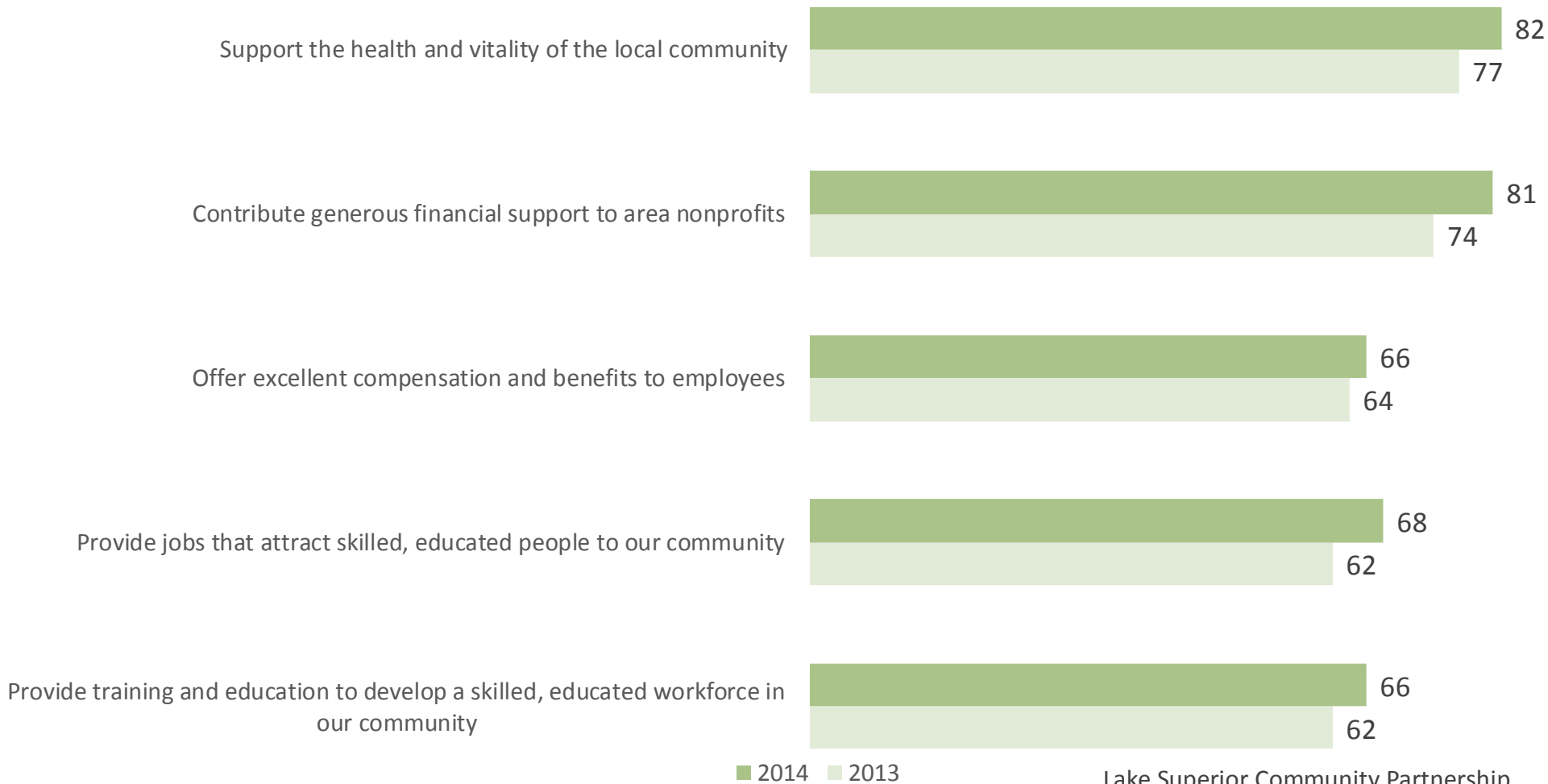
STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

The businesses in my local community. . .



MICHIGAN BUSINESS

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

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The businesses in my local community. . .

	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
YOUR LOCAL COMMUNITY BUSINESSES				
Support the health and vitality of the local community	↓-3 74	↓-4 75	7	↑5 82
Contribute generous financial support to area nonprofits	↓-3 72	↓-4 74	7	↑7 81
Offer excellent compensation and benefits to employees	↓-3 61	↓-3 65	1	2 66
Provide jobs that attract skilled, educated people to our community	↓-4 60	↓-3 64	4	↑6 68
Provide training and education to develop a skilled, educated workforce in our community	↓-4 59	-2 63	3	↑4 66

CHALLENGES FOR BUSINESSES

Healthcare costs remains the top challenge businesses face as we head into 2014.

