

Appendix III: Southeast Alaska SWOT Analysis: Strengths, Weaknesses, Opportunities & Threats



At Southeast Conference's March 2015 Mid Session Summit, 180 people representing small businesses, tribes, native corporations, municipalities and community organizations participated in two types of SWOT analyses: one for the region overall, and sector specific SWOTs within the nine committee areas. **This document is a summary of the overall regional SWOT analysis.**

A SWOT analysis is an in-depth analysis of strengths, weaknesses, opportunities, and threats. A regional SWOT analysis identifies a region's competitive advantages along with internal or external factors that keep us from realizing our potential. It helps answer the question, "Where are we now?" by identifying critical internal and external factors that speak to the region's unique assets that we can leverage to maximize the economic potential of Southeast Alaska.

Conducting a SWOT analysis was the first step in a year long planning effort to develop the Southeast 2020 Economic Plan: A five-year economic development strategy that will act as a blueprint for regional collaboration and growth. In order to develop the elements of this plan—a clearly defined vision with prioritized goals & measurable objectives and a strategy-driven Southeast Alaska action plan—it was critical that an analysis of the region's competitive strengths and weaknesses were assessed so that the foundation of the

plan could be built upon a common understanding and set of goals.

Conference attendees who traveled to Juneau from 22 different communities across the region were asked to write down their thoughts, and in doing so generated nearly **1,200 individual written comments** that became part of this analysis.

The following pages contain word clouds, which are a visualization of these responses: more frequently used words appear more prominently. A full analysis of all 1,200 comments was also conducted, with similar concepts and ideas grouped together and displayed graphically. There was a clear consensus regarding the top responses for each category:

- **Top Strength: Our people and our Southeast Alaskan spirit**
- **Top Weakness: Transportation costs**
- **Top Opportunity: Seafood & product development**
- **Top Threat: Federal government regulations and overreach**

Part I is a summary of the overall regional SWOT analysis, **Part II** contains the SWOTs specific to each key sector of the economy that committees developed over a 12 month period.

Top Strengths #1 Our people & our Southeast Alaskan spirit



People & Southeast Alaskan Spirit

There is a strong sentiment that our people themselves are our greatest economic asset. Comments included the following:

We are resilient. We use innovation. We have a can-do spirit. We find solutions. We are a diverse and welcoming people. We take pride in Southeast Alaska. We are creative. We have a world class vision. We don't give up. The people in our communities are tenacious.

Region Collaboration

The Southeast Conference membership comes together for the sake of collaboration, and so perhaps it was not surprising that working together was the second most cited strength. Specific comments included:

We have a collective energy and common goals. We work locally and think regionally. Communities have a social and cultural connection. We are committed to supporting one another in making this a great place to live and work. We network and collaborate.

Seafood Industry

Our fisheries were identified as another key strength. Seafood related responses included the following: **Fishing. Fisheries. Abundant seafood resources. Wild seafood management and marketing. Sea product processing.**

Beauty & Recreation Opportunities

Worldwide recognition of our natural beauty. Recreation, including kayaking, hiking, camping, canoeing, hunting, and fishing. Natural attractions. Scenic wilderness.

Natural Resources

Comments in this category included: **We have a rich base of natural resources. We have an abundance of naturally replenishing resources, including fish, timber, and water. There are vast natural resources here.**

Culture & Heritage

We have a rich, vibrant Southeast Alaskan Native culture. We have a strong commitment to the Southeast Alaska lifestyle. Our cultural identity is clearly established. Our smaller communities have simple subsistence lifestyles, and we are self-sufficient at rural living.

Top Weaknesses

#1 High Transportation Costs



Transportation Costs

"High cost of transportation" was by far the most frequent response regarding our region's top economic weakness. Participants noted the following: ***Our road systems are disconnected. Our marine transportation network is expensive. The high cost of shipping is gouging our villages. Basic transportation is expensive.***

Energy Costs

"High cost of energy" was a close second overall weakness: ***High energy costs. High fuel costs. Reliance on diesel. Fractured energy grid. High cost to heat buildings. The high cost of electricity.***

Regulations & Overreach of Federal Government

Comments regarding this category included the following: ***There is too much federal regulation and government overreach. The federal government blocks our ability to use our resources. The Federal land management bias is restrictive to development. Government regulations lock up our natural resources. Regulations are too cumbersome for our smaller communities and small businesses.***

Cost of Living & Doing Business

In addition to the costs of transportation and energy, other costs were called out as being disadvantageous to business—including the cost of living, labor, housing, starting up a business, and food.

