



# CITY OF MANISTEE

## ECONOMIC DEVELOPMENT STRATEGY

JULY 2019



*The Rising Tide project supports vibrant, thriving communities to attract business investment and talent by creating a sustainable path toward economic stability and growth. The Michigan Economic Development Corporation, Talent Investment Agency, and Michigan State Housing Development Authority—collectively, the Talent and Economic Development (TED) team—have committed their assets to engaging specific communities across the state in order to empower them to shape their future and maximize economic potential. This document was produced as part of that effort.*

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*The Vogue Theatre is a historical asset and a key downtown attraction.*

# 1

## OVERVIEW

### INTRODUCTION

Economic development has evolved over the last several decades to emerge as a more holistic discipline focused on creating prosperous local and state economies. Originally concentrated solely on the recruitment and retention of industry, primarily manufacturing, economic development has become a much broader effort recognizing the importance of additional factors, such as the roles played by talent, tourism, place, and entrepreneurialism in the economic success of a community. For the purpose of this economic development strategy, these areas are defined below:

#### Talent

The available or needed people and skills enabling a community to be competitive in helping local businesses expand, attracting new business, or creating jobs themselves.

#### Industry

Best classified as “traditional economic development,” Industry focuses on manufacturing, mining, or other value-added industries where the end products or services are sold outside the immediate local economy.

#### Tourism

The attraction of visitors, and their related spending, from outside the local area. Tourism has several forms, from recreation and leisure to business-related to agri-tourism. For the purposes of this strategy, it is defined as recreation and leisure-related visits and visitors.

#### Place

This includes the physical areas that help define the character of a

community. Downtowns, historic districts, neighborhoods and housing, and bike trails are all examples of Place. Place is a key factor in a community’s ability to attract and retain Talent.

#### Entrepreneurialism

The development of entrepreneurs and small businesses is key to economic prosperity. In addition to their role as economic contributors, small businesses help retain money in the local economy. Nurturing these entrepreneurs and small businesses can help grow them into larger businesses and contributors to the local economy.

This economic development strategy for the City of Manistee encompasses these five main areas. In addition, the City recognizes that economic development is a team sport and requires cooperation from multiple groups to reach its goals. This strategy addresses all of these areas and solidifies partnerships among the entities working in these areas: City of Manistee; Manistee Area Chamber of Commerce; Manistee Downtown Development Authority; and the Manistee County Visitors Bureau. The City believes this cooperative approach will create a sum greater than its parts and position all of the entities for success.

### LOCATION

Located along Michigan’s west coast, on the shores of Lake Michigan, the City of Manistee is jewel in the crown of northern Michigan. In addition to the sandy shores of Lake Michigan, the city is also bordered by Manistee Lake and bisected by the Manistee River.

The City of Manistee (population 6,201) is the county seat of Manistee County (population 25,511) and its largest city. The community is served by the 45-bed Manistee Hospital, part of Munson Healthcare network.

## TRANSPORTATION NETWORK

### Air

The City is home to a regional airport with daily service to Chicago Midway Airport.

### Road

US-31 runs north and south through Manistee, connecting the community to Traverse City to the north and Muskegon to the south. M-55, a state trunkline, connects Manistee on an east-west corridor to the east coast of Michigan.

### Water

The City has a deep draft commercial harbor that can support Great Lakes faring commercial freighters.

### Rail

Manistee is served by the Marquette line connecting the city's industry to Grand Rapids to the south.

## STRATEGIC ADVANTAGE

Manistee is an ideal location for those wanting picturesque views of lakes and rivers, a charming historic downtown, or hikes in the nearby Manistee National Forest. The community has rich natural resources that are an ideal place for outdoor enthusiasts as well as families and businesses who appreciate a high quality of life and great value for cost of living.



*River Street in charming, downtown Manistee offers many shopping opportunities for visitors.*

# 2

## SUMMARY OF KEY DATA

### POPULATION

The estimated total population for the City of Manistee is 6,201, which is estimated to increase slightly to 6,228 by 2023. The City of Manistee’s median age is 44.9, which is significantly less than the county average of 49.3, but older than the state and national average age of 40.2 and 38.3 years old, respectively. The City of Manistee and Manistee County, like many waterfront northern Michigan communities, has a high number of retirees which skews age data higher.

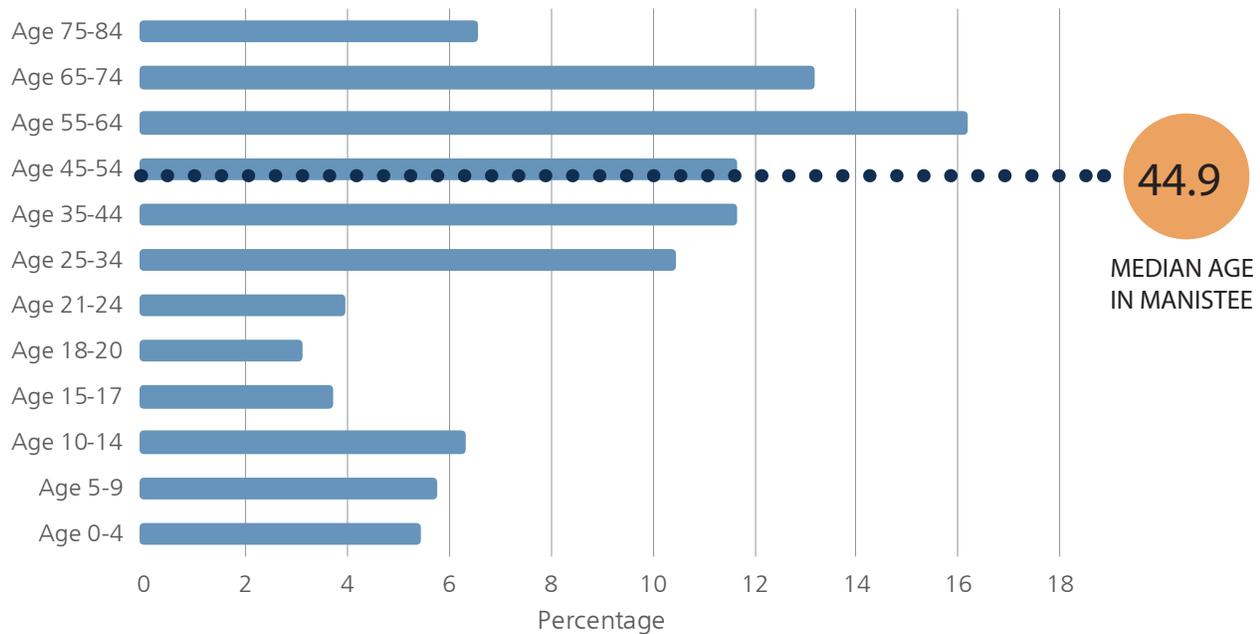
SITE	2018 MEDIAN AGE
Manistee City, MI	44.9
Manistee County, MI	49.3
Michigan	40.2
USA	38.3

*Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023*

SITE	2018 TOTAL POPULATION	2023 TOTAL POPULATION
Manistee City, MI	6,201	6,228
Manistee County, MI	25,195	25,511
Michigan	10,057,191	10,182,805
USA	330,088,686	343,954,683

*Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023*

### 2019 ESTIMATED POPULATION BY AGE



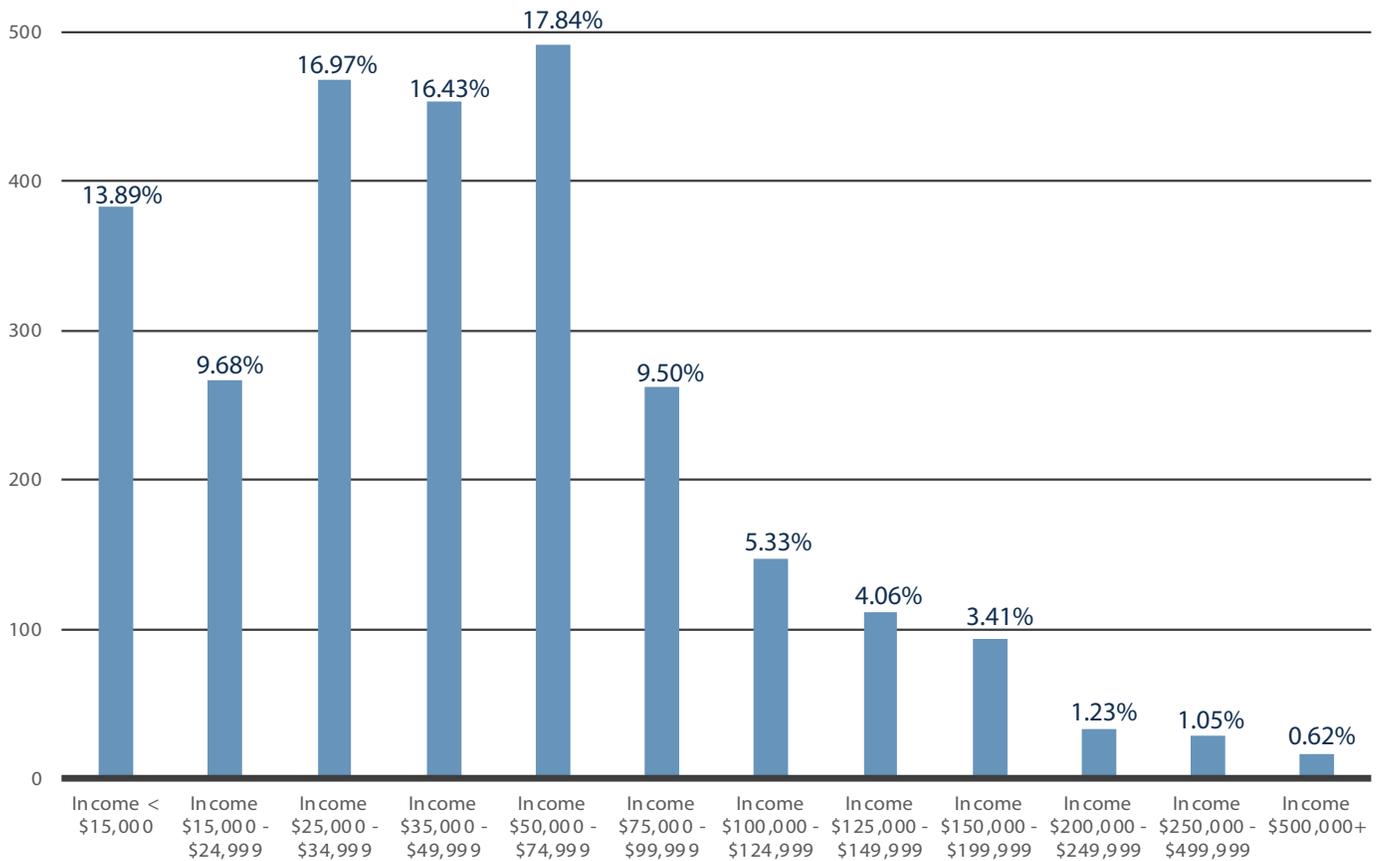
## HOUSEHOLD INCOME

The 2018 estimated average household income for the City of Manistee is \$53,877. This compares to the average household income of \$57,549 in the rest of Manistee County.