OUTLOOK

MICHIGAN BUSINESS

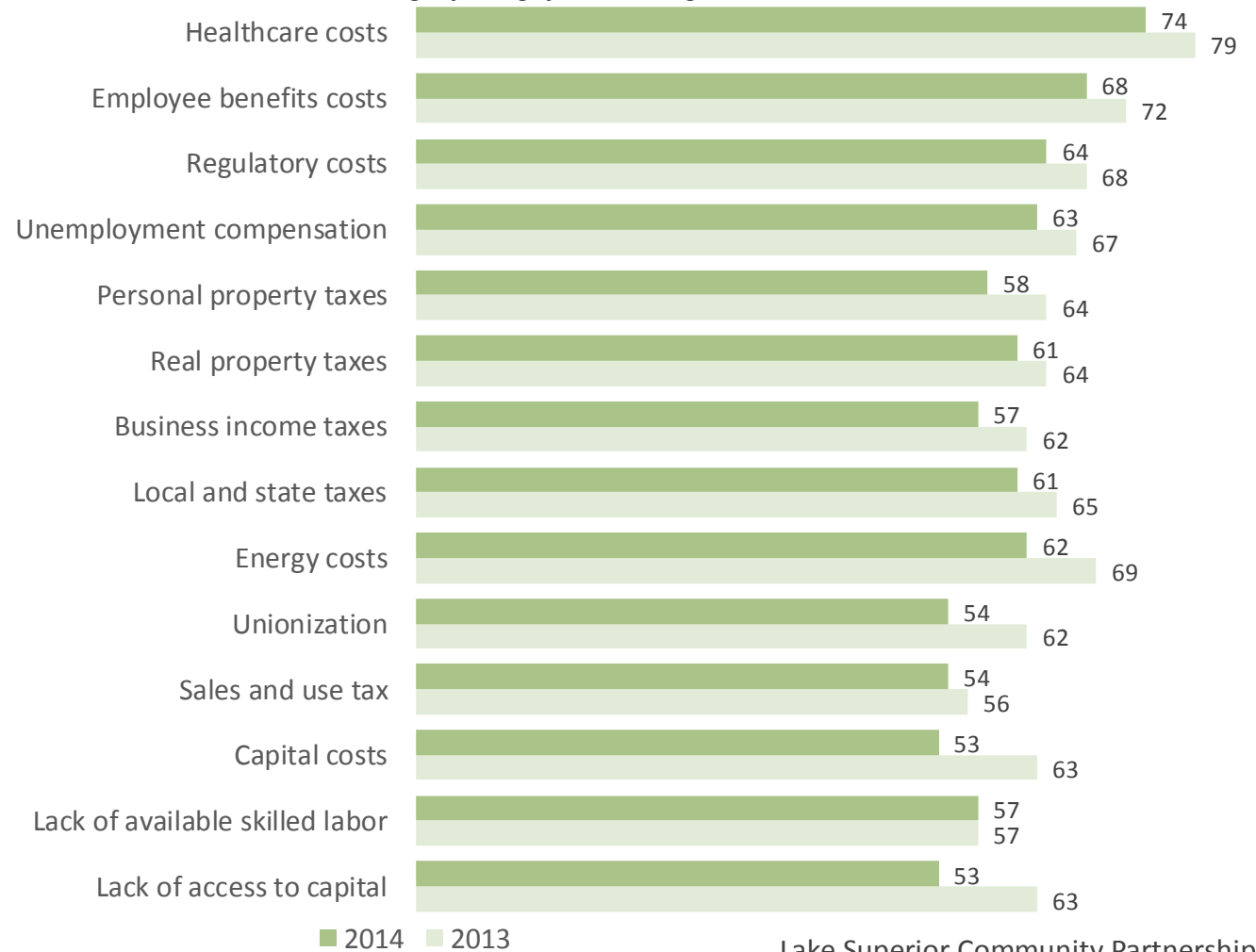
STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

Businesses in Michigan face significant challenges related to . . .



Note: The higher the score, the greater the challenge to Michigan business.

MICHIGAN BUSINESS

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

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Businesses in Michigan face significant challenges related to . . .

	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
CHALLENGES FOR BUSINESSES				
Healthcare costs	-2 76	-2 78	-4	-5 74
Employee benefits costs	-4 68	-3 70	-2	-4 68
Regulatory costs	-3 63	-1 67	-3	-4 64
Unemployment compensation	-5 62	-3 67	-4	-4 63
Personal property taxes	-6 60	-4 66	-8	-6 58
Real property taxes	-5 60	-4 65	-4	-3 61
Business income taxes	-4 59	-4 64	-7	-5 57
Local and state taxes	-4 59	-3 64	-3	-4 61
Energy costs	-4 59	-3 61	1	-7 62
Unionization	-6 56	-5 59	-5	-8 54
Sales and use tax	-4 55	-3 59	-5	-2 54
Capital costs	-3 58	-1 59	-6	-10 53
Lack of available skilled labor	-2 56	-3 57	0	0 57
Lack of access to capital	-6 58	-6 55	-2	-10 53

Note: The higher the score, the greater the challenge to Michigan business.

Lake Superior Community Partnership
 ↑ Change from 2013 to 2014 is >= 3 ↓ Change from 2013 to 2014 is <= -3

BELIEFS ABOUT MICHIGAN

Michigan is a great state for raising a family, say businesses overall, and we are fairly open to people from out of state. However, there is also a clear sense that we do not yet have a vibrant economy.

