



Taking on Challenges and Succeeding

A Plan For A
Growing Economy



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The Economic Development Commission of Grayslake
2007

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PREFACE

In 2006, the Economic Development Commission (EDC) became concerned about the prospects for continued economic growth in Grayslake. As a result, the business community, as represented on the EDC, discussed and evaluated current economic conditions and attitudes with the goal of formulating action steps to put the Village in the best position to achieve beneficial economic growth. The plan entitled Taking on Challenges and Succeeding: A Plan for a Growing Economy is the result of their work.

GLOSSERY OF TERMS

CHAMBER OF COMMERCE CONTRACT: An agreement between the Village of Grayslake and the Grayslake Area Chamber of Commerce (the Chamber) under which the Chamber provides, for set fees, various economic development services in support of the economic development program.

CENTRAL RANGE ECONOMIC DEVELOPMENT INITIATIVE: An approximately 900 acre area located North of Peterson Road and between Route 83 and Alleghany Road which has been designated by the Village for non-residential development.

COMPREHENSIVE PLAN 2005: The Village of Grayslake plan for development of the Village.

EDC: Economic Development Commission of Grayslake.

GRAYSLAKE HERITAGE CENTER PROJECT: An initiative to renovate and expand the existing Municipal Historical Museum at 164 Hawley.

INDUSTRIAL REVENUE BONDS: An economic development incentive of providing low interest for project financing for designated projects through the issuance of these bonds.

NIMBY: “Not in my back yard”. Meaning opposition to any development projects near a person’s home or business.

PROPERTY TAX ABATEMENT: An economic development incentive of reducing or eliminating property tax payments for a project for a defined period of time.

SALES TAX REBATE: An economic development incentive using sales tax dollars generated by a project to pay for project costs.

S.W.O.T. ANALYSIS: A process by which an individual or group assesses the Strengths, Weaknesses, Opportunities and Threats (SWOT) on a given subject matter.

TAX INCREMENTAL FINANCING (TIF): An economic development incentive where property taxes generated from new development in a designated area and for a defined period of time, are used to pay project costs. Taxing districts in the designated area (schools, villages, parks, etc) do not receive new property tax dollars from the area until the TIF ends.

THE ECONOMIC DEVELOPMENT COMMISSION

The Economic Development Commission (EDC) was formed in 1984 for the purpose of expanding the local economy, advising the Village Board on business community issues and programs, advocating positions on issues impacting the business community, and increasing the cooperation between the public and private sectors to achieve the expansion of the local economy and improving the local business climate. Its membership includes representatives of various sectors of the economy, Village officials, and representation from the Grayslake Area Chamber of Commerce & Industry. Upon its formation, the Commission created the position of Economic Development Director, who is charged with implementing the programs and plans of the commission.

During its over 20 years of existence, the Commission has advised the Village Board on economic development and business issues and instituted numerous programs and services designed to recruit new businesses and support existing businesses. These include:

- Active and ongoing programs to recruit new non-residential developers and businesses to the Village's various business areas.
- Instituted the use of various incentive programs to attract new economic development, including facade grants, business investment grants, low interest loan programs, industrial revenue bonds, state incentive programs, and construction of various utilities to economic development sites.
- Implemented a public/private partnership with the Grayslake Area Chamber of Commerce & Industry to provide economic development services, support the recruitment efforts, increase communication with the business community, organize and run business promoting events and programs, administratively support various downtown committees formed by downtown businesses, and provide business services to assist existing businesses.
- Spearheaded the effort to obtain an agreement with Lake County for sewer service to the large Central Range Economic Development Initiative Area.
- Worked with the Lake County Fair Association to analyze the viability of new exposition facilities in Grayslake.
- Developed plans for the downtown business area, the Atkinson Road Corridor business area, and the Central Range Economic Development Initiative Area to guide future development in those areas.
- Encouraged development of new quality residential projects to grow the downtown market.
- Advised the Village Board on various business related issues, including recommendations on many economic development programs and projects, proposed new government regulations, and other business related issues.