SITE	2018 AVERAGE HOUSEHOLD INCOME
Manistee City, MI	\$53,877
Manistee County, MI	\$57,549
Michigan	\$74,148
USA	\$83,694

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023

### CITY OF MANISTEE HOUSEHOLDS BY INCOME (2019)



Source: Claritas, LLC 2019

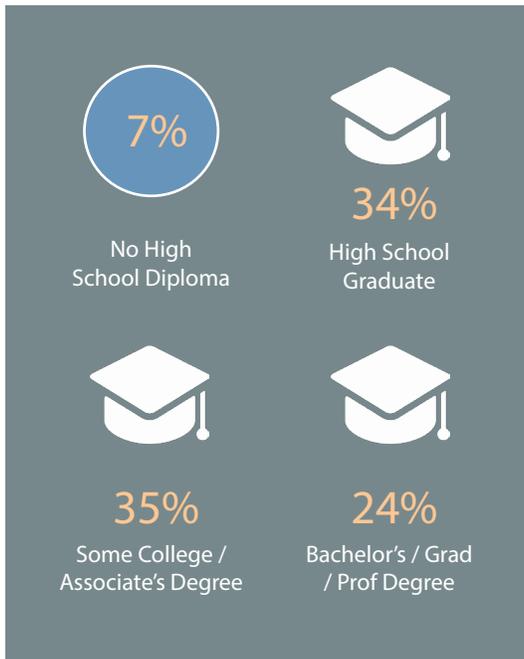


The "Bluefish" is a popular restaurant in downtown Manistee attracting both residents and visitors.

## WORKFORCE

The City of Manistee has a workforce of 2,731. 59% of residents have at least some college, while 24% of those residents have a bachelor's degree or higher.

The workforce in the City of Manistee is well diversified. The largest percentage (12.36%) of the workforce are in the Sales/Related occupations while Office/Administrative Support (10.3%) comes in second, followed by Management (8.84%) in third.



Source: Claritas, LLC 2019



Manistee was selected as a Project Rising Tide Community.



Manistee is located on the shores of Lake Michigan.

2019 ESTIMATED CIVILIANS EMPLOYED AGE 16+ BY OCCUPATION	COUNT	PERCENT
Architecture / Engineering	30	1.22
Arts / Design / Entertainment / Sports / Media	48	1.95
Building / Grounds Cleaning / Maintenance	110	4.46
Business / Financial Operations	81	3.28
Community / Social Services	71	2.88
Computer / Mathematical	10	0.41
Construction / Extraction	162	6.57
Education / Training / Library	123	4.99
Farming / Fishing / Forestry	18	0.73
Food Preparation / Serving Related	205	8.31
Healthcare Practitioner / Technician	123	4.99
Healthcare Support	63	2.55
Installation / Maintenance / Repair	63	2.55
Legal	28	1.14
Life / Physical / Social Science	2	0.08
Management	218	8.84
Office / Administrative Support	254	10.30
Production	126	5.11
Protective Services	138	5.59
Sales / Related	305	12.36
Personal Care / Service	168	6.81
Transportation / Material Moving	121	4.91