OUTLOOK

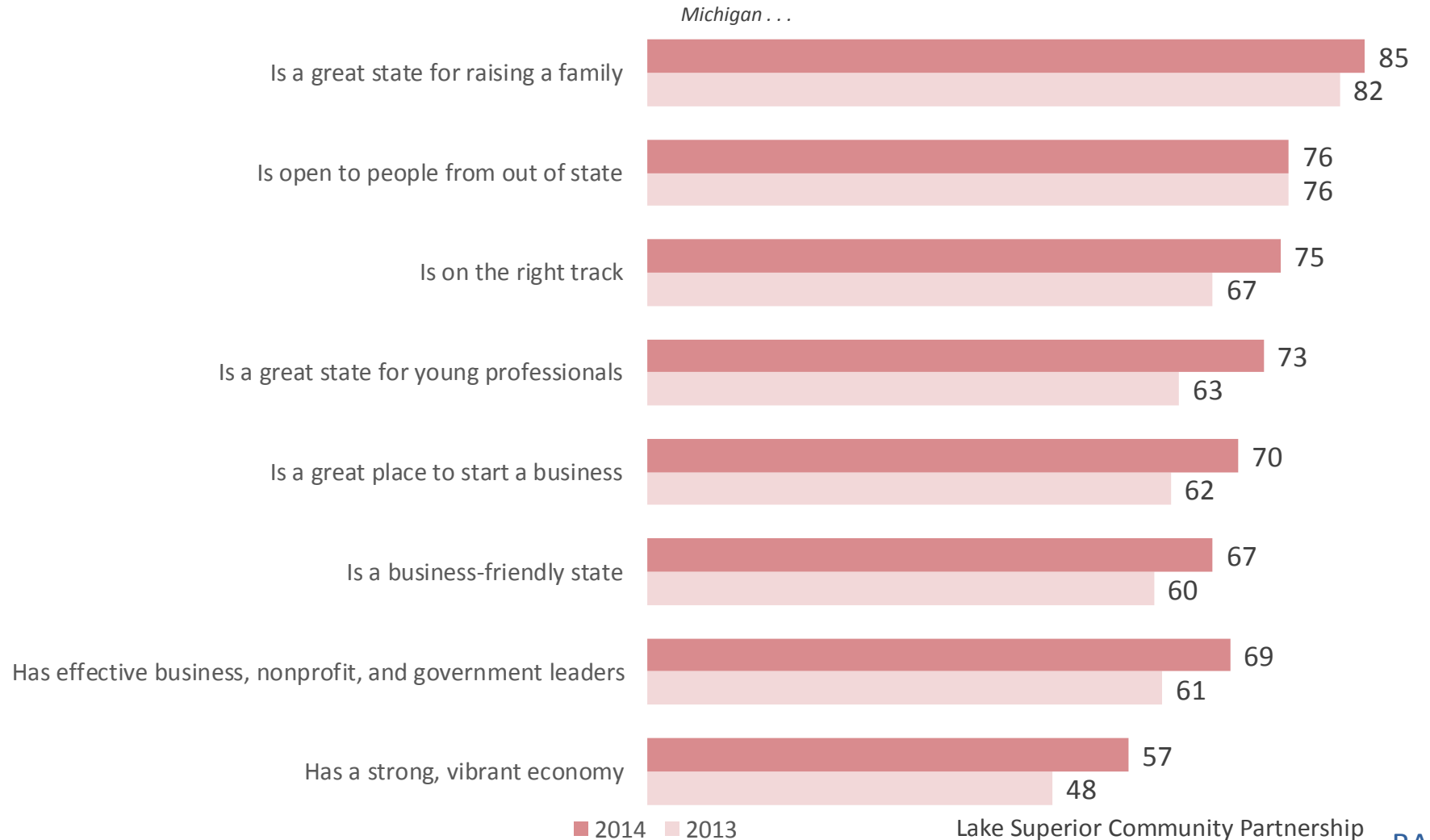
MICHIGAN BUSINESS

STATE OF MICHIGAN

REGIONS

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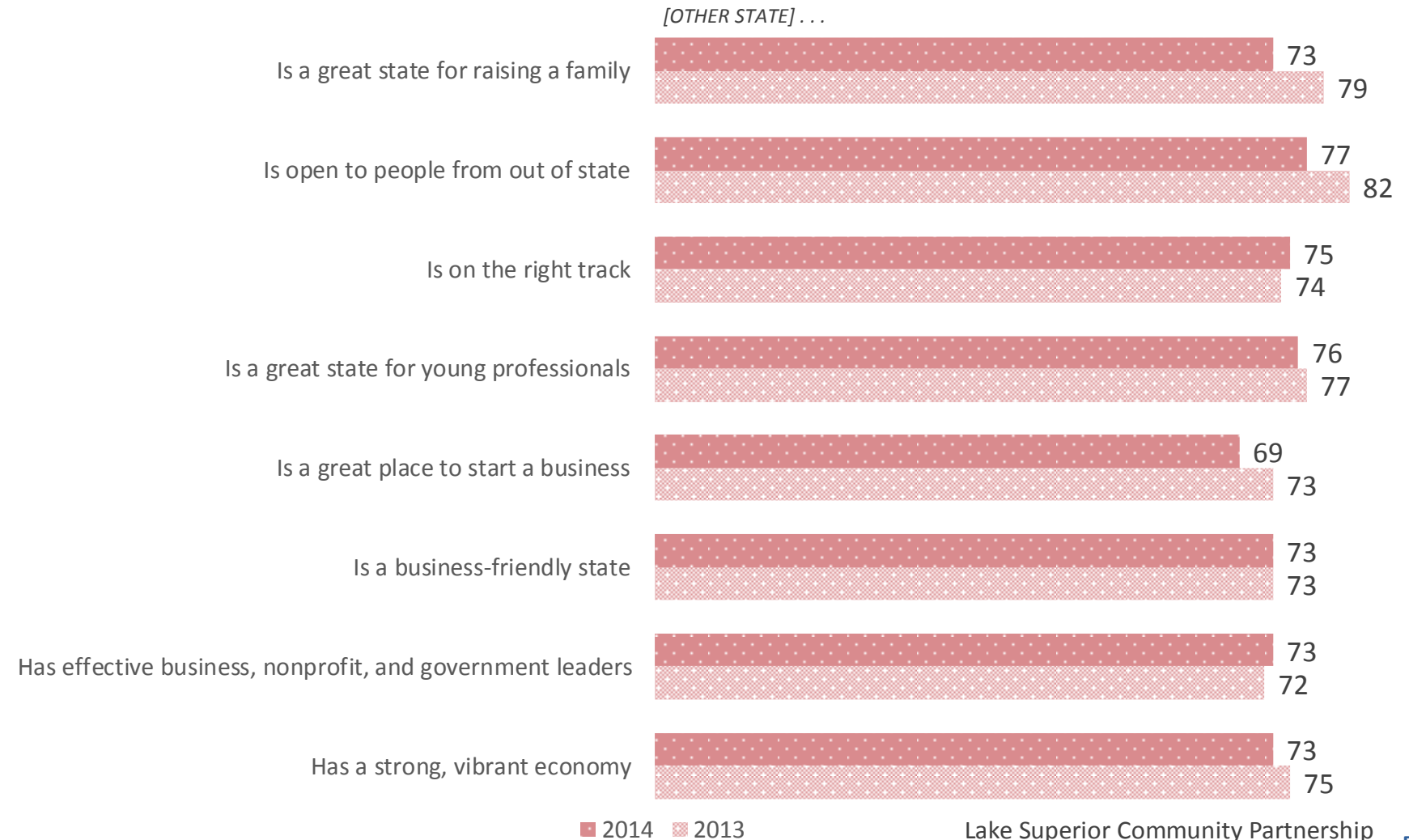


Lake Superior Community Partnership

BELIEFS ABOUT COMPETING STATES

Respondents were asked to rate a state other than Michigan. These “competing states” have stronger economies in the eyes of the Michigan business community.

- OUTLOOK
- MICHIGAN BUSINESS
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- COMMUNITIES
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STATE OF MICHIGAN