Our Geography & Isolation

Our isolation was another top response: ***Southeast Alaska is a rugged isolated place. Our communities are remote and physically separated from one another.***

Aging or Stagnant Population

Demographic comments included the following: ***Our population is aging. We are not able to retain young people after they go "outside" for college. Our population is not growing. Young families is a declining demographic group. We are losing our legislative representation.***

Lack of Access to Our Lands

The fact that nearly all (95%) of all Southeast Alaska land are under federal management was another top concern: ***Federal land ownership. Lands not available for use. Almost no lands in private hands. Limited land for development.***



Top Opportunities

#1 Seafood & Ocean Product Development

Seafood & Ocean Products Development

Increased development of value added seafood products is seen as the top economic opportunity for Southeast Alaska. Commenters also called for more fish waste utilization, mariculture, seaweed exports, salmon enhancement, fur harvests, global marketing, and bringing our fish permits back to our region.

Tourism

Development of smaller scale visitor industry products were rated as one of the top opportunities for the region. Examples of these comments include: **Smaller cruise ships visiting unconventional ports. Rural tourism. Off the grid tourism. Market region as stay-cation destination for other Alaskans. Develop winter tourism. Attract more international tourists. Expand tourism markets and seasons.**

Energy

Opportunities in energy included increased renewable energy development with many specific references to hydropower development. Other commenters called for use of liquefied natural gas, biomass heat, tidal energy, and exporting power to British Columbia.

Mining

Support for mining opportunities was another general theme.

Promoting Region

In addition to marketing the specific elements of our region, Southeast Conference members think we should also promote Southeast Alaska a whole. Comments included: **Attract talented people. Market our lifestyle to entice industry to our region. Make it clear that we are open to world markets. Buy local and use local resources.**

Timber

Selected timber focused comments included: **Work with the federal government to open up the Tongass to increased harvests. Develop more value added wood products. Develop specialty wood export markets.**

Growing Foods/Harvesting Plants

Focus on agriculture and food security was clearly a theme of this year's event. Comments included: **Create more opportunities in the region to purchase foods produced locally. Increase regional agriculture as well as wild food harvests. Market medicinal and other plants with specialty uses to the global marketplace.**

Top Threats

#1 Federal Regulations & Federal Overreach



Federal Regulations & Overreach

“Federal regulations” was by far the top response to the question of “what external factor could place the region at the risk of economic decline?” Since 95% of the regional land base is managed by the government, this focus was not a surprise. Selected comments included: **Onerous federal regulations and compliance. Federal overreach. Unilateral decision making by high public officials. Regulatory compliance. Changes to federal land management priorities, practices, and interpretation.**

Declining oil Prices & Dependence on State Budget

Since the public sector makes is responsible for a third of the region’s payroll, potential budget cuts resulting from falling oil prices and production could be highly disruptive to our financial stability, and are thus viewed as another significant threat.

Capital Move & Capitol Creep

The continued political and economic uncertainty that stem from a half century of efforts to remove the capital from Southeast Alaska weighs heavily on the region. The threat of a capital move, along with the more insidious threat of capital creep, ranks third among potential outside threats to our economy.

Changing Demographics

Southeast Alaskans worry that our continued shift from a young region (of the 1970s and 1980s) to one that is significantly older than the nation as a whole will have negative economic consequences. Comments here included: **Loss of youth. Loss of highly educated and skilled members of our workforce. Loss of young families. An increase of residents retirement aged or older, and an inability to attract people qualified to replace them.**

Natural Disasters & Extreme Weather

In Southeast Alaska we know that a spectrum of natural and human forces—including earthquakes, tsunamis, severe weather, volcanos, and oil spills—can disrupt our shipping, communication, transportation, and economic systems.

Fisheries Declines

We depend on our regional seafood harvests, so anything that might disrupt or reduce our fisheries is a threat. Specific concerns included ocean acidification, market fluctuations, salmon disease, biological declines, anti hatchery sentiment, bad science, climate change, sea otters, and trans boundary impacts.

Part II contains the eight SWOTs specific to key sectors of the economy that committees developed over a 12 month period through Southeast Conference committee work.