Source: Claritas, LLC 2019

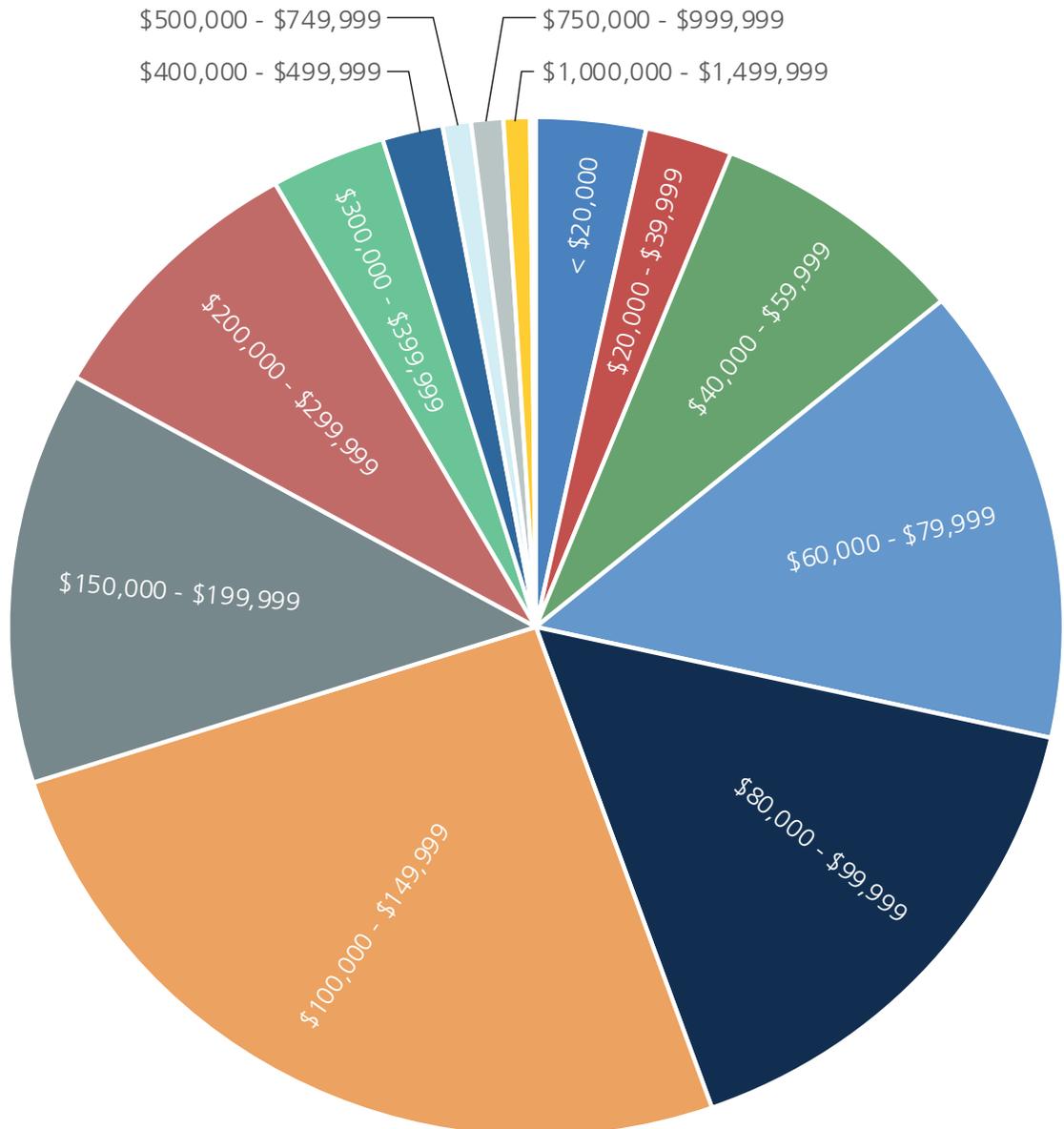
## HOUSING

There are 2,758 occupied housing units in the City of Manistee. Of those, 1,727 (62.6%) are owner-occupied while 1,031 (38.4%) are renter-occupied. The average home value in the City is \$146,592, compared with \$175,084 in Manistee County. 77% of houses in the City were built before 1980 with nearly 41% built before 1940.

SITE	2018 AVERAGE HOME VALUE
Manistee City, MI	\$146,592
Manistee County, MI	\$175,084
Michigan	\$198,011
USA	\$310,149

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023

### 2019 ESTIMATED OWNER-OCCUPIED HOUSING UNITS BY VALUE



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## STRATEGY PROCESS

### PUBLIC ENGAGEMENT

Over the winter of 2019, several meetings were conducted to determine possible opportunities to be seized in the future. On February 25, the City held a public meeting at the Vogue Theatre, where 85 residents and stakeholders gathered to create a list of strengths, weaknesses, opportunities and threats (SWOT). Attendees then were asked to vote on the most important items in each area. The list on the following page shows these items by category, with the number of votes in parentheses.

By far the most votes received in any category was the identification of natural resources as the community’s greatest strength, and related items such as the

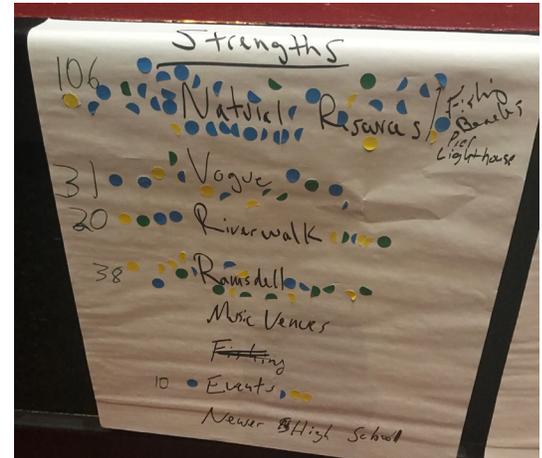
Riverwalk, County trail system, and deepwater port were also acknowledged. The strength of existing built assets and the opportunity of new and growing establishments demonstrate a firm base for increased prosperity. Overall, the results speak to a high-quality built and natural environment that is exceptionally well-positioned for prosperity.

Yet the top weakness and threat each point to a factor that can prevent success despite the best positioning: disunity. Collaboration, vision, and optimism reveal themselves in short supply, and they are necessary ingredients for success. Diverse housing issues also dot the tops of the lists, including affordability and deferred maintenance.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
What INTERNAL strengths does the City have that are within the City’s control?	What INTERNAL aspects of the City are holding it back from success?	What EXTERNAL factors offer potential for the City to thrive?	What EXTERNAL factors put the City’s success at risk?



Public meeting attendees participating in the SWOT analysis.



An example of a “Strength” list with sticker votes for the SWOT analysis.

## SWOT ANALYSIS

### STRENGTHS

- Natural Resources (106)
- Ramsdell Theater (38)
- Vogue Theater (30)
- Airport/Commercial Services (25)
- Historic Downtown (21)
- Riverwalk (20)
- Volunteering (14)
- Health Care/Hospitals (11)
- Events (10)
- West Shore Community College (10)
- Downtown Merchants (9)
- Senior Center Project (8)
- Local Newspaper (8)
- Deep Water Port (7)
- Farmers Market (7)
- Workforce (7)
- Community Foundation (6)
- Rail (6)
- History (5)
- Retirement Community (5)
- Marina (5)
- Churches (4)
- Armory Youth Project (3)
- Minerals (2)
- US 31 (2)
- Casino (2)
- School Choices (1)
- Studies/Surveys

### WEAKNESSES

- Lack of Community Collaboration (47)
- Vacant Storefronts (34)
- Lack of Vision (28)
- Lack of Low-Income Housing (25)
- Tax Structure (24)
- Aging Infrastructure (19)
- Lack of Youth (18)
- Lack of Diversity (14)
- Cost of Public Transportation (10)
- Low Wages (9)
- Childcare (8)
- Lack of Workforce (7)
- Urban Blight (7)
- Lack of LGBTQ Resources (7)
- Polluted Lake (7)
- Senior Housing (6)
- Lack of Teen Hangout (6)
- Lack of Walking and bike paths (6)
- Affordable Healthcare (6)
- Roads (4)
- Seasonal Population (4)
- Lack of Expressway (3)
- Lack of Indoor Playground (1)
- Victorian Architecture

### OPPORTUNITIES

- Affordable Housing/Multi Family (53)
- Small Business Development (38)
- New Industries (27)
- County Trail System (21)
- Business Incubator/Commercial Kitchen (18)
- Downtown Storefronts (15)
- Indoor Sports/Gym (15)
- Leverage Deep Water Port (13)
- Downtown Casino Location (12)
- Volunteer Opportunities (9)
- Safe Harbor (8)
- Marihuana + Hemp (8)
- Central Economic Dev. Zone (7)
- Family Arcade (6)
- Veterans Center (6)
- Natural Resources (6)
- Rail Station (6)
- Industrial Park (6)
- Downtown Housing (5)
- Warming Shelter (5)
- Cruise Ships (4)
- Big Box Retail (4)
- Diversity Centers (4)
- Workforce Development Center (4)
- Wood Pellet Factory (3)
- Convention Center (3)
- Class A 1 Athletes (1)
- Chain Restaurants