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

REGIONS

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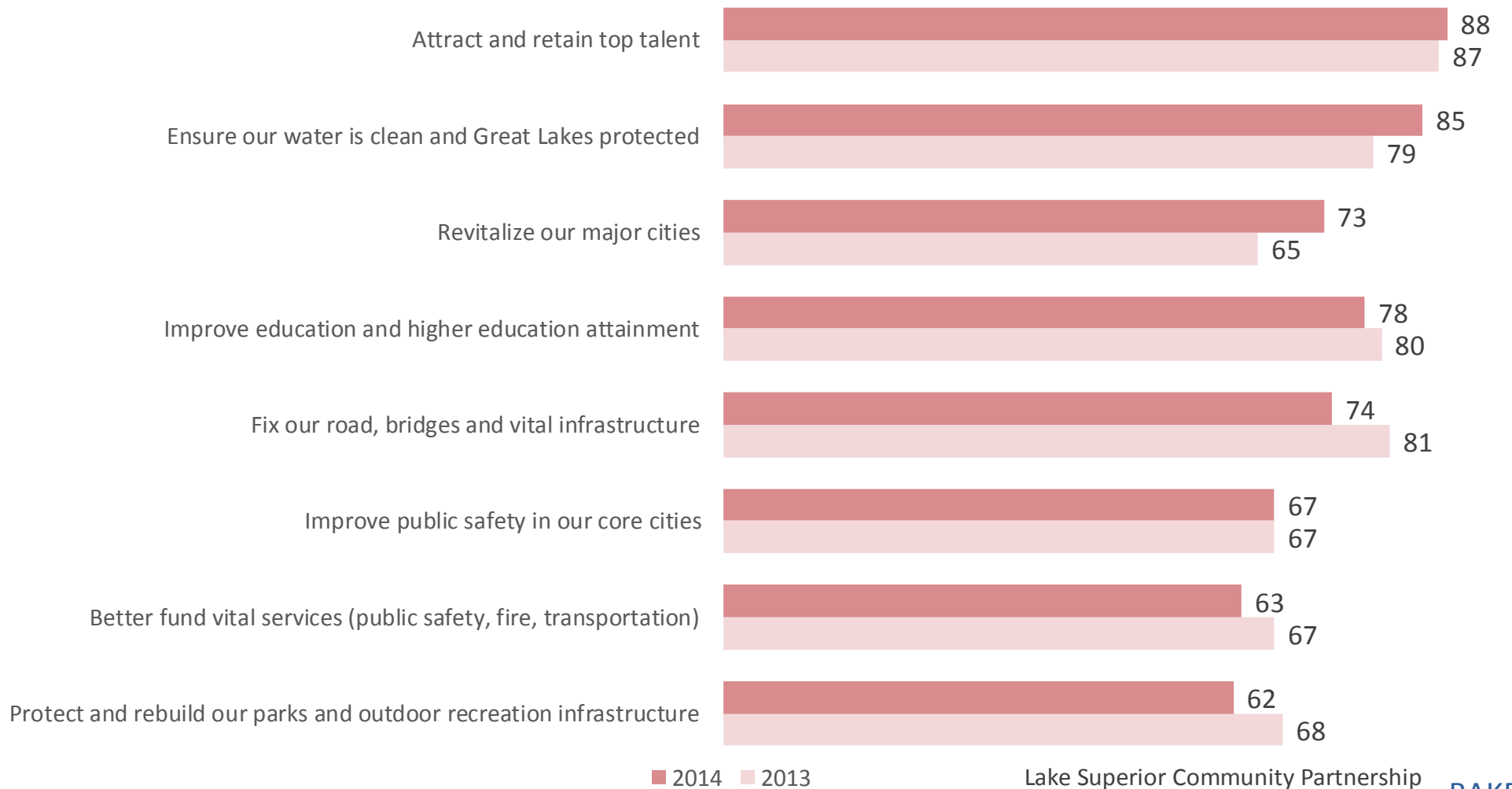
	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
BELIEFS ABOUT MICHIGAN				
Michigan . . .				
Is a great state for raising a family	-2 78	-2 79	6	↑3 85
Is open to people from out of state	-2 70	-2 70	6	0 76
Is on the right track	-2 63	0 66	9	↑8 75
Is a great state for young professionals	0 61	0 61	12	↑10 73
Is a great place to start a business	1 61	2 61	9	↑8 70
Is a business-friendly state	↑3 62	↑3 60	7	↑7 67
Has effective business, nonprofit, and government leaders	↓-3 57	-2 58	11	↑8 69
Has a strong, vibrant economy	0 48	1 50	7	↑9 57
BELIEFS ABOUT COMPETING STATES				
[OTHER STATE] . . .				
Is a great state for raising a family	0 77	1 78	-5	↓-6 73
Is open to people from out of state	0 80	0 80	-3	↓-5 77
Is on the right track	1 73	0 73	2	1 75
Is a great state for young professionals	1 79	2 80	-4	-1 76
Is a great place to start a business	1 75	1 75	-6	↓-4 69
Is a business-friendly state	0 73	0 73	0	0 73
Has effective business, nonprofit, and government leaders	0 70	0 70	3	1 73
Has a strong, vibrant economy	1 76	2 77	-4	-2 73

IMPERATIVES

Respondents were asked to rate the importance of eight imperatives. Attracting and retaining top talent is the clear leading imperative for Michigan businesses, with many of the others up somewhat from 2013.

- OUTLOOK
- MICHIGAN BUSINESS
- STATE OF MICHIGAN
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In order to create conditions that support business and job growth, Michigan must:



