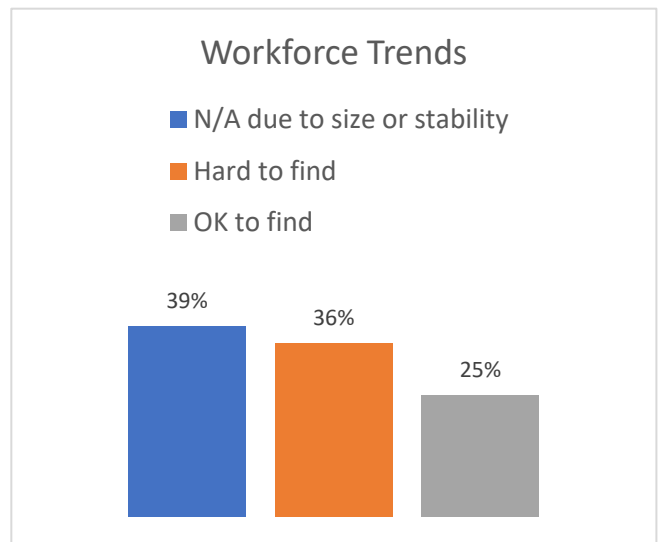
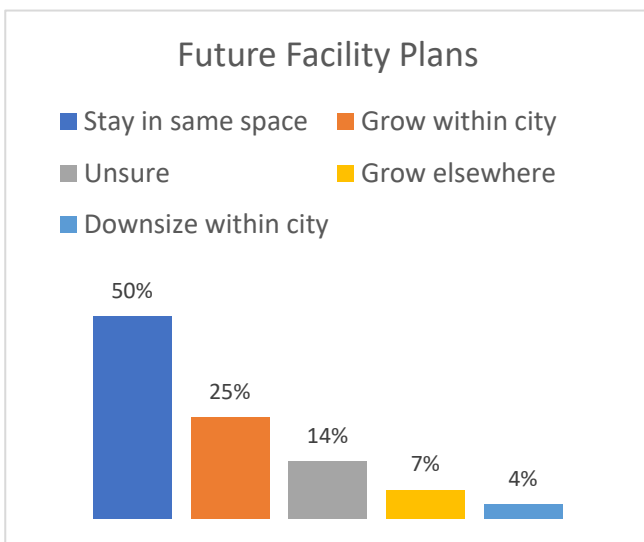
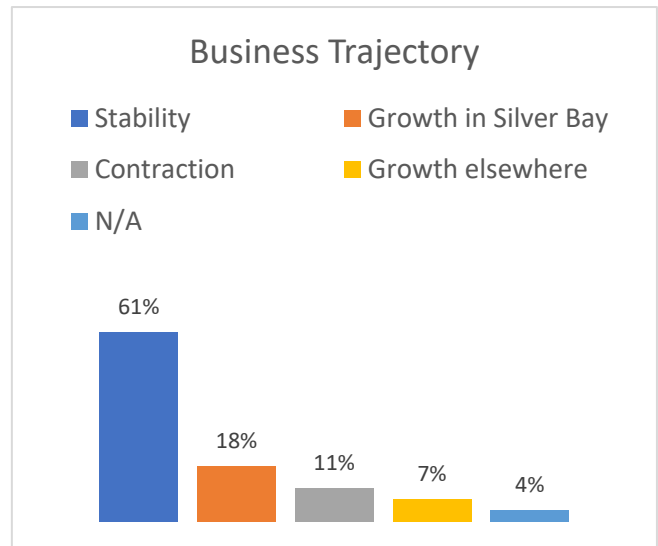
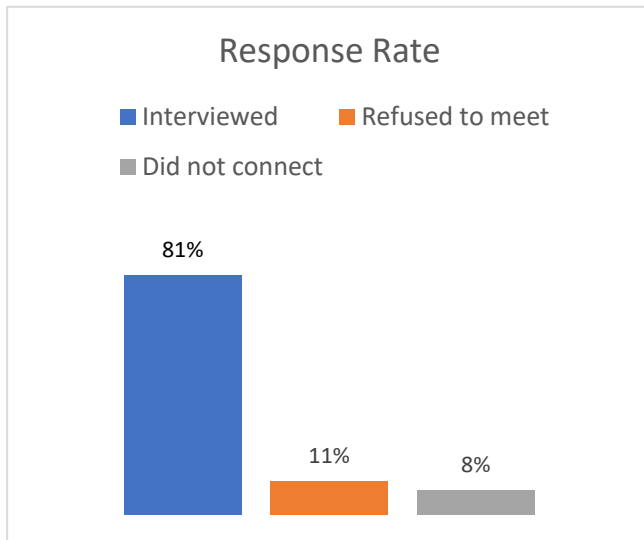