### THREATS

- Negativity (46)
- Lack of Affordable Housing (41)
- Drugs (30)
- Declining Population (29)
- High Taxes (17)
- Trained Workforce (16)
- Aging Homes and Infrastructure (16)
- Real Manistee (13)
- Aging Population (12)
- Not Addressing Root Problems (10)
- Poverty (10)
- Pollution/Contamination (8)
- Natural Disasters/Weather (6)
- Lack of Trust In leadership (6)
- Lack of Identity (5)
- Large Business Leaving (4)
- Outsiders buying Property (4)
- Invasive Species (3)
- Declining Fish Population (3)
- Political Silos (3)
- Lack of Neighborhoods (2)
- National Economy (2)
- Nestle (2)
- Unlicensed Cannabis (2)
- Increasing Homelessness (2)
- Crime (2)
- Volunteer Burnout (1)
- Automation
- Tourism

# 4

## LOCAL & REGIONAL GOALS

### LOCAL ECONOMIC GOALS

For an economic development strategy to follow best practices put forth by the Redevelopment Ready Communities program, the individual objectives must tie back to one or more local goals as well as goals identified in the regional context. Each of the goals put forth in this strategy meets this criterion. In the City's adopted Master Plan (2016), it has identified several goals in Economic Development / Job Creation. These are:

#### Goal 1

Explore new opportunities for assisting Downtown as well as supporting opportunities which currently exist.

#### Goal 2

Maintain and continue to utilize water resources around the City for promotion of economic development.

#### Goal 3

Receive and maintain status as an approved municipality in the Redevelopment Ready Community (RRC) Program through the State of Michigan.

#### Goal 4

Continue to work toward communication and consensus, both among residents of the community and also among various departments, boards and commissions.

#### Goal 5

Continue to work with agencies and groups outside of those within the City of Manistee Government.

#### Goal 6

Seek and expand job creation which is sought after by many local residents.

#### Goal 7

Continue to embrace Placemaking as a method to draw interest of those wishing to locate within a community which offers experiences and a style of living which is uniquely Manistee.

#### Goal 8

Continue to support through land use practices the opportunity for residents to pursue occupations within their residences.



*Downtown Manistee is quaint and historic, with numerous economic development opportunities.*

### Goal 9

Maintain a GIS database of property information for marketing purposes.

### Goal 10

Work with Networks Northwest, MSU Extension, and USDA Rural Development during the Stronger Economies Together (SET) Planning Process.

## REGIONAL ECONOMIC GOALS

Prosperity Region 2, which encompasses the northwestern portion of the lower peninsula, has identified the following goals for the region's economic development goals:

### Goal 1: Education Goal

Region-wide access to educational opportunities that support learning, career preparedness, and self-efficacy.

### Goal 2: Economic and Workforce Development Goal

A business environment where one can create, grow, or relocate a business knowing one will be able to access the labor, infrastructure and amenities necessary to thrive sustainably and profitably.

### Goal 3: Health Care Goal

A health care system focused on the community with active collaboration amongst providers, agencies and coalitions.

### Goal 4: Tourism and Natural Resources Goal

Increased engagement of local residents around tourism and recreational use of our natural resources to promote quality of life and desirability of our region for family and business.

### Goal 5: Agriculture and Local Food Systems Goal

An agriculture and food sector able to increase production, add value to products, and reach new markets through collaborative efforts and development of aggregation, processing, storage and distribution infrastructure.

### Goal 6: Infrastructure Goal

Maintain functionality of existing infrastructure and implement sustain able improvements where funding permits.

## TIES TO OTHER KEY PLANNING DOCUMENTS

The development of this economic development strategy took into account two other key municipal planning documents: the City's Master Plan and Capital Improvement Plan (CIP.) These two documents provide goals and financing mechanisms to implement recommendations in the Master Plan and, in part, this strategy. The City's Master Plan outlines its main goals for the community. These goals are directly tied to this strategy through the Local and Regional Goals section. The CIP plays a smaller role in support of this document as the vast majority of the recommendations in the strategy speak to multiple organizations and projects that are not typically contained in a municipal CIP. However, the City's existing CIP, and projects therein, are important to maintaining and improving overall quality of life in the community which is a key factor in the largest recommendation of population recruitment.



*Existing pavillions near Lake Michigan provide picnic and outdoor opportunities for visitors and residents.*

# 5

## ECONOMIC DEVELOPMENT STRATEGY

### STRATEGIC OBJECTIVES

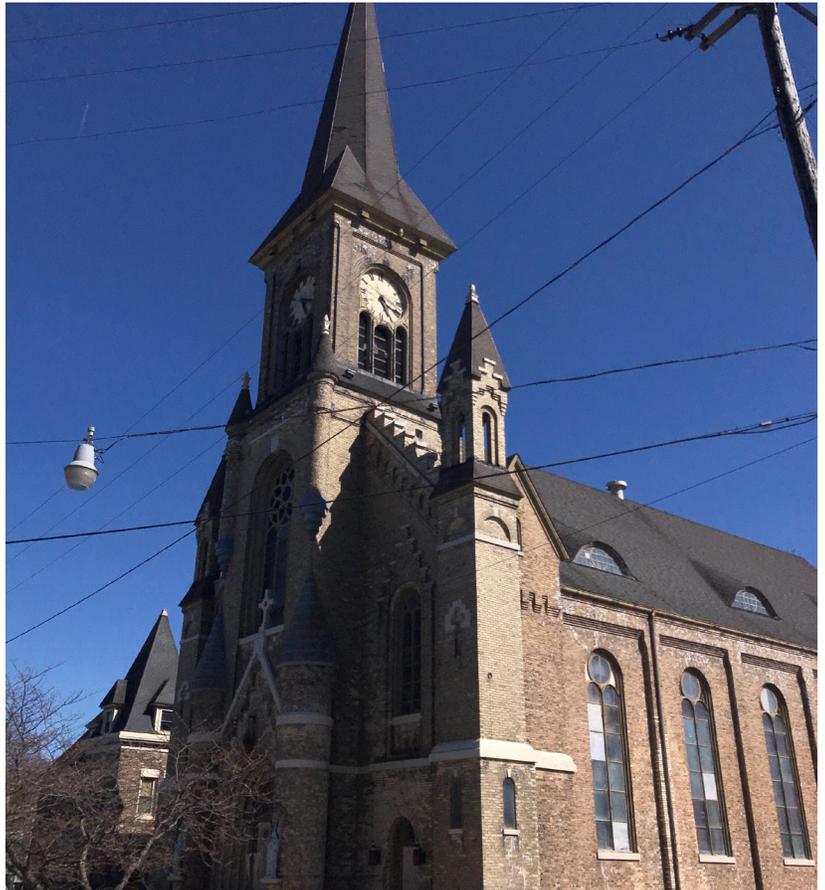
The Economic Development Strategy is a direct reflection of the input of stakeholders and professional redevelopment staff. It balances the desires of the community with market feasibility and the City and partners' capacity for this strategy's execution. These objectives are organized in the areas of Talent, Industry, Tourism, Place, and Entrepreneurship.