Transportation

Strengths

- We are experienced with integrated multimodal transportation and partnerships.
- We have an emerging shipyard and skilled workforce.

Weaknesses

- High transportation costs and aging infrastructure.
- Small populations spread out along long geographic distances.

Opportunities

- Depoliticize transportation (funding and regulatory) while developing collaboration and partnerships.
- Develop new vessel classes for the Alaska Marine Highway System.

Threats

- State budget crisis.
- Demographics: population losses, loss of political power, economic center moving away from region.

Energy

Strengths

- Hydro, biomass and renewable energy resources.
- Technical expertise for biomass and other energy resource development.
- Funding opportunities for renewable and other energy.

Weaknesses

- We are diesel dependent in many of our rural communities.
- Funding opportunities for renewable and other energy.
- There is a low economy of scale and lack of economic industry, and limited inter-connectivity of communities and energy resources.

Opportunities

- Tongass land management amendments to support energy development.
- Develop resources in close proximity to our loads.
- Regulatory reform (RCA, FERC, EPA, etc.)
- Partnering with other industry groups, come together and show unified positions.

Threats

- Changing and increased regulations and Federal land use restrictions (Roadless Rule, etc.)
- Permitting obstacles (long permitting time and bureaucratic process; increased litigation).
- Limited financing options (especially for projects with a long payback period).

Maritime

Strengths

- We are a maritime region. Our shoreline is approximately 18,500 miles and we have over 1,000 islands.
- We have many location-based opportunities, we have access to our fishing fleet and we are close proximity to the ocean's resources.
- The maritime sector represents Southeast Alaska's largest private sector employer.

Weaknesses

- We do not have a large, highly-trained maritime workforce. Our workforce is greying and often lacks industrial skills.
- We lack a mature, durable industrial base and supply chain. Distance from the existent supply chain makes ship building and repair more costly, and repairs take longer due to the slower speed of shipping to Alaska.
- The combination of elevated labor and shipping costs often places Alaska at a competitive disadvantage with service providers in other regions.

Opportunities

- Because current demand outpaces supply, Alaska and our region have the opportunity to capture much of the burgeoning stateside/local demand for maritime support services.
- We can increase the number of federal maritime jobs in our region for marine researchers, members of the United States Coast Guard, etc.
- We have a workforce ready to be trained.
- We are already developing niche and specialized markets in shipbuilding and repair.

Threats

- Our state is facing economic decline; less investment in human and physical infrastructure is a reality.
- Outside competition is growing.
- State management and enforcement of fisheries and maritime resources is decreasing; this includes reductions to publicly owned maritime transportation assets due to fiscal deficit.

Seafood & Ocean Products Industry

Strengths

- We have a pristine environment.
- Alaska's harvest of seafood is more than 50% of the harvest of seafood in the United States in both value and poundage. Southeast Alaska's fishery harvest is approximately 20% of the statewide total economic value.
- There is seasonal diversity according to species.
- Fisheries are sustainable and well managed, including ASMI's sustainability certification program.
- We have a well-established and successful marketing organization (Alaska Seafood Marketing Institute), which has built worldwide recognition of the Alaska Seafood brand.
- Seafood is an economic driver for coastal communities, both large and small.
- Successful, large-scale salmon enhancement program.
- We have a well-organized infrastructure/logical systems to fly or barge out fresh seafood.

Opportunities

- Develop mariculture industry, including enhancement, farming and restoration of shellfish and aquatic plants.
- 100% utilization of resource (including fish waste).
- Develop new products: pet food, pharmaceuticals, nutraceuticals and health food products.
- Reduce reliance on diesel for fishing vessels & fish plants.
- Supporting implementation of the Alaska Maritime Workforce Development Plan in Southeast.
- Increase vessel repairs and maintenance completed within the region, which reduces economic leakage.
- Develop markets for otter products.

Weaknesses

- Workforce – local workforce is aging; and much of our temporary workforce is non-local.
- Decreasing state budget, which impacts fisheries management.
- Lacking state leadership to develop mariculture industry.
- Diesel-dependent fleet.
- Ocean warming/acidification.
- Lack of recognition of potential positive economic impact from enhancement of wild shellfish.
- Under-utilization of the whole fish, although this is trending down in recent years.
- Lack of recognition of the maritime sector as a whole (including seafood harvesters, seafood processors, marine support services, research/managers).
- Access to ice and other supplies.
- Access to repair and maintenance (especially for Juneau) during fishing season.
- Lack of diversification of markets for seafood products, especially roe products at this time.