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General Trends

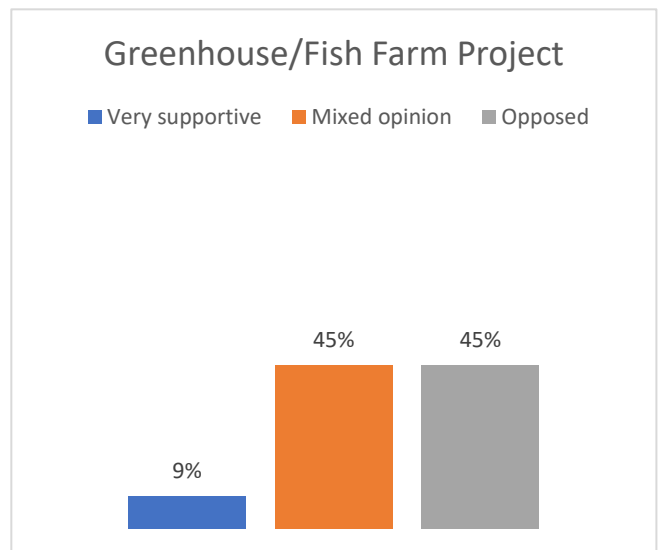
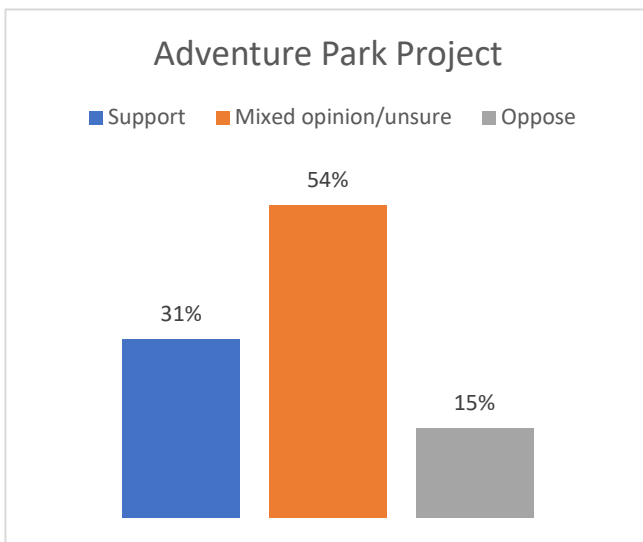
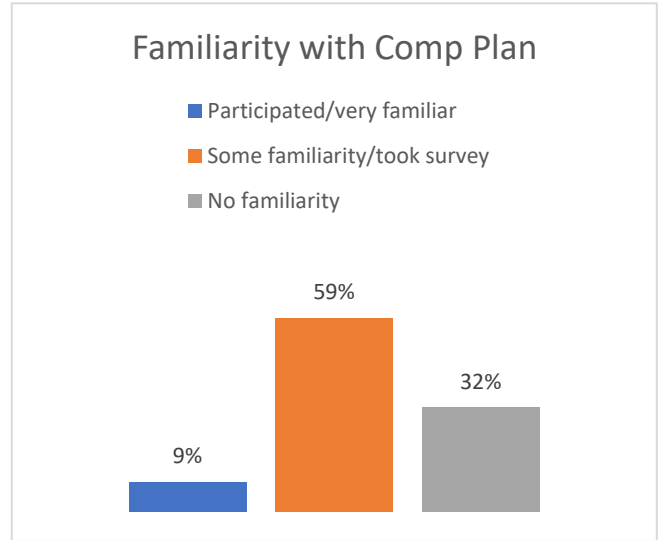
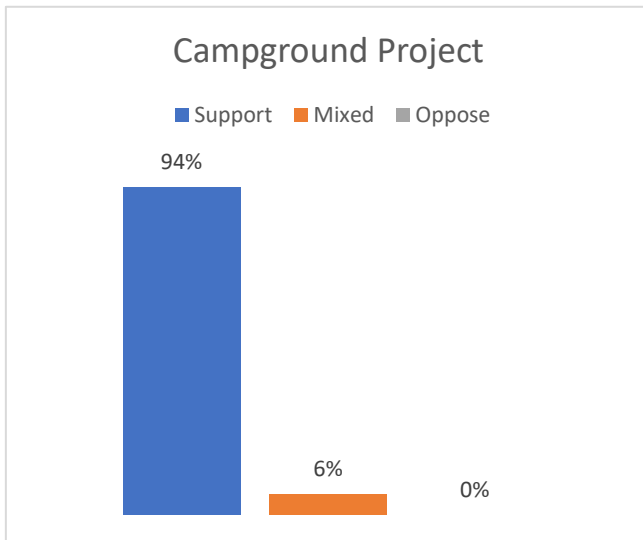


