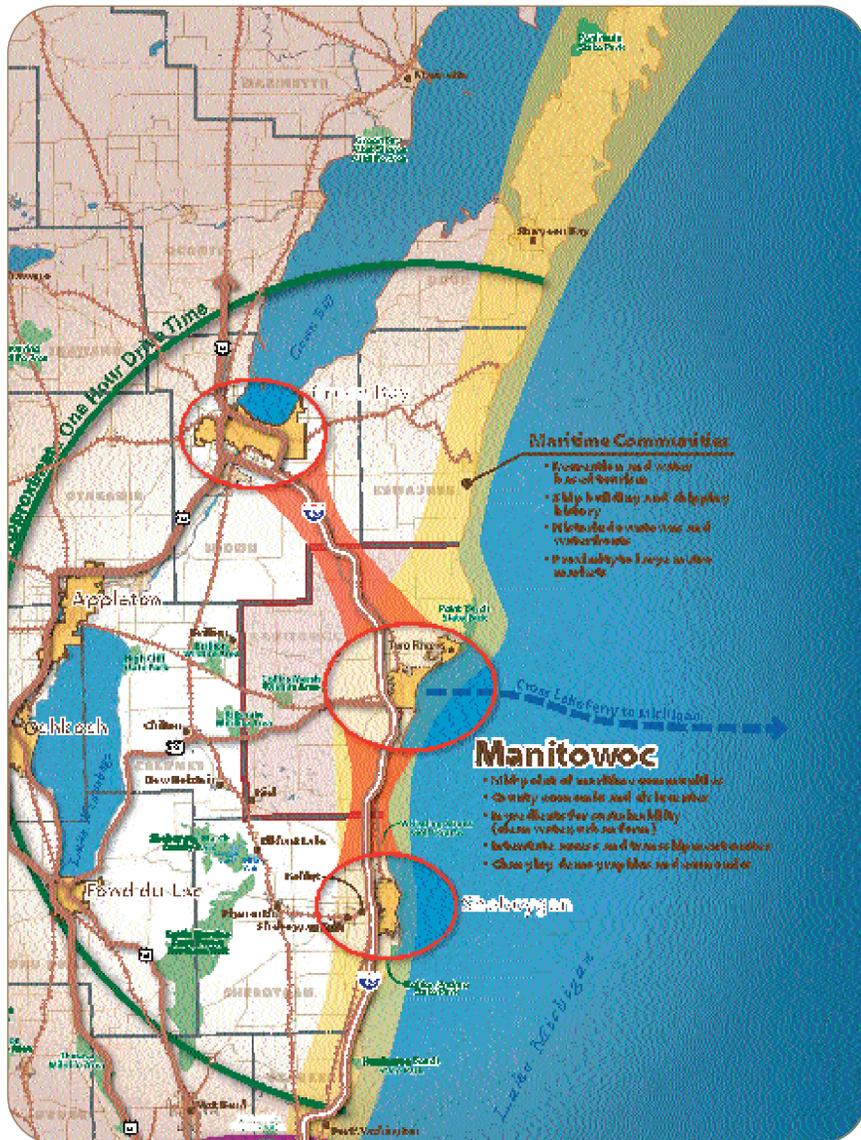




**MANITOWOC SNAPSHOT OF  
ECONOMIC ASSETS & OPPORTUNITIES**



**AUGUST 2008**  
VANDEWALLE & ASSOCIATES, INC.



MANITOWOC SNAPSHOT OF ECONOMIC ASSETS & OPPORTUNITIES

**The purpose** of this document is to give a brief overview of focused, new economy opportunities for the City of Manitowoc, Wisconsin. The uncovering of these opportunities will lay the foundation for the City’s Comprehensive Plan and Special Area Studies project.

In order to find opportunities that are both relevant to Manitowoc, as well as to today’s rapidly changing economy, we must first look at the **key economic assets** Manitowoc has to offer.

Next, we can re-examine the community’s assets through the **lens of state and regional economic initiatives** that are already underway and being supported by the state and around the Great Lakes. This practical approach ensures that new economic efforts will receive the most support, garner the greatest connections, and receive the least resistance. Many communities in the Great Lakes and Midwest are finding this regionally collaborative, place-based approach is the best way to reinvent a more sustainable new economy that fits and plays the Midwest’s particular assets to great advantage.

Through this lens, intriguing economic clusters come into focus that tie like and complementary assets and regional trends. These are **Manitowoc’s Place-Based Economic Opportunities**, which provide ready pathways for new economic development, planning, and development activities.

# SNAPSHOT OF ECONOMIC ASSETS & OPPORTUNITIES

## MANITOWOC KEY ECONOMIC ASSETS

location	Lake Michigan Working Harbor/Southfacing/ Underdeveloped Coast
	Shoreline Highway
infrastructure & place	SS Badger Lake Michigan Carferry Service
	Michigan Connection
economy	Fresh Water Supply & Regional Water Project Pipeline
	River/Watershed
	Midpoint Location Between Chicago and Door County
	I-43
	Business Class Airport
	Historic Downtown
	Maritime History
	Food Processing Expertise
	Globally Recognized Corporate Anchors
	Strong Business Mix/ Local Ownership
Manitowoc Public Utilities	
Green Tech Talent Cluster	
Well-Trained Workforce	
2- and 4-Year Education	