Threats

- Marine mammals: Sea otters, whales, orcas, etc.
- Negative perception of hatchery fish.
- Regulatory oversight / federal regulations.
- "Not in my backyard" public sentiments which impede development of aquatic farms.
- Reduced access to the resource by reallocation, federal overreach, ballot initiatives, and lack of research/management funds.
- Sustainability certification programs which either require changes in management or do not certify certain fisheries/regions.
- Climate change and ocean acidification.
- Ecological threats (downstream effects of mining in British Columbia).
- Misinformation – unfounded "scientific facts" spreading.
- State budget cuts

Visitor Industry

Strengths

- The Alaska brand for tourism is strong.
- There are diverse recreation opportunities across the region.
- There is great entrepreneurialism and spirit in the industry.
- Southeast Alaska people, history, and culture are great draws.
- Southeast Alaska has an abundance of natural beauty.

Weaknesses

- There is a lack of access to public lands, which is a problem because 95% of the region is federally managed.
- The cost of travel to and within the region is expensive and logistics are difficult.
- There is a lack of a cohesive planning tool to allow people to put together their own trips.
- Our visitor industry season is short.
- Communications: Lack of internet and cell phone presence.

Opportunities

- Develop more ecotourism products. Examples include scuba diving, surfing, glacier surfing, etc.
- Wildlife viewing. Explore opportunities to make our world class whales and bear viewing more accessible to independent travelers.
- Increase independent travelers. One way to do this is to create all-inclusive experiences by packaging accommodations, excursions, museums, restaurants, ferries, etc., to create easy to book "dream vacations." Increase return independent travelers.
- Diversification of visitor activities.
- Increase access to outlying communities.
- Develop more infrastructure, providing access and ecotourism opportunities, trails, and wildlife viewing.
- Target Alaska residents for "stay-cations."

Threats

- Federal/state regulations and reducing visitor access to land-based excursions and sports fishing opportunities.
- Underfunded local infrastructure, i.e. communications, transportation, water usage, waste water treatment, etc.
- Reductions in ferry service.
- Federal permitting, onerous federal regulations and compliance.
- Cruise ship headquarters outside the region make routing decisions.

Timber Industry

Strengths

- We have abundant, high-quality wood resources in our region
- We are continuing to develop markets for our wood. For example, Red Cedar is preferred but was previously and undesired species. Now there is a strong demand for it.
- Sitka spruce has a strong established market
- Our industry provides year-round family jobs and wages
- Timber is a renewable resource
- International markets: We are in high demand in Asian markets (as well as domestic)
- Our industry contributes to rural communities and rural economies
- We have cross-industry infrastructure in place
- Activity in our industry takes place outside urban centers
- There is good marine access to our timber resources
- Carbon Sequestration in wood

Weaknesses

- There is much government ownership of the regional land-base (95%)
- There are too many federal government regulations imposed upon our wood products industry
- Transportation costs of the wood is high
- The Tongass has become the poster child in the US for outside to use as a fundraising mechanism
- Our trained, high-quality workforce is aging/in-decline while the new workforce does not appear to have the same work ethic or interest in physical work
- We are losing our infrastructure
- Power costs are high
- The remote locations of our industry mean that the overall costs of doing business are high
- Logging has become a socially unacceptable business to be in.

Opportunities

- Showcase use of local woods
- Create a small cottage industry
- There is a great deal of opportunity for growth in in the regional timber industry
- Increasing private and/or State land ownership would create many new opportunities
- Develop more niche markets
- The regional wood products industry is one of our few with primary production, meaning that the economic impact is much larger. By growing this industry we could replace budget gaps with timber jobs
- Biomass/carbon
- Use growth of the timber industry to stabilize decline of rural communities
- Open more mills

Threats

- Conservation groups
- Environmental litigation on every timber sale
- Politics
- Disease/aging trees
- Endangered Species Act
- Insects, invasive plants
- High capital costs
- Insufficient workforce
- USFS bureaucracy

Communications Brainstorming

Strengths

Four under water/sea fiber optic cables

Having the capital in the region means that we have more communications infrastructure

The five communities in the region that are well-served by communication infrastructure represent four-fifths of the regional population.