#### Talent

##### *Population Recruitment*

Without question, the biggest obstacle to the City and surrounding area is declining population since 2000. This has had a ripple effect across the community. From fewer students in schools to fewer workers for businesses to less demand for retail, a negative growth rate will continue to result in numerous ongoing challenges for the community. Without more people living in Manistee year-round, problems such as vacant storefronts downtown and in surrounding retail strip malls will continue to worsen. The community needs to create an ongoing population recruitment campaign to market the City to prospective residents.

The primary targets of a population recruitment effort are people who already own a second home in the area and the thousands of visitors who come to Manistee every year. These two groups already understand the high quality of life the area offers from a visitor perspective and have an appreciation of the community. Another potential target is graduates from local schools who have moved. Using social media to tell the community's story is the best way to reach these people.



*Built in 1888, Guardian Angel Church is one of the City's historical assets.*

#### Industry

##### *Industrial Sites Marketed*

There are several parcels and available industrial properties within the City. These properties need to be promoted through both the City's website as well as the regional economic development partner, the Manistee Area Chamber of Commerce. Collecting base information on these properties, as well as creating custom marketing pieces for each one, should be the highest priority for industry retention, expansion, and recruitment. Marketing available properties is the fundamental base for economic development within a community.



Several large industrial operations already exist in the Manistee area.

### *Vertical Cluster Strategy*

The Manistee area is home to several larger industrial companies like Packaging Corporation of America, Fab-Lite, Noron Industries, Martin Marietta Magnesia Specialties, and Morton Salt. The community should work with these companies to identify potential suppliers and customers who could benefit from being located closer to their operations.

### *Manistee Manufacturers Council*

Local manufacturers have created the Manistee Manufacturers Council, whose stated goals are to be a strong advocate for area manufacturers; improve communication with local leaders and the public; improve business-to-business cooperation and sharing of best practices; foster cooperation; and ensure a viable workforce. These excellent goals create a cooperative culture within the community.

### **Tourism**

#### *Shoulder Season and Midweek Tourism Development*

The Manistee County Visitors Bureau (CVB), as part of their three-year marketing plan, identified the need to broaden both the number of active months of tourism in Manistee as well as increase mid-week tourism during

the summer months as goals. Achieving these goals would tremendously increase the amount of spending in Manistee area lodging facilities as well as within the community's restaurants and retail establishments. The City should fully support the CVB's efforts in this area.

### **Place**

#### *Housing*

Housing is a large need in Manistee. A housing study is being completed to quantify specific demand. A lack of inventory of available houses has been stifling to the area's ability to grow and attract new residents. The City should look to attract developers to assist in creating the specific types of housing the community needs.

- » **Upper Floor:** Many upper floors of buildings downtown are vacant or underused. These buildings should be targeted for upper-floor apartments. The MEDC has a program to help address these potential units. Adding units downtown creates two significant benefits. First, it generates additional cash flow for the building, making it more profitable for the owner. Also, it increases the number of potential customers downtown, helping to make other businesses viable as well.

## *Downtown*

This section provides several recommendations specific for downtown. While many of these projects could apply to areas in addition to downtown, the importance of the downtown district cannot be understated. As for the core business district, it is the home to a majority of the historic buildings in the community and is the district prospective businesses and residents evaluate to determine the viability of the community, even if they are not going to locate downtown themselves.

- » West Shore Community College Downtown Location: WSCC has been considering a downtown location in the former Glick's building along the riverfront. This could serve as a significant traffic generator for downtown. Further exploration should also be made with WSCC about being a remote campus for other higher education institutions such as Western Michigan University or Central Michigan University.
- » Façade Improvements: The exterior facades of many buildings downtown need appropriate repair. The DDA should continue its façade program but alter it to do fewer larger grants instead of more and smaller grant amounts. The focus should be on creating visually impactful repairs or improvements consistent with the historic nature of the building.
- » Real Estate Development Assistance (Downtown): There are numerous real estate development opportunities downtown. There needs to be a concentrated effort to market these sites and provide developer recruitment (see recommendation below) and education to potential small "mom and pop" developers. The City has already hosted MEDC staff to do a pro forma 101 training. These trainings should continue and offer potential developers one-on-one assistance. Capacity does need to be added locally to do this type of training. Ideally, staffing with this

knowledge and training capacity could be added so it could be used "on demand."