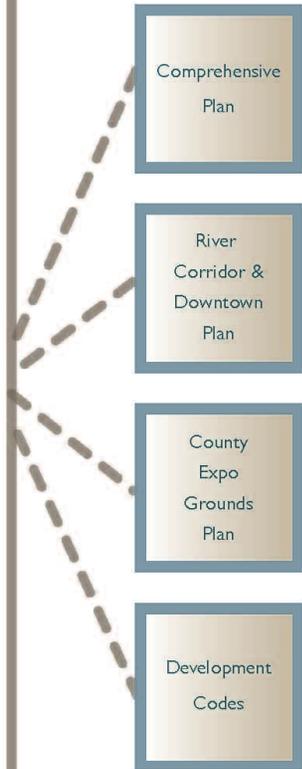
## LENS OF EMERGING GREAT LAKES & STATE ECONOMIC INITIATIVES



## PLACE-BASED ECONOMIC OPPORTUNITIES



## MANITOWOC COMPREHENSIVE PLAN & SPECIAL AREA STUDIES



### MANITOWOC KEY ECONOMIC ASSETS

Manitowoc has a long history as an important port on the western shores of Lake Michigan. It has played a major role in state-to-state and international commerce activities in the Great Lakes and Great Lakes Waterway. In recent decades aspects of this role have diminished with the changing regional economy; yet Manitowoc still boasts an active harbor, vestiges of its shipping past, an auspicious location, and other physical and cultural assets that can be the basis of a new economic vision for the City and region. An assessment of Manitowoc's current assets, viewed through the lens of state initiatives and larger regional directions, gives us a snapshot of the City's economic opportunities...and a glimpse into the role this Great Lakes City could play in the future.



### KEY ASSET: Lake Michigan, Working Harbor, South-Facing Underdeveloped Coast

**LAKE MICHIGAN** – Clearly for Manitowoc, Lake Michigan is the primary physical feature of the landscape. The Lake is also a major economic asset—utilized for shipping, transportation, food source, drinking commodity, recreation, and tourism. Manitowoc embraces one of Lake Michigan's few south-facing coasts, making it attractive for residential, hospitality, and related uses. A delicate balance must be established in any current and future use, development, or redevelopment of lands surrounding not only the lake, but the watershed and its network of rivers; as all these activities are greatly impacted by the system's ecological health.

**PORT & HARBOR** – Manitowoc's deep water port is an active "working" harbor, frequented by a variety of commercial users handling bulk commodities, newly constructed yachts, and passengers on the S.S. Badger Carferry. Despite the drop in the regional manufacturing economy, the harbor continues to function as a prime working port for Great Lakes materials shipment.

### KEY ASSET: Shoreline Highway

Visitors traveling to Door County via State Highway 42 can drive along the Lake Michigan shore at many points, and drive through historic lakefront towns on the way including Manitowoc, Two Rivers, Kewaunee, and Algoma. Manitowoc's location along this scenic lakefront highway system, part of the Lake Michigan Circle Tour, allows visitors and regional tourists to experience Manitowoc firsthand from the historic downtown to the relatively undeveloped coast of north Manitowoc.

Another shoreline asset is the six-mile Manitowoc-Two Rivers Mariners' Trail; an excellent recreational resource which is the longest, continuous, most scenic view of Lake Michigan in the state of Wisconsin. The popular Mariners' Trail begins in downtown Manitowoc, then runs along Maritime and Memorial Drives through the city of Two Rivers to Point Beach State Forest.



### KEY ASSET: Fresh Water Supply

**THE ECOLOGICAL HEALTH OF THE GREAT LAKES HANGS IN THE BALANCE.** While development in downtowns, housing, and port activities are positive economic directions, coastal cities also have the obligation to be stewards of their Great Lake resource. The economic health of the communities depends greatly on the economic health of the Great Lakes.

**REGIONAL COMMODITY SUPPLIER** – Manitowoc owns the states largest municipally-owned utility, Manitowoc Public Utilities (MPU). MPU is a tremendous asset to the City, providing reliable cost-efficient electricity and water for residents and businesses in Manitowoc, with water provided via a microfiltration infrastructure completed in 1999; and regionally to Brown County via a regional pipeline in 2007. The utility's filtering and cleaning technologies for drinking water are cutting-edge.

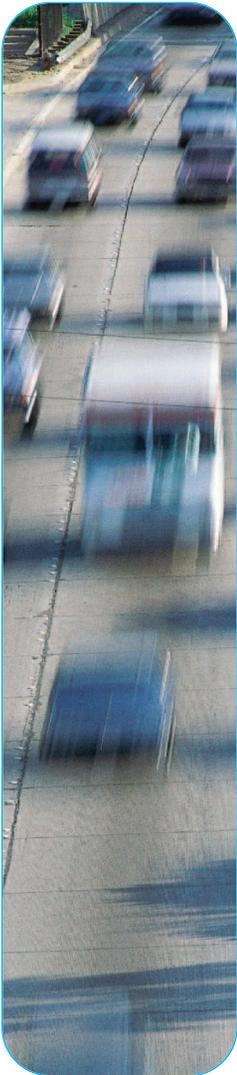
### KEY ASSET: River/Watershed

**WATER QUALITY** – MPU has the technology to filter and clean the drinking water for the City and other communities in the region. However, the water quality of the entire watershed that feeds the drinking water is the larger asset, and hangs in delicate balance between environmental health and increasing economic activity. Currently the Manitowoc River is one of Wisconsin's most polluted,



## Manitowoc Key Economic Assets

### ARE WE MAKING THE MOST OF OUR LOCATION?



largely due to agricultural runoff, according to WI-DNR estimates.

**TOURISM – IT IS POSSIBLE TO BRING BACK A RIVER.** The Manitowoc River has the potential to become a regional tourist recreational destination for paddle-sports, fishing, and nature-viewing. Targeted watershed revitalization will be necessary to develop this tourism asset.

#### **KEY ASSET: Midpoint Between Chicago & Door County**

Manitowoc is well-positioned to be a significant tourism destination in its own right. It is also ideal as a stop on the way to other destinations in the I-43 and State Highway 57 corridors, including Green Bay and Door County. The Manitowoc Marina, the Wisconsin Maritime Museum, and the S.S. Badger Carferry are the foundation for a cluster of tourism attractions. In order to truly lay claim to being the “Maritime Capital of Wisconsin,” the City needs to grow a critical mass of related attractions.

#### **KEY ASSET: Interstate 43**

Manitowoc is well-positioned along the I-43 corridor with a

key interchange at the intersection of I-43 and USH-151—the front door to Manitowoc from points north and south along I-43 – including Green Bay, Door County, Sheboygan, and Milwaukee. In addition, US Highways 10 and 151 provide access to the Fox Valley and the Fond du Lac area. Planned improvements to US Highways 41, 23, 12, 29, and 57 will further improve access and capacity on these more scenic routes.