Since the formation of the Economic Development Commission, the community has experienced a substantial economic expansion including the development of numerous office/light industrial parks, a number of retail/commercial centers, a growing medical services sector, and the revitalization of the Village's historic downtown district. In the last 15 years, new economic development has:

- Added 1,633,900 square feet of new business tax base with an estimated construction value of \$153,750,000.
- Added \$3,500,000 annually to area school financial resources from new business tax base and \$1,750,000 for other governmental taxing jurisdictions per year (based on current rates and values).
- Created an estimated 2,100 new jobs in the local economy.
- Revitalized our historic downtown business district, including implementation of improvement plans for the area, recruiting new businesses and developers for the district, and conducting numerous promotional events and programs.
- Reduced downtown commercial space vacancy rates from over 40% to less than 7.5%.
- Achieved sewer service to the Central Range Economic Development Initiative Area opening up approximately 1,000 acres for office and light industrial projects which will generate millions of dollars annually in school tax revenues through its development as a major business area in the region.

THE EVALUATION PROCESS/DEVELOPING A NEW PLAN

Periodically, the Economic Development Commission has created multi-year plans to guide its efforts to meet its objectives. These plans include the Plan for Success (1988) and the Plan for Continued Success (1998). Recognizing that the competitive environment has changed and that the local and national economies have evolved since the development of the Plan for Continued Success, the EDC determined that a new evaluation of our economic situation was needed. From this evaluation, plans could then be made to guide our efforts.

In 2006, the EDC began an evaluation process which lead to the formulation of a new plan to guide the economic development efforts of the Village.

As part of its evaluation process, the Commission completed an analysis of the Village's **Strengths, Weaknesses, Opportunities, and Threats**, in terms of its abilities to attract new business tax base ("the SWOT analysis"). The results of this analysis are included with this report as Exhibit A.

Utilizing the results of the SWOT analysis, the Commission developed a multi-faceted plan to address the issues presented by the SWOT analysis.

S.W.O.T. ANALYSIS RESULTS

THE POSITIVES

A. STRONG FOUNDATION:

The Village's economic expansion of the last 15 to 20 years has created a solid economic foundation upon which future economic development can be built. The Village benefits from its outstanding location in a rapidly growing market located between the Chicago and Milwaukee metropolitan areas. A strong local economy, including a revitalized and improved historic downtown district, numerous existing business/office parks, a relatively new and growing medical services sector, and its business corridors/areas that provide a variety of settings for different types of business all attest to the benefits of locating in Grayslake.

A strong public/private partnership between the Economic Development Commission and the Grayslake Area Chamber of Commerce & Industry continues to be a source of cooperation for business advancement by providing numerous programs supporting the economy and providing many "mainstreet" type services and programs for the Village's historic downtown.

As home to the College of Lake County and the University Center of Lake County, the Village has a strong education sector that also provides many services to area businesses.

The Lake County Fairgrounds draws hundreds of thousands of people to the area economy each year.

B. PLENTIFUL OFFICE/LIGHT INDUSTRIAL LAND

Now that an agreement with Lake County has been concluded providing for sewer service to the Central Range Economic Development Initiative Area, the Village has substantial acreage for new office and light industrial development.

C. STRONG DEMOGRAPHICS

According to a report commissioned by the EDC by S. B. Friedman & Company (2006) and the U.S. Census Bureau, the Village enjoys strong market demographics, including:

DEMOGRAPHICS

1. Population/Income

10 Minute Drive Time

	<u>2000 Census</u>	<u>2005 Est.</u>	<u>2010 Est.</u>
<u>Projection</u>			
Population	92,678	106,572	120,326
Households	31,846	36,156	40,307
Median Household Income	\$73,623	\$84,969	\$95,573

Population (Different Distances)

	<u>1 Mile Radius</u>	<u>3 Mile Radius</u>	<u>5 Mile Radius</u>
2000	5,449	40,403	119,926
2006	6,044	45,285	136,573
2011	6,581	49,123	149,575

Household Income (Different Distances)

	<u>1 Mile Radius</u>	<u>3 Mile Radius</u>	<u>5 Mile Radius</u>
2000	\$ 75,586	\$ 88,493	\$ 86,977
2006	\$ 99,768	\$118,246	\$113,222
2011	\$124,443	\$150,443	\$141,436