STATE OF MICHIGAN

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

REGIONS

COMMUNITIES

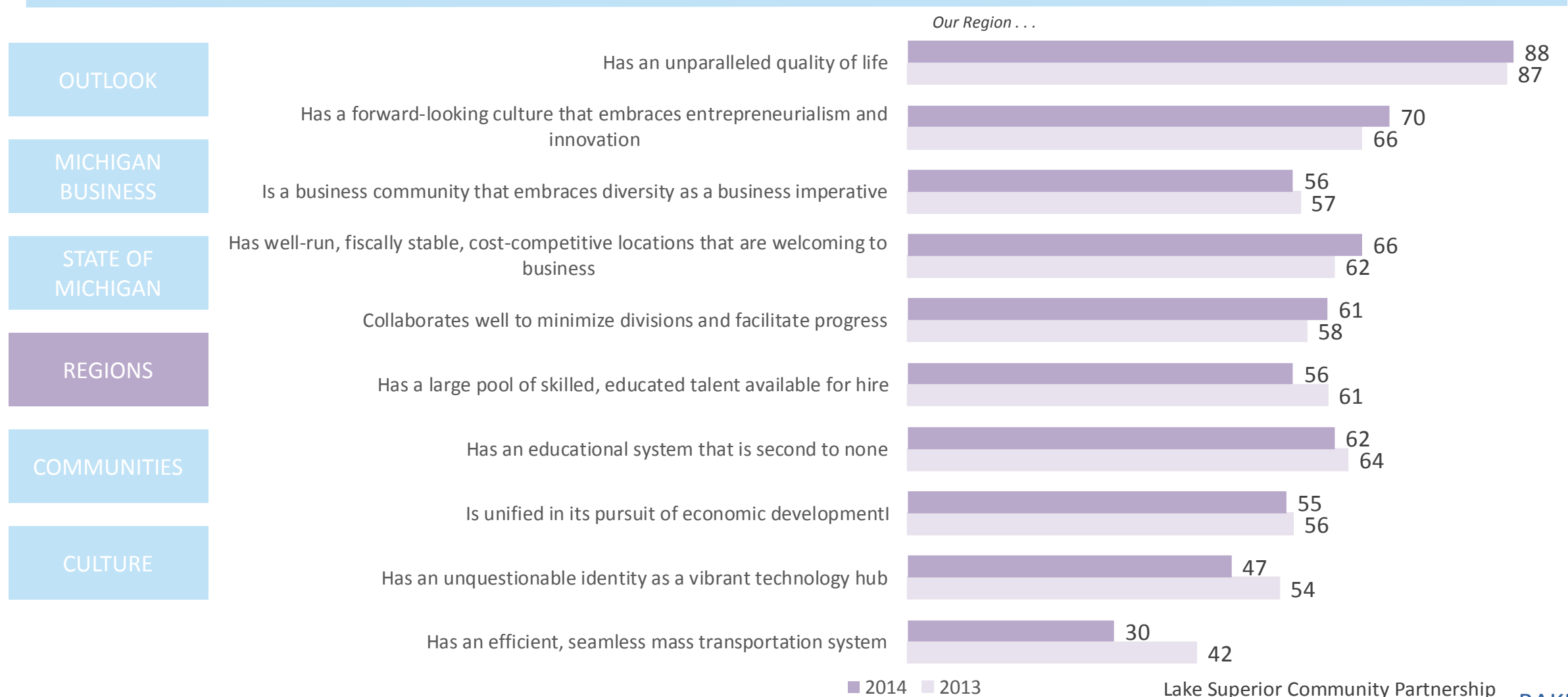
CULTURE

In order to create conditions that support business and job growth, Michigan must:

	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
IMPERATIVES				
Attract and retain top talent	0 89	0 89	-1	1 88
Ensure our water is clean and Great Lakes protected	↑3 86	↑3 85	0	↑6 85
Revitalize our major cities	↑6 80	↑6 80	-7	↑8 73
Improve education and higher education attainment	1 81	0 79	-1	-2 78
Fix our road, bridges and vital infrastructure	2 80	↑3 79	-5	↓-7 74
Improve public safety in our core cities	↑3 77	↑4 77	-10	0 67
Better fund vital services (public safety, fire, transportation)	↑4 73	↑4 70	-7	↓-4 63
Protect and rebuild our parks and outdoor recreation infrastructure	2 69	1 66	-4	↓-6 62

REGIONS

We asked respondents to indicate their level of agreement with ten measures related to their region. All measures are down 3 to 5 points for businesses overall, suggesting work at the regional level could be an area of opportunity.



OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

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Note: Based on Michigan Prosperity Regions (http://www.michigan.gov/documents/dmb/Prosperity_Map1_430346_7.pdf)