#### **KEY ASSET: Business Class Airport**

**AIRPORT WITH INTERNATIONAL BUSINESS POTENTIAL** –The Manitowoc County Airport is one of 132 public-use airports in Wisconsin. Located on the north side of the City, the Airport is utilized by several companies for corporate flights, and by local residents for recreational flights. Airports offering commercial air travel are within an hour’s drive of Manitowoc in Milwaukee and Green Bay.

As yet an unheralded asset, this 482-acre airport has 30 hangars, and plans that include development of two 27-acre parcels for industrial aviation development

*ECONOMIC IMPACT – Airport activity is estimated to have a total economic impact of \$5.5 million, support 89 full-time-equivalent jobs, and contribute \$3.9 million in personal income to Manitowoc County.*





and a runway extension that will elevate the airport's capacity and ranking, allowing international corporate travel to and from Manitowoc.

**KEY ASSET: Historic Downtown**

**LOCATION** – Located directly on Lake Michigan, Downtown Manitowoc is an underutilized asset. Bisected by a deep-water harbor, it is auspiciously positioned on the shores of Lake Michigan.

**MANITOWOC MARINA** – *The Chicago Tribune* once rated Manitowoc's Marina as the finest marina on Lake Michigan. Its lighthouse is a landmark icon. The Manitowoc Marina has about 250 slips (wet slips and moorings) and indoor heated winter storage at their multi-million dollar full-service marina; all a half day sail from Door County.

**HISTORIC CHARACTER** – Manitowoc's 8th Street Historic District has 63 buildings in the National Register of Historic Places. The Historic District reflects an active maritime past and present with a submerged WWII submarine and active yacht-building at Burger Boat Company, all located on the Manitowoc River downtown.

**QUALITY OF LIFE** – The City's several drawbridges connect downtown to the water and its shipping past. The City's many shops, museums, confectionaries, and restaurants are easily walkable. The Capitol Civic Centre is a vintage 1921 restored vaudeville house, home to ten performing arts groups. An active farmers' market and the Carferry service flank the river in the heart of downtown.

**KEY ASSET: Maritime History**

**WISCONSIN MARITIME MUSEUM** – Located on Manitowoc's historic waterfront, the museum is open year-round and offers visitors exhibits of maritime history of Wisconsin and the Great Lakes region. This 60,000 sq.-ft. facility houses an important collection including the U.S.S. Cobia, a World War II submarine of the same type built in Manitowoc. The Maritime Museum is the only Smithsonian affiliate in the region, and is the largest maritime museum in the Great Lakes region. The facility has a research library and rentable public spaces.



Photo by Sue Pischke, copyright 2008, Herald Times Reporter. Used with permission.

Manitowoc  
Key Economic  
Assets



**BOAT-BUILDING HISTORY** – A testament to Manitowoc’s rich maritime history, Burger Boat Company, founded in 1863, is the oldest and most respected custom yacht builder in America. Today the company designs and builds custom luxury motor yachts.

**KEY ASSET: Food Processing Expertise**

Strongest in cheese and dairy production, the Manitowoc County region has an important connection to the State’s agricultural industry and is within an important foodshed. Manitowoc has a historical strength in the food processing industry. Several major companies in the City are key regional food processors:

- **Lakeside Foods** – Headquartered in Manitowoc, Lakeside Foods processes canned and frozen vegetables, whipped topping, and meats for retailers. Because of its central location in a strong agricultural region, Manitowoc serves as a regional center for Lakeside Foods field operations in eastern Wisconsin.
- **Natural Ovens Bakery** – Located on the edge of the City, Natural Ovens produces bread, bagels, buns, muffins, cookies, granola bars, and cereals.
- **Busch Agricultural Resources** – Located in the heart of downtown with iconic processing towers on the lakefront,

Busch Agricultural produces and enhances the quality of raw materials for Anheuser-Busch.

**KEY ASSET: Globally Recognized Corporations**

Manitowoc is rich in corporate leadership anchored by internationally-renowned corporations: Manitowoc Company, Orion Energy Systems, Burger Boat Company, Broadwind Energy/Tower Tech, and Lakeside Foods.

**KEY ASSET: Green Tech Talent Cluster**

**MANITOWOC HAS WHAT COULD BE RECOGNIZED AS A GREEN TALENT CLUSTER.** The start of a critical mass of green enterprises could be leveraged to grow this segment of the community’s economy.

**WIND** – Although headquartered in Naperville, Illinois, Broadwind Energy maintains its Tower Tech presence in Manitowoc where the company manufactures components for the wind energy industry.

**ENERGY EFFICIENCY INNOVATION** – Orion Energy Systems has grown tremendously in recent years, now employing over 200 people. Orion created the Illuminator, a patented lighting fixture that lets standard fluorescent bulbs throw off twice the light using half the energy of standard fixtures.

**NUCLEAR PLANTS** - The Kewaunee nuclear plant and The Point Beach nuclear plant are located near Manitowoc. The plants are co-managed; and all energy generated goes into the grid.



**WASTE TO ENERGY** – Proximity to vast agricultural resources provides the opportunity to advance future energy sources including waste reuse, and manure digester systems development.

**KEY ASSET: Manitowoc Public Utilities (MPU)**

**LARGEST MUNICIPALLY OWNED UTILITY (ELECTRIC AND WATER)** – In a time of rising costs, and in the face of global warming and draught-ridden areas of the U.S., Manitowoc is able to control what it charges its residents and businesses for electric and water services. MPU has one of the lowest utility rates in the nation. Unlike private enterprises, MPU is able to focus on the community’s needs without the influence of outside investors.