- » Business Improvement Trainings: As much as empty storefronts need to be filled, keeping the existing businesses downtown (and potentially helping them expand) should be a top priority. The Chamber and DDA could partner to offer trainings on customer service, merchandising, accounting, marketing, and social media.
- » Market Data + Recruitment / Expansion: This data includes retail leakage statistics which calls out the areas where spending within the community is leaving to other markets or online competitors. These areas are the most likely to find success locally in recapturing these sales. This data should be shared with downtown businesses and property owners to help focus efforts in expansion and / or attracting businesses to fill these needs.
- » Marina Dock Upgrades and Replacement: The municipal marina is a big source of foot traffic in the downtown during the summer months. The city appropriately has dock upgrades and replacement in their Capital Improvement Plan (CIP) and it is the only significant public infrastructure project highlighted in this plan. Maintaining this hub of summertime activity is important to maintaining foot traffic and related spending in downtown. In addition to serving the purpose of traffic generation, the marina and the boat traffic it serves also helps give Manistee its identity as a coastal community.



*The Manistee River Walk provides residents and visitors access to the Manistee River.*

### *Developer Recruitment*

The City has a need for several types of real estate development. Much of this need is focused downtown, but also needs attention in the surrounding neighborhoods. Project Rising Tide is also working on a housing study which will identify in more detail the types and amount of housing needed. Regardless, developers will be needed to construct or rehab buildings to serve these purposes. A developer-specific packet which contains both market data and specific real estate opportunities should be created, focusing on key redevelopment sites, as well as continued efforts at proactive hosting and recruitment of developers.

### **Entrepreneurship**

#### *Entrepreneurship Trainings*

In conjunction with the Small Business Development Center, trainings for people who are interested in starting a business should be held either biannually or quarterly. In addition, other business improvement trainings could also be held on topics like customer service, merchandising, accounting, marketing, and social media.

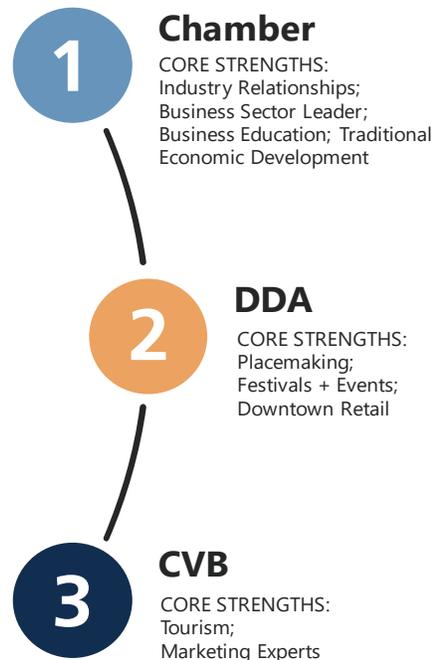
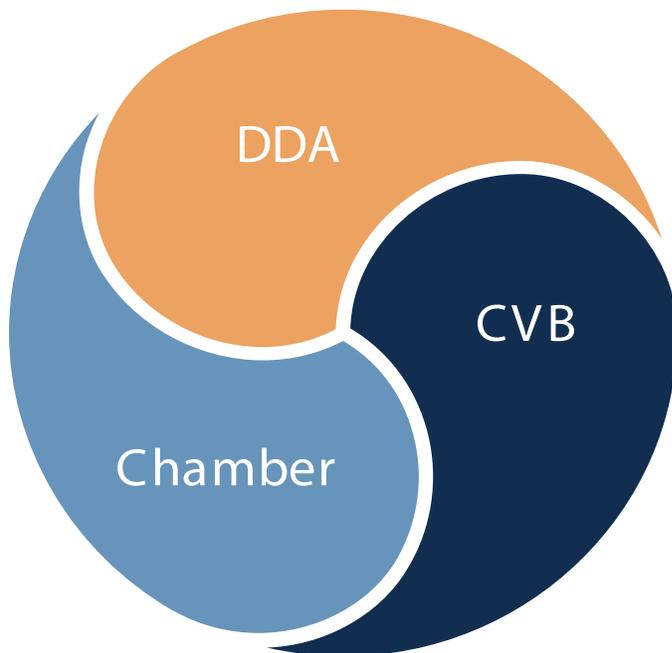
## IMPLEMENTATION PARTNERS

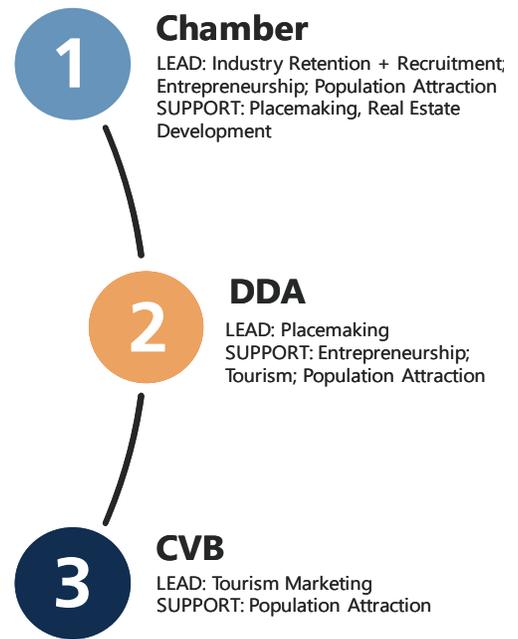
The City of Manistee is fortunate to have strong partners within the community. For the purposes of this economic development strategy, the partners below have been identified for implementing this strategy:

- » City of Manistee
- » Manistee County
- » City of Manistee Downtown Development Authority (DDA)
- » Manistee Area Chamber of Commerce
- » Manistee County Visitors Bureau (CVB)

### **Manistee Forward**

The entities above each possess specific strengths as it relates to specific objectives. Historically, some of these entities have not always been able to cooperate effectively with one another. To put it bluntly, there is, and still remains, a lack of trust among some of these leaders. Trust is built through communication and accountability. The process to create this strategy was guided by the Project Rising Tide Economic Development Subcommittee. This subcommittee should become a permanent group and rename itself





“Manistee Forward,” to reflect the goal of group to be focused on the betterment of the Manistee community. Furthermore, this group should be altered to include the Chair and top executive staff member of each of the entities above and should meet on a monthly basis to discuss projects and efforts each entity is working on. This will create a regular open channel of communication among these key organizations. This communication is key to rebuilding trust among the organizations.