REGIONS

OUTLOOK

MICHIGAN BUSINESS

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REGIONS

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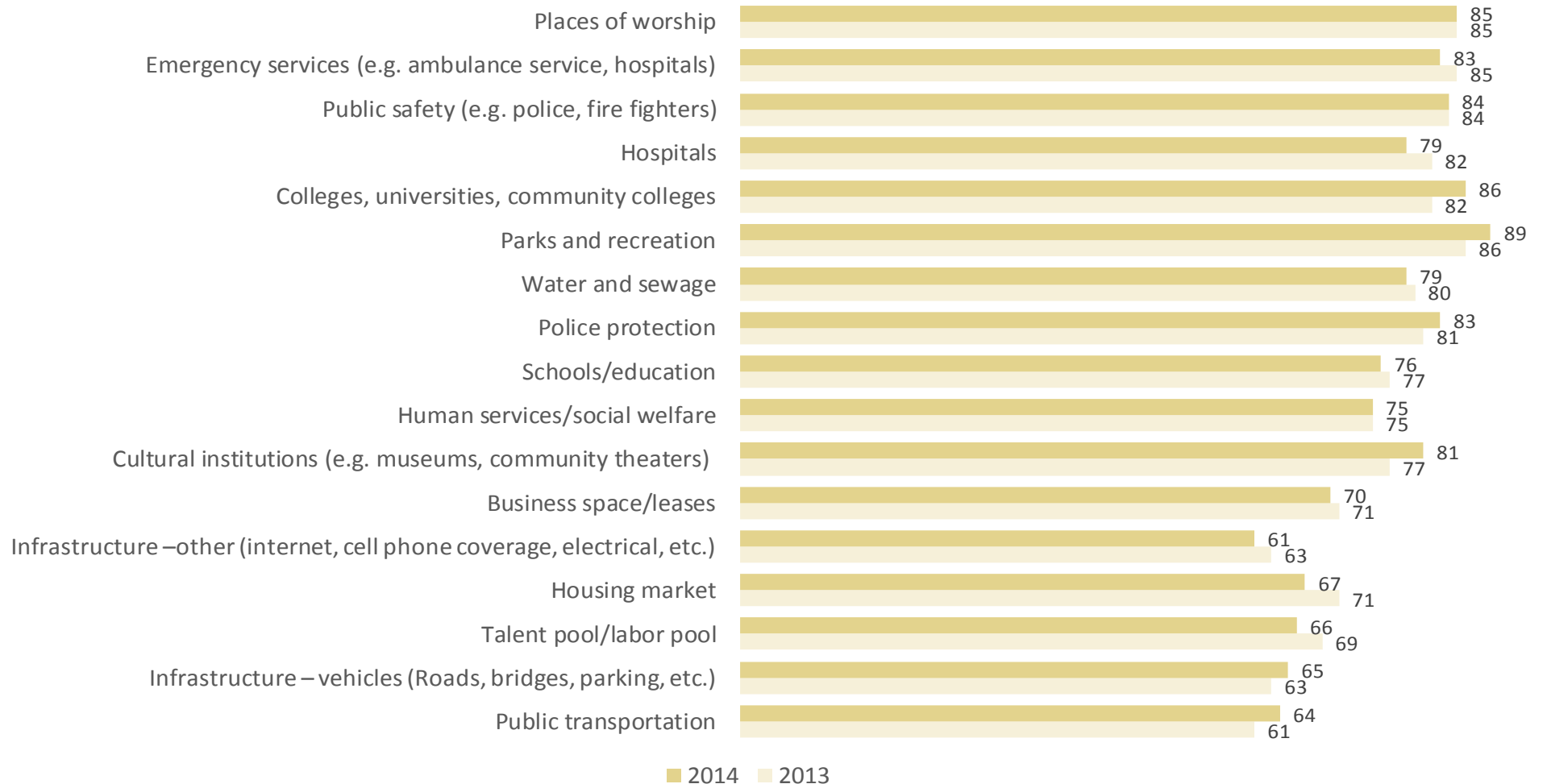
Our Region . . .

	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
YOUR REGION				
Has an unparalleled quality of life	↓-3 68	↓-5 68	20	1 88
Has a forward-looking culture that embraces entrepreneurialism and innovation	↓-4 57	↓-4 58	12	↑4 70
Is a business community that embraces diversity as a business imperative	↓-4 52	↓-4 55	1	-1 56
Has well-run, fiscally stable, cost-competitive locations that are welcoming to business	-2 55	↓-4 54	12	↑4 66
Collaborates well to minimize divisions and facilitate progress	-2 52	↓-3 52	9	↑3 61
Has a large pool of skilled, educated talent available for hire	↓-5 51	↓-3 51	5	↓-5 56
Has an educational system that is second to none	↓-5 53	↓-6 51	11	-2 62
Is unified in its pursuit of economic development	↓-3 50	↓-3 51	4	-1 55
Has an unquestionable identity as a vibrant technology hub	↓-4 44	↓-4 46	1	↓-7 47
Has an efficient, seamless mass transportation system	↓-6 30	↓-5 33	-3	↓-12 30

LOCAL COMMUNITIES

Respondents say that their communities have healthy places of worship, a score that could be related to the high view of Michigan as a great place for families. Public transportation stands out as a deficit in Michigan communities.

My local community has (an) excellent . . .



OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

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LOCAL COMMUNITIES

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

My local community has (an) excellent . . .

	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
YOUR LOCAL COMMUNITY SERVICES				
Places of worship	↓-3 82	-1 84	1	0 85
Emergency services (e.g. ambulance service, hospitals)	↓-3 78	-2 79	4	-2 83
Public safety (e.g. police, fire fighters)	↓-3 77	-1 78	6	0 84
Hospitals	↓-5 74	↓-4 77	2	↓-3 79
Colleges, universities, community colleges	↓-4 75	↓-3 77	9	↑4 86
Parks and recreation	↓-3 76	↓-3 77	12	↑3 89
Water and sewage	↓-3 73	1 77	2	-1 79
Police protection	↓-3 75	-1 76	7	2 83
Schools/education	↓-3 71	-2 71	5	-1 76
Human services/social welfare	↓-4 67	-2 69	6	0 75
Cultural institutions (e.g. museums, community theaters)	↓-4 65	↓-3 68	13	↑4 81
Business space/leases	↓-4 66	↓-3 68	2	-1 70
Infrastructure –other (internet, cell phone coverage, electrical, etc.)	-2 64	0 68	-7	-2 61
Housing market	-1 63	2 66	1	↓-4 67
Talent pool/labor pool	↓-3 60	-1 60	6	↓-3 66
Infrastructure – vehicles (Roads, bridges, parking, etc.)	↓-5 57	↓-4 59	6	2 65
Public transportation	↓-5 47	↓-5 50	14	↑3 64

ORGANIZATION CULTURE

The culture of organizations throughout Michigan is strong, with scores up slightly across the board from 2013.