- Strong response rate with excellent candor and transparency
- While most businesses expect stability, there are real growth opportunities, and some businesses whose futures are at risk
- Many of the businesses are unique in the city or region, with little local competition



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Projects, Opportunities, and Concerns



Other discussion topics included:

- Vacation rentals (generally supported)
- Some concern about development in the business park given its potential impact on the downtown area
- Opportunities for more discussion or interaction with the city



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Business Positives



Also mentioned: community resilience, Lake Connections, hospital, low tax rates, highway connection to Iron Range

Business Negatives

- Overall economic climate/aging and declining population
- Some residents have limited desire to see change
- Business protectionism and perceived preferential treatment
- Workforce challenges
- Damage to local businesses of not buying local – increasing trend
- Community not welcoming to outsiders
- Fear of tourism
- Lack of regular business events
- Lack of liquor licenses
- Lack of positive press for city (outside attention normally on issues perceived as trivial)
- Curb appeal
- No choice for garbage service
- City too restrictive/not flexible enough for new development
- Shipping/logistics delays due to location
- Lack of childcare
- Landlord issues
- Shopping center/parking lot appearance and condition
- Lack of commercial building space

Also mentioned: signage, transportation options for employees, cost of construction, businesses always being asked to pay for things



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Quality of life positives	Quality of life negatives
Tight-knit community	Lack of options/quality of options for goods and services
Easy access to outdoors and lake	Housing stock
Affordable place to live	Community not welcoming to outsiders
Safe	Infrastructure issues (street repair, age of utilities)
Good place to raise kids	Prices of goods and services
Zup's meat	Aging population
Parks and Rec Department	Lack of jobs
Also mentioned: Vets' home and assisted living for retirement, flowers along Outer Dr., lack of congestion, community events such as Bay Days, strong k-12 education, golf course, marina	Lack of options for young people
	Perceived decline in local education
	Lack of childcare options
	Transportation options
	Curb appeal
	Also mentioned: past policemen who were too picky, city administrator's location, income gap, quality of medical facilities, outsiders telling Silver Bay what to do

Recommendations

Short-term

1. Prepare for Cliffs expansion short-term workforce needs, including housing and city services
2. Immediate business assistance follow-up
3. Funding development for campground
4. Begin hosting regular (ex. quarterly) meetings to provide information on and discuss key topics within the business community. Potential topics include workforce, state of the city, Cliffs expansion
5. Develop a plan to create greater economic development capacity for the city (tourism/retail market assessment, economic impact studies of new projects, profiles of sites and buildings)
6. Review regulatory barriers that may limit growth

Long-term

1. Strategic development along gateway corridor into the city
2. Develop a plan for the business park that supports nearby tourism amenities and does not detract from existing businesses (including market assessments, building in flexibility)
3. Develop additional spaces for new and expanding businesses
4. Develop a comprehensive approach to housing development within the city