**KEY ASSET: Well-Trained Workforce**

**MANITOWOC ENJOYS A DIRECT CONNECTION BETWEEN ITS TECH SCHOOL-LAKESHORE TECHNICAL COLLEGE (LTC), AND ITS BUSINESSES.**

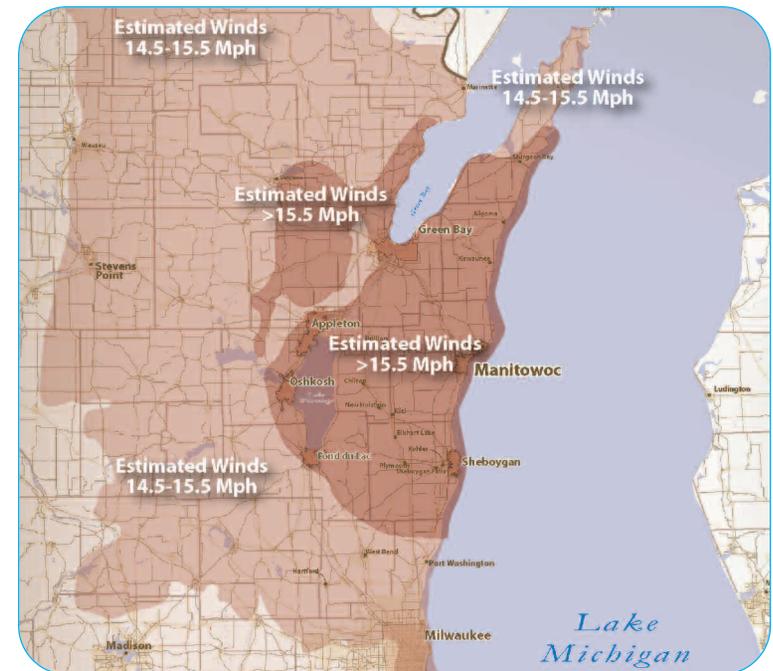
LTC and businesses work directly together to anticipate and respond to workforce needs, providing the appropriate curriculum and training for Manitowoc’s workforce. Manitowoc also is home to UW-Manitowoc and Silver Lake College. Together with the area educational entities, and the Manitowoc County Economic Development Corporation (MCEDC), the City is working to advance the I-43 Technology and Enterprise Campus to promote business development and a well-trained workforce for new economy jobs.

**POPULATION GROWTH** – While Manitowoc’s population has grown slowly in

recent years, the population within a one-hour drive from Manitowoc County is growing as fast as Dane County. Manitowoc has the opportunity to benefit from the region’s population growth.

**KEY ASSET: Wind**

Manitowoc is located at the heart of Wisconsin’s largest and most powerful windshed, with winds upwards of 15 mph. This makes it an ideal location for the siting of energy-producing wind towers.





LENS OF GREAT LAKE AND STATE ECONOMIC INITIATIVES

An assessment of Manitowoc's current assets, viewed through the lens of state initiatives and larger regional economic directions, gives us a means of filtering through all possible economic directions and focusing on only those that make sense for Manitowoc here and now.

**INITIATIVE: New Coast: Coastal Cities Initiative**

Wisconsin's Chain of Coastal Cities are situated on one of the world's largest bodies of freshwater. This single feature puts the region's cities in a different strata—those with a dramatic coastline for a backdrop, and major economic and recreational opportunities just

outside the door. The combination of open water and historic working ports have proven to be a powerful pairing for major reinvestment. The Milwaukee 7 (M7) planning region and Chicago have all begun to embrace this initiative along the southern shores of Lake Michigan. It's time for the northern coastal cities – Sheboygan, Manitowoc, Two Rivers, Algoma, and Kewaunee – to explore this initiative and capitalize on existing momentum.

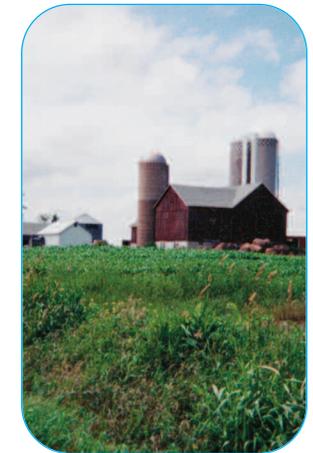
**INITIATIVE: Clean & Green Economies**

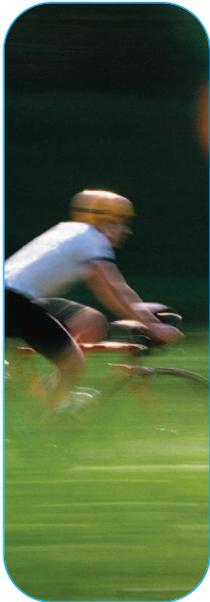
With the advance of the Bioeconomy, clean and green products and practices permeate all aspects of our economy, including our traditional production industries. The Clean & Green initiative focuses on areas of business, product, and services development ranging from clean water systems, to new materials, to renewable energy, and biofabrication.

The State of Wisconsin is branding itself as a world leader in Clean & Green Economies, based on its strong environmental legacy, and its natural assets. Current strategies include:

- Wisconsin Consortium on BioBased Industry
- "Conserve Wisconsin" Initiative
- State of Wisconsin "Declaration of Energy Independence"
- Clean Energy Wisconsin

Manitowoc's corporate strengths including cranes, wind towers, lighting systems, plastics, and tremendous human capital and technology have the power to drive innovation locally. Together with "pro-sustainability" leadership, Manitowoc can explore the Clean &





Green initiative, and mature and align economic development efforts with the state level initiatives already underway.

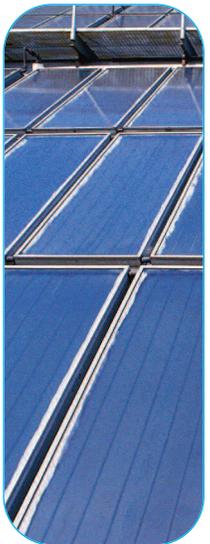
**INITIATIVE: Travel Green Wisconsin**

With its strong environmental history and continuing preservationist ethic, Wisconsin is branding itself as the “Green Tourism” state, with a tourism program called “Travel Green Wisconsin.” As more tourists demand that destinations employ green products and practices, the tourism market has begun to shift. Green is now good business practice for hotels, restaurants, resorts, waterparks, and more. Travel Green Wisconsin promotes good practices, and rates its members on many attributes to assist tourists with travel planning.