We have two microwave networks

Widespread use of telehealth in the region

Significant use of distant learning education across the region

UAF and NOAA have high tech classrooms that serve the area

Many good emergency communication plans with infrastructure in place

Boats and ships in local waters use navigation technology very effectively

Weaknesses

Having only 5 well served communities still means that we have 29 underserved communities

Our communication networks have no redundancy and if they breakdown we have service gaps

No economies of scale

Outdated technology

High maintenance costs

Accessing undersea cable is difficult access, and we have no cable laying ships nearby

Our microwave network is at full capacity

Residential/business plans can be expensive and are not always affordable for lower income residents

Lack of capital

Limit economic development

Business not locating in southeast because of communications

Limiting small business development

Business without adequate broadband are faced with many difficulties, including: no access to social media, reduced marketing and web content, reduced access to modern tech services like Google hangout, inability to use an ever increasing number of cloud based services, including accounting and other software

Satellite internet is poor substitute and doesn't technically qualify as service

Students miss out on core element of education

Answers/information on the web

*There is a huge difference between the served and unserved communities/
businesses- i.e. some districts still have to use fax machine*

Cost of service and affordability to students

Go home to download vs school or office

Service outages

Third world countries more advanced than some SE communities

Longer transaction time

Competing with rest of the state: most of state better served/organized

Opportunities

We have room to improve

We can market Southeast Alaska as an "unplugged vacation" market

We can benefit from what is already done

Attracting research jobs

AP&T - fiber between Haines and Skagway

Funding: USDA, FCC

*Partnerships: Canadians and routes, Industry and new connectivity, Health Care,
Mining*

Leap frogging to top of health curve

Intertie - communication and power (20 year plan)

Workforce development

Education

VOIP - voice over internet

Threats

Earthquakes

Winter and ice storm/fog/snow

Solar activity

Funding cuts from state/feds

Declining populations

FCC and regulations

Net neutrality- utilities

Cyber threats

Difficulty attracting research jobs and dollars

Tourists with cellphones use up all available bandwidth

Food Security Brainstorming

Strengths

Local agriculture has support from USDA

There are many seed varieties suited to Southeast

We have rich ocean resources

We have many natural resources to help grow this sector, including water and wild vegetation

We have abundant wild and cultivated resources used by knowledgeable populace

Underutilized natural species that grow in Southeast Alaska, including seaweed, deer, salmon, berries

Weaknesses

Lack of available lands

No food system infrastructure currently in place

Lack of knowledge about how to cultivate foods locally

Limited solar access

Underutilization of existing resources: people don't know how to farm/hunt in local conditions, and those conditions can change dramatically over short distances. There can be different conditions 10-15 miles away

Transportation costs.

Opportunities

We currently have no access to outside markets – we can change that

Keep money in Southeast Alaska and stop exporting dollars for foods

We do have local food movement – people who appreciate good food: foodies, fishermen

Improve utilization – 1 person in community tasked with information

Bartering network

Threats

Acts of nature – including weather and pests

Invasive plant species

Low cost of outside food - local food can't compete

Being at the end of food supply line

Event of emergency – cut off access to existing resources. Communities would have no food.

2015 Mid Session Summit Southeast Alaska Visitor Industry SWOT Exercise

Strengths

Abundance of forested lands
Abundance of pristine natural environment
Advertising is being done well
Beautiful views, friendly people, efficient service
Easily accessed from Pacific NW
Established and growing relationships with national and multinational tourism companies
Healthy tourism industry
Highly sought after tourist destination
Natural attractions
Natural beauty accessible to tourism
Natural beauty is in high demand
Natural landscape attractive for tourists
Our uniqueness relative to other destinations
People worldwide are drawn to Alaska. Maximizing on high return to communities.
Recreation is fantastic here
Recreation: kayaking, hiking, camping, canoeing, hunting, fishing, stargazing
Scenic wilderness
Southeast Alaska sells itself
The Alaska Brand for tourism is strong
The Southeast Alaska people, culture, and history are all great draws
There are diverse recreation opportunities
There are many innovative companies working hard here
There is a lot of infrastructure in place to support the visitor industry
There is charismatic mega fauna
There is great entrepreneurialism and spirit in the industry
Tourism: big bang for buck here. Tapped into better than other regions.
Temporary/seasonal, so less permanent impact on communities.
Traveling to Southeast Alaska is safe and family oriented
Vibrant cruise ship industry
We know tourism
Welcoming attitude for tourism
World wide recognition of visitor attractions, culture, beauty

Weaknesses

Alaska is often considered a “once in a lifetime” thing, so we have few repeat customers

Challenging geography

Communications. Lack of development of internet presence, and cell phone presence.