OUTLOOK

MICHIGAN BUSINESS

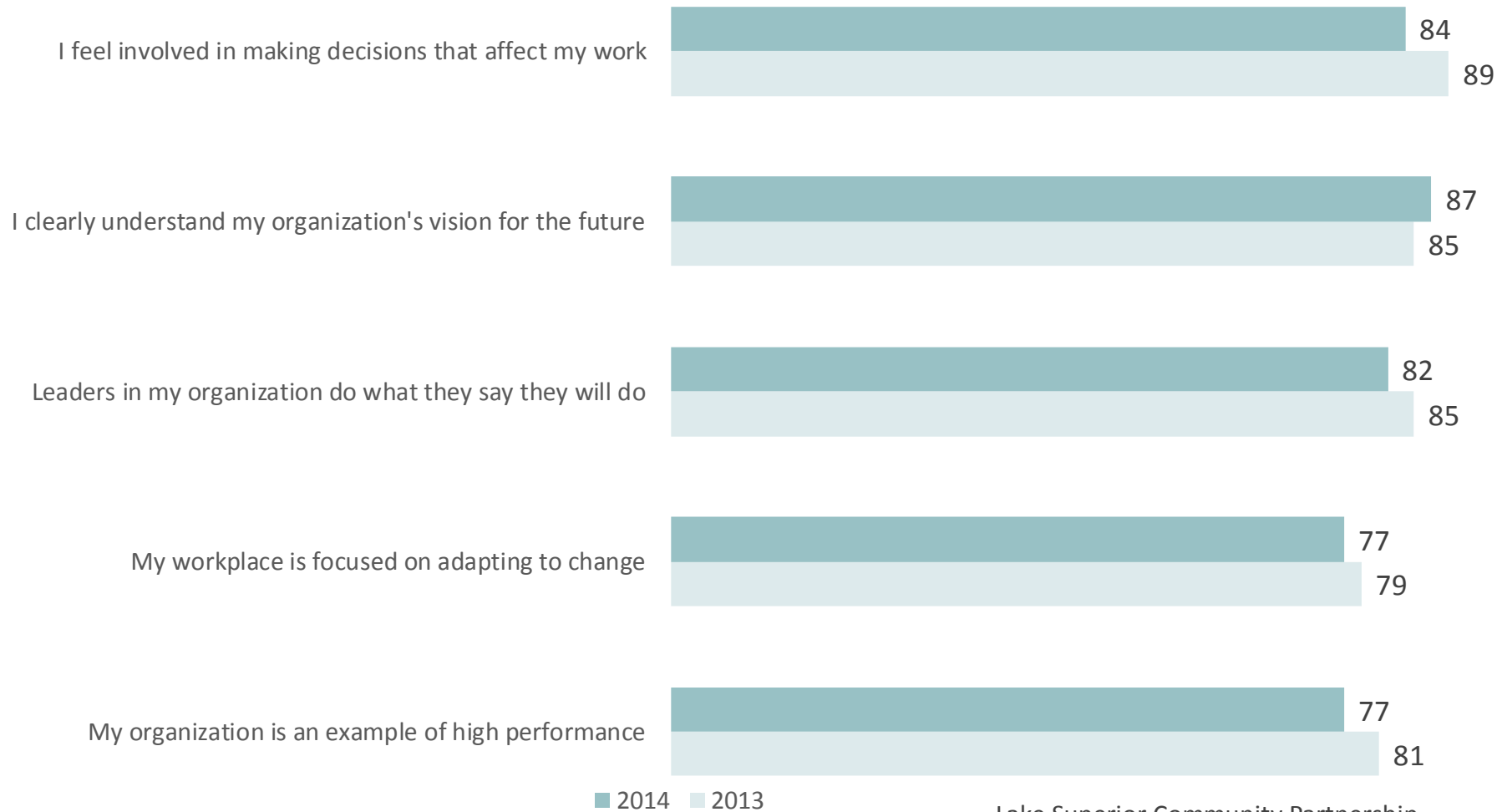
STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

Statements about your workplace:



Lake Superior Community Partnership

ORGANIZATION CULTURE

OUTLOOK

MICHIGAN BUSINESS

STATE OF MICHIGAN

REGIONS

COMMUNITIES

CULTURE

Statements about your workplace:

	Michigan Aggregate	Michigan Businesses	Δ	Lake Superior Community Partnership
Sample Size	1109	518		36
ORGANIZATION CULTURE				
I feel involved in making decisions that affect my work	2 85	2 87	-3	↓ -5 84
I clearly understand my organization's vision for the future	1 85	1 86	1	2 87
Leaders in my organization do what they say they will do	-1 81	1 84	-2	↓ -3 82
My workplace is focused on adapting to change	0 80	2 83	-6	-2 77
My organization is an example of high performance	0 79	1 81	-4	↓ -4 77

2 0 1 4

MICHIGAN

ECONOMIC

OUTLOOK SURVEY

OutlookSurvey.com/MI