With its location along an important tourism corridor, Manitowoc has the opportunity to embrace the Travel Green Wisconsin initiative and promote green tourism in the community.

**INITIATIVE: Energy Independent Communities**

Recently Governor Doyle unveiled a statewide plan to prepare Wisconsin’s economy for the future. “We are heading toward energy policies that will clean our air and water, create jobs and save us money,” the Governor says. “The course we are taking will help free us from big oil and make our country a safer place. I am looking forward to having these communities join as partners and adopt the state’s



energy goals.” Under the Governor’s leadership, the Office of Energy Independence is working with individual communities (about 50 have joined on thus far) to ascertain their capacity to produce or access more renewable fuels, and to capitalize on each community’s unique resources to become more energy independent. The City of Manitowoc signed on to this program in early 2008, making Manitowoc one of the first communities to sign on to the Energy Independent Communities initiative.

**INITIATIVE: Buy Local, Buy Wisconsin**

The movement towards locally and organically produced foods is one of the most powerful economic, social and cultural opportunities in agriculture today. Dollars spent and invested locally generate more wealth in communities than dollars spent outside of a community. By supporting local food producers, we get fresher goods, and reduce the non-renewable resources needed for food transport. We help our local economy, support local farmers, help preserve Class A farmland, and improve nutrition. In addition, knowing where our food was grown and produced greatly enhances food safety.

The Buy Local, Buy Wisconsin initiative has set some specific goals. By shifting 10% of consumer food spending to locally produced products, the program aims to shift consumer spending and contribute nearly \$2 billion to communities by 2010.

The food processing and agricultural wealth located in and near Manitowoc provides the opportunity for the community to engage food processors, farmers, markets, and restaurants in the Buy Local, Buy Wisconsin initiative.

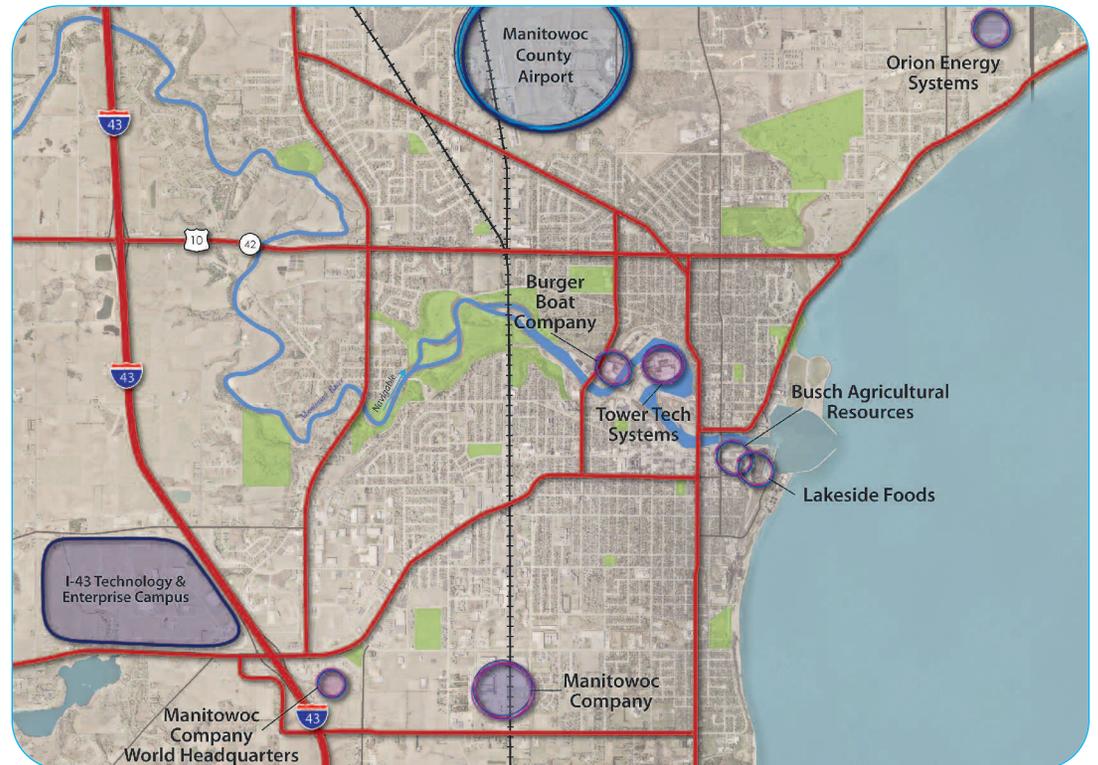
*The County ranks in the top 5 counties in the State and top 30 counties in the Nation in total annual milk production.*



Place-Based  
Economic  
Opportunities

PLACE-BASED ECONOMIC OPPORTUNITIES

Manitowoc's current assets, viewed through the lens of state and larger economic initiatives, gives us a snapshot of Manitowoc's most exciting economic opportunities in the new economy...and a glimpse into the role this Great Lakes City could play in the local and greater region's economic futures.