### Organizational Strengths

Recently, the City of Manistee and Manistee County have both contracted with the Manistee Area Chamber of Commerce to provide economic development services. Based on this relationship, the chart to the left outlines the core strengths of these entities. Based on these core strengths, the division of responsibilities for the implementation of the strategy should be as shown in the chart at the top of this page.

### Additional Capacity

No one organization currently has the capacity to provide the needed assistance to potential developers, specifically in the area of real estate development. This includes developer attractions, pro forma development, and knowledge

of the various incentives. It is the recommendation of this strategy for the DDA to create a financially significant “fee for service” arrangement with the Chamber to provide these services. The Chamber’s new economic development initiative would need to hire additional staffing or professional services to provide this additional capacity. The pooling of resources to provide for this capacity makes the most financial sense. Adding the specific “fee for service” component allows for the two organizations to build trust by outlining specific areas of services and goals related to those services.

The City of Manistee has a tremendous amount of assets and potential. By better organizing focused on specific tasks, the community has the best chance for success moving forward.

### IMPLEMENTATION STRATEGY

The following table summarizes the specific actions presented in this strategy for moving Manistee toward greater economic prosperity. For each item, the local and regional goals it supports are identified along with the responsible party, potential or necessary partners, and a relative timeframe for completion. This table is meant to serve as a “to-do” list for the Manistee community.

Short-term: 0-1 years

Medium-term: 1-4 years

Long-term: 5-10 years

TALENT					
ACTION	LOCAL GOAL(S)	REGIONAL GOAL(S)	LEAD PARTY	PARTNER(S)	TIMEFRAME
Create an ongoing population recruitment campaign, targeting second homeowners in the area.	6, 7	1, 2, 4	City of Manistee	Chamber of Commerce	Medium-term
Create an ongoing population recruitment campaign, targeting Manistee visitors.	6, 7	1, 2, 4	City of Manistee	Chamber of Commerce	Medium-term
Create an ongoing population recruitment campaign using social media, targeting graduates from local schools who have moved.	6, 7	1, 2, 4	City of Manistee	Chamber of Commerce	Medium-term

INDUSTRY					
ACTION	LOCAL GOAL(S)	REGIONAL GOAL(S)	LEAD PARTY	PARTNER(S)	TIMEFRAME
Promote available industrial properties on the City's website and through the Manistee Chamber of Commerce.	3, 6, 10	1, 2	City of Manistee	Chamber of Commerce	Medium-term
Collect information about available industrial properties and create custom marketing pieces for each one in order to promote industry retention, expansion and recruitment.	3, 6, 10	1, 2	City of Manistee	Chamber of Commerce	Short-term
Collaborate with large industrial companies in the area to identify potential suppliers and customers who could benefit from being located closer to their operations.	5, 6, 10	2	Chamber of Commerce	Local industrial businesses	Medium-term
Maintain the Manistee Manufacturers Council with the Council's existing goals.	6, 10	1, 2	Local industrial businesses	Chamber of Commerce	Short-, Medium-, & Long-term

TOURISM					
ACTION	LOCAL GOAL(S)	REGIONAL GOAL(S)	LEAD PARTY	PARTNER(S)	TIMEFRAME
Support the Manistee County Visitors Bureau in broadening both the number of active months of tourism in Manistee as well as increase mid-week tourism during the summer months.	1, 2, 7	4	City of Manistee	CVB	Short-, Medium-, & Long-term

Short-term: 0-1 years

Medium-term: 1-4 years

Long-term: 5-10 years

PLACE					
ACTION	LOCAL GOAL(S)	REGIONAL GOAL(S)	LEAD PARTY	PARTNER(S)	TIMEFRAME
HOUSING					
Attract developers to assist in creating the specific types of housing the community needs.	7, 8	2	City of Manistee	Chamber of Commerce	Medium-term
Target vacant or underused upper floors of downtown buildings for housing.	1, 7	2	DDA	MEDC	Medium-term
DOWNTOWN					
Partner with West Shore Community College (WSCC) to establish a downtown location in the former Glick's building.	1, 5	1, 2	WSCC	City of Manistee; DDA	Medium-term
Partner with WSCC to establish a remote campus for other higher education institutions.	5	1, 2	City of Manistee	WSCC	Medium-term
Continue the existing façade program, but with a focus on more and smaller grant amounts instead of fewer large grant amounts.	1, 7	2	DDA		Short- & Medium-term
Focus façade improvements on creating visually impactful repairs or improvements consistent with the historic nature of the building.	1, 7	2	DDA		Short- & Medium-term
Market downtown real estate development opportunities.	1, 3, 6, 9	1, 2, 4	DDA	City of Manistee	Short-term
Provide developer recruitment and education to potential small "mom and pop" developers.	1, 3, 6, 7, 8	1, 2	DDA	Chamber of Commerce	Medium-term
Offer trainings on customer service, merchandising, accounting, marketing, and social media in order to keep existing businesses downtown.	1,	1, 2	Chamber of Commerce; DDA	CVB	Medium-term
Share market data with downtown businesses to help focus efforts in expansion and/or attracting businesses.	1, 3, 5, 6, 9	1, 2	DDA	Chamber of Commerce	Medium- & Long-term
Create a developer-specific packet with market data and specific real estate opportunities.	3, 9, 10	1, 2	City of Manistee	Chamber of Commerce	Short-term

ENTREPRENEURSHIP					
ACTION	LOCAL GOAL(S)	REGIONAL GOAL(S)	LEAD PARTY	PARTNER(S)	TIMEFRAME
Provide either biannual or quarterly trainings for people who are interested in starting a business.	4, 6, 10	1, 2	Chamber of Commerce	Small Business Development Center; WSCC	Short-, Medium-, & Long-term