Due to all of the public lands - access is restricted

It is difficult for individuals to plan trips on their own due to difficult logistics

Lack of a cohesive planning tool to allow people to put together their own trips.

Lack of access to public lands

Lack of availability to eco tourism type activities (people come to kill something – kayaking, birdwatching not a highly promoted)

Lack of focus on niche markets

Liability insurance

Our visitor industry season is short

The cost of travel to and within the region is high

Transportation is a complex system

Transportation logistics can be complicated

Visitor industry is seasonal, and so employment is seasonal/limited

We are dependent on permits – which we might not get

Opportunities

Bike tours - Prince of Wales

Cooperative marketing between towns

Create one stop shopping for Southeast Alaska opportunities such as more access to/methods for direct charters

Destination location for tourism

Develop more "State-cations" - bringing in residents for specialized Southeast vacations

Develop more winter, shoulder and off season tourism

Develop new Southeast Alaska destinations/stops (example, bear viewing at polk creek. Doesn't need to be a town)

Direct charters for European travelers

Diversification of visitor activities

Drive to Juneau

Ecotourism: scuba diving, surfing, glacier surfing

Expand tourism (market the camping and trade)

Expand tourism markets and seasons

Getting off grid - "unplugged tourism"

Head tax funding usage

Increase independent travelers

Also get them to return as an independent traveler – put packages together. (All inclusive experience) Spread the wealth among providers.

Increased access to outlying communities

Increased cultural tourism

Industrial Tourism – showcase our sawmills, mines, seafood plants etc.
Industry Mechanics - commission/packaging
International tourism
Local experts set up for the unique opportunities
Market SE for specialized tours
Market Southeast - we're different (and better!) than rest of Alaska
Market Southeast Alaska as a stay-cation location for south-central residents -
connect communities of southeast Alaska to the larger metro population of
anchorage.
More focus and development of artist projects and destination tourism
More infrastructure developments for trails, wildlife viewing, etc. – highest
demand is for wildlife viewing.
More infrastructure developments for trails, wildlife viewing, etc.
More rural areas with specialty highlights
More small boat ramps
Niche Marketing
Off the grid tourism
Opportunities for small business development
Package for the independent traveler.
Participatory vacationing. People will go to farm and help harvest. (real
experiences)
Partnerships for package tours
Repeat visitors: ensure positive experiences so they come back and spread the
word
Rural tourism
Self propelled recreations based tourism opportunities kayaking, canoeing,
sailing, multiday trips - partner with mental health entities, life coaches, etc.
Small cruise/vessels/yachts
Small ship tourism and destinations
Smaller cruise ship visiting unconventional ports
Strong sectoral/tourism/mineral section
Tourism on land off the boats
Try to develop more repeat customers - methods to have tourists return
Use global warming to create urgency – it your last chance to see our glaciers!
Using Alaska Native languages – especially in signage
Utilize more southeast Alaskans in tourism
Wildlife viewing – fantastic whales and bears – make more accessible to
independent travelers
Winter tourism
Workforce development

Threats

Budget reductions - marketing
Communities fail to meet cruise ship needs for dock space/infrastructure
Cruise industry down
Cruise ship headquarters outside the region make routing decisions (Asian market opening up)
Daylight savings time change
Down economy reduces tourism dollars
EPA regulations and locking up more lands
Essential and centralized air service loss
Federal permitting
Federal/state regulations and locking up more lands (example – had 7 halibut charters in Coffman Cove, now only 1)
Ferry reduction
Fuel costs
Global economic problems cause drop in tourism
Major cruise ship issue that drastically reduces travelling public
National/global economic downturn
Natural disasters
Tax reductions - less to pay for infrastructure
Terrorism
Tour ships shift business to new destinations
Tourism, seafood, mining
Underfunded local infrastructure – communications, transportation, water usage, waste water treatment,
We are in competition with global markets and global markets have more resources