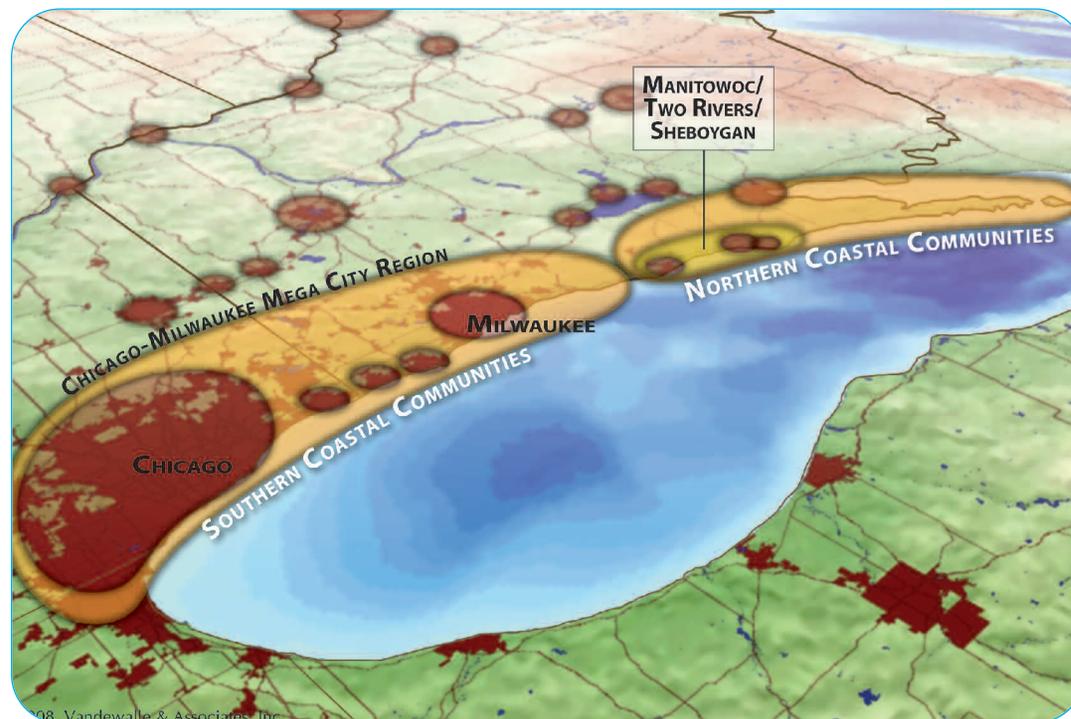
**OPPORTUNITY: Embrace the Coastal Cities Initiative...Develop regional thinking mindset**

Manitowoc stands out as a working port city in a collection of coastal cities, all fortuitously located on one of the world's largest bodies of freshwater.

With freshwater becoming a more precious resource than ever, Manitowoc's ready access to this tremendous Great Lake asset has, and should, become more of the community's culture. Lakefront living, tourism, recreation, a focus and cultural orientation toward the lake, and even a stronger collective marketing relationship to other neighboring coastal cities can all play out here to Manitowoc's growing advantage. The greater Chicago metro area as well as the Milwaukee 7 (M7) region has identified similar opportunities in heralding their freshwater coastal gems stretching from Chicago to Port Washington.

Manitowoc is positioned to be a key participant in state and regional coastal cities initiatives. With its active port and harbor, the community has the ability to build a much stronger coastal economy and "lifestyle" connection with Lake Michigan.

Manitowoc should continue to grow an active regional relationship with the lake and lakeshore, developing a coastal lakefront strategy to identify improvements, activities/events, preservation areas, and real estate development opportunities to celebrate the relationship with the lake. This effort can bring together a large and varied group of stakeholders. This regional initiative would be focused on the northern portion of the coast and unique opportunities and initiatives, including Sheboygan, Manitowoc, Two Rivers, Algoma, and Kewaunee.



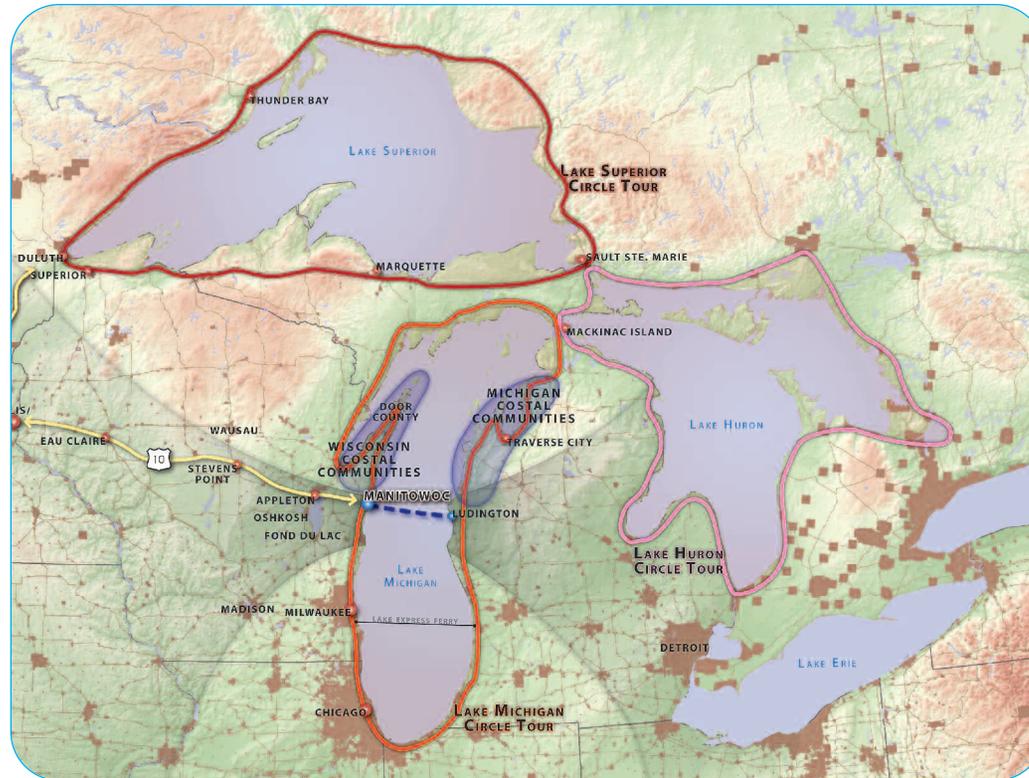
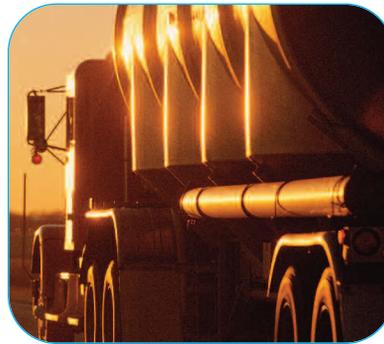
Place-Based  
Economic  
Opportunities

**OPPORTUNITY: Expand Maritime, Tourism, & Transportation Opportunities**

With the development of a new Downtown Plan, Manitowoc has an important window of opportunity to strike a balance between a publicly celebrated lakefront and working industrial port.

Economically, the community has an opportunity to develop a cross-lake marketing partnership with Ludington, Michigan. Manitowoc should coordinate with Ludington to ensure they retain the commerce needed to maintain a working port, guaranteeing the freight connection opportunity in the future. In addition, opportunities abound for new maritime attractions in Manitowoc including historical and experience based tours, ship wrecks, yacht/boat-building experience tours, festivals, and much more.

In tandem with maritime and tourism development, Manitowoc has the opportunity to further develop its commercial transportation network. Advancing Great Lakes shipment and working port operations will allow Manitowoc to maintain a strong role in global shipment.

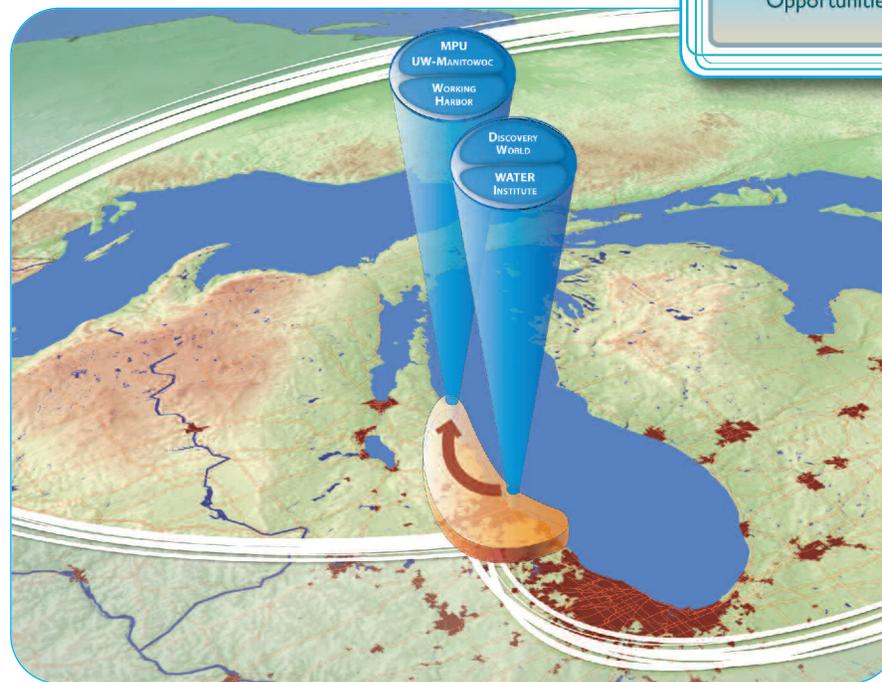


**OPPORTUNITY: Leverage Clean Water Technology**

Manitowoc leads the State with the largest municipally owned utility, state-of-the-art water technology, and the entrepreneurial spirit to capitalize on water as a commodity.

Pairing the existing asset of infrastructure, technology, and leadership, Manitowoc could capitalize on Wisconsin's emerging role as the centerpoint for clean water technologies. A recently formed consortium comprised of leadership from the water technology industry, economic development, and educational institutions has converged to further explore and develop the field of clean water technology.

Moving forward, Manitowoc, MPU, LTC, and UW-Manitowoc could team up to explore their potential role in the newly formed consortium, as well as continue to have cutting edge technology for filtrating and cleaning drinking water –acting as stewards of the ecologic health of the Great Lakes. Focus should be on such issues as invasive species, watershed water quality, coastal impacts, and decreasing lake water levels.



Place-Based  
Economic  
Opportunities

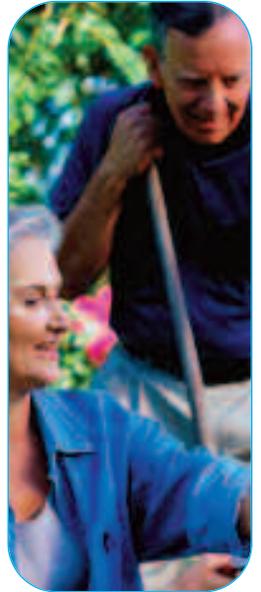
**OPPORTUNITY: Foster Sustainable Community and Clean Business Growth**

As a budding “eco-municipality” the City of Manitowoc acknowledges that a clean and healthy environment contributes to the quality of life, where the environment can support and sustain the community. In June, 2007, the City adopted “The Natural Step” program, which provides guidelines for implementing sustainable practices. In addition, the City has created a standing committee to advise the Mayor and Common Council on implementation of sustainable practices. Moving forward, through the Comprehensive Plan, the City will prepare to develop an action plan for development of a framework to guide public and private sustainability practices and implementation.

In addition, Manitowoc could extend the sustainability effort to the business sector—not just to reinvent processes and make them greener, but to provide support throughout the community for green practices. This is an attractive feature for new green businesses grown locally, as well as existing companies looking for a new location to nurture their pro-green products and services.

To further a community-wide sustainability initiative, a “Clean Business” cluster could be developed in Manitowoc, to spawn new businesses and create new jobs in advanced “next generation” manufacturing and green products and services. The basis of a Clean Business or Green Energy cluster is already underway in Manitowoc:

- 1 Wind – Manitowoc is located in the highest wind capacity region of Wisconsin’s “wind regime.” In addition Manitowoc could capitalize on investments made by MPU as well as the location of Tower Tech and Orion Energy Systems in Manitowoc by becoming a testing ground for municipal wind energy advancement.
- 2 Energy Efficiency Innovation – Expand upon local innovation in the energy efficiency sector, launching off of Orion Energy Systems as a local leader in the industry.
- 3 Agricultural Manure Digesters – The wealth of agriculture in the region is a tremendous asset, but also presents a critical health issue for the region’s watershed. To turn the challenge of agricultural waste into an opportunity, waste to energy processes could be used to harness an alternative energy source.



**OPPORTUNITY: Grow Value-Added Food Processing Cluster**

Manitowoc is located in Wisconsin's prime agricultural region and has a rich food processing history. As the methods of growing and processing food worldwide shift toward a locally-produced, place-based industry, Manitowoc has the opportunity to contribute to the region's economic vitality, human health, and job base. With its strength in local food processing and agriculture, Manitowoc has the ability to capitalize on food related sectors including food safety, local and organic farming, sustainable agriculture, and value-added food processing systems. Leading companies such as Lakeside Foods, Natural Ovens, and Manitowoc Company are already strong regional food processors.

- Agriculture is an important economic force in Manitowoc County. There are about 257,000 acres of land in agricultural use – 68 percent of all land in the County. Manitowoc County's top commodities include milk, cattle, grains, greenhouse and nursery products, and vegetables.
- Manitowoc needs to protect farmland on the periphery as it contributes to the City's economy, preserves rural character, and limits rural development.



Place-Based Economic Opportunities

**OPPORTUNITY: Engage Boomers & Zoomers**

“Baby Boomer” is the name given to the record-breaking 76 million Americans born between 1946 and 1964. “Zoomers” is the term used for a subset of the Boomers who are characteristically active—active in their communities, in their cultural and social endeavors, and active in their professions or fields of interest. Manitowoc, like most communities across the U.S., faces the impending retirement of this prominent segment of their population. This presents an economic challenge for the community and the region. This phenomenon also presents an opportunity; in an economy where knowledge and experience are roots of success, a community’s ability to engage and unleash its Boomers/Zoomers could greatly enhance its economic prosperity.

Understanding this demographic and social shift in the region, Manitowoc could consider the needs and interests of this diverse generation. Strategies could be employed to create additional housing in the community, enhance and develop cultural amenities, and advance retirement friendly employment and mentoring opportunities. These efforts would decrease the drain of intellectual property and human capital in Manitowoc.

*Boomers/Zoomers Retirement Pending: Unlike their predecessors, many active, healthy Boomers are far from turning in their office keys and heading for the golf course. Any recent report, study, or news article on this group provides evidence of this. Many of these folks will be retiring early and, if given the opportunity, will remain active both professionally and civically in their communities. Others will delay retirement, looking to completely reinvent themselves in middle age.*



Photo by Jaslyn Gilbert, Herald Times Reporter, Manitowoc. Copyright 2008. Used with permission.



**OPPORTUNITY: Leverage Education Connection & Grow New Economy Businesses**

Manitowoc, with a diverse blend of educational institutions including UW-Manitowoc, Lakeshore Technical College, and Silver Lake College, can build upon these assets to develop and attract innovative companies as well as the talent innovative companies are seeking. To facilitate this connection, Manitowoc could work with its educational institutions, economic development agencies, and corporate leadership to advance the development of an Innovation Center for new business and technology start-up. Further connection could be made between local corporate leadership, the young professional organization (SAIL), and educational institutions in order to enable innovative corporations to tap into the young talent resource. This collaboration would allow Manitowoc to gain an understanding of who is returning to Manitowoc and who is coming to Manitowoc for the first time. Manitowoc could also incorporate this initiative into City plan implementation – including housing, recreation, entertainment, culture, and educational advancement.

*The Manitowoc Airport is an important asset which can connect Manitowoc globally, and assist the region in retaining top talent. Private hangar spaces range from smaller single-plane hangars to larger corporate operations capable of handling up to 12 aircraft. The airport has ample room for expansion, including sites for an additional 18 private hangars, 11 corporate hangars, and a restaurant. Extension of the runway, as planned, would allow corporate jets capable of long international flights to land in Manitowoc. This opens the doors to an entirely new calibre of business—those doing international business in the new economy.*



**OPPORTUNITY: Create Momentum from Downtown**

Projects are currently underway that have contributed to the shift in the way Manitowoc thinks of itself.

- Catalytic downtown area projects and efforts include: the Capitol Civic Centre theatre rehabilitation, the downtown River Lofts condominiums development, and the downtown group Mainly Manitowoc’s successful effort to join the state’s “Main Street Program” in 2008.
- Community garden projects have brought more small-scale specialty agriculture growers together, which has culminated at the successful Farmers Market, which brought residents and tourists closer to the source of their foods.
- Other community-wide projects have acted as an image shifting catalyst .The development of Harbor Town at the I-43/USH 151 interchange is truly the gateway to downtown Manitowoc and the lakefront from I-43.The Harbor Town area. and the 151 corridor leading into downtown tell the story of Manitowoc to residents and visitors.

Building off of this momentum, and guided by the Comprehensive Plan and Downtown Plan, Manitowoc could continue to focus on reinvestment and redevelopment of important sites in the community including the Canadian National Railroad property in the heart of downtown’s key attractions, the underutilized mall site overlooking Lake Michigan on the north end of Manitowoc, and the former Mirro facilities in and near downtown Manitowoc. Additional investment at the I-43 interchange and corridor leading into downtown will also promote a more vital, economically stable community.

These are only a few of the potential redevelopment areas which, when revitalized, will continue to create momentum for downtown and the waterfront. Future reinvestment in prominent distressed areas of the community will not only change the way the community thinks about itself, but stimulate surrounding reinvestment as well.



**OPPORTUNITY: Reorient Community to the Waterfront**

The availability of attractive coastal living can be a major draw for recruiting and retaining top talent in an increasingly competitive new economy—at a time when fewer working or retirement age Americans can afford waterfront living on either the elite East Coast or the popular West Coast. The “Fresh Coast” of Lake Michigan is a major lifestyle attraction that is still available, affordable, and ready for development; or in some cases redevelopment for a higher use. Situated on prime lands between Manitowoc and Two Rivers, it’s the new “Gold Coast,” if you will, of the Great Lakes.

Potential redevelopment sites with lake and river views or access, are an important opportunity for Manitowoc as it revitalizes its downtown core, and reorients the community and visitors to Manitowoc’s coast. Manitowoc could take advantage of its prime coastal location and address the need to improve both the existing residential building stock, as well as increase the options for the different demographic groups in the community.