2. Housing Units (10 Minute Drive Time)

<u>Total Units 2000</u>	<u>Total Units 2004</u>	<u>Annual Growth Rate</u>
1,974	2,599	7.1%

3. Comparison with other Projects: Household Income

<u>Project</u>	<u>Sq. Ft.</u>	<u>Household Income Projected (Number of Units)</u>			
		<u>\$100K-\$149K</u>	<u>\$150K- \$249K</u>	<u>\$250K+</u>	<u>Total</u>
Algonquin Commons	600,000	9,139	2,488	3,534	15,161
Deer Park	385,000	12,516	4,167	8,873	25,556
Geneva Commons	402,000	6,232	2,119	3,970	12,321
Avg. of Existing Sites	462,333	9,296	2,925	5,459	17,679
Grayslake Area - 10 Min. Drive Time	300,000 to 350,000	8,443	2,880	2,840	14,163

4. Retail Sales Potential (10 Minute Drive Time)

\$366,033,976

THE NEGATIVES

The SWOT analysis revealed that, while the Village has experienced a substantial economic expansion in the last decade and a half, it faces serious challenges to continued expansion of the local economy. These challenges include both the Village's relative competitive position in comparison to other communities in our area in terms of attracting new economic investment and certain local weaknesses.

A. COMPETITORS

Competing communities in our area are becoming more attractive to business investment because they have ongoing housing expansion, motivated land sellers, and available land at market prices. These communities display pro business attitudes that not only express a desire for business development but back it up with efficient business project approval processes in a less restrictive regulatory environment. These communities display an aggressive willingness to use Tax Increment Financing (TIF) and other development incentive. For these reasons, our competition is increasingly becoming the location of choice for a rising share of the area's new business development.

B. LIMITED AVAILABLE RETAIL SITES

In addition to the challenges presented by competing communities, certain local weaknesses (which are detailed in Exhibit A) are making the Village less attractive to new investment. Chief among the Village's current weaknesses is a lack of available sites for retail development which is needed to create a well-rounded local economy. Further, in addition to having few quality retail sites, the sites that remain undeveloped are in the hands of property owners who appear unmotivated to sell based on prices they have set for sale of their holdings.

C. ATTITUDES AND PROCESS

In addition to the limited availability of retail sites, the business community perception of the Village's business project approval process and some of its regulatory requirements is not favorable.

While the Village leadership speaks in favor of economic development, their actions sometimes appear to be not supportive of these statements. There has been an environment of seemingly continuous discussions on increasing the regulatory burden on business investors. Investors increasingly feel unwelcome if their projects receive opposition from interests near project sites or fail the personal preference tests of process participants. With increasing frequency, the investors choice to locate here, based on the free market, is questioned with personal desires for certain types of businesses, rather than the market, being the basis of deciding what businesses Grayslake should have.

Seemingly contradictory statements and actions by Village leadership make it difficult for the various participants in the economic development process to be clear on what, specifically, the leadership will approve, hampering recruitment and depressing business development.

D. TRANSPORTATION

The central Lake County road system is already experiencing capacity problems now and, with growth in communities to the west and north of the Village, the problem will grow worse in the coming years. This will inhibit the Village's ability to attract office and light industrial projects. Our competing communities have similar problems.

S.W.O.T. CONCLUSION

Despite the Village's many advantages, as a result of the challenges presented by competing communities, the lack of available land at reasonable prices, and the Village's regulatory and process posture, an increasing share of economic development is likely to go elsewhere if the Village does not promptly act to meet these challenges before our "window" of opportunity closes.

TAKING ON THE CHALLENGES-THE PLAN

ECONOMIC DEVELOPMENT PLAN MISSION

In the current context, as defined through the SWOT analysis process, the Economic Development Commission has developed an overall economic development mission for this plan:

Expand the local economy to expand the tax base, create jobs, and provide business opportunities for existing and new businesses through affirmative leadership of the Village Board that supports economic development projects that reflect market realities, takes stands in favor of specific projects based on community-wide factors, recognizes the ongoing need for efficient and positive processes for project approval, minimizes new regulations and understands the need for project incentives in certain circumstances.

ECONOMIC DEVELOPMENT PLAN GOALS

The main goals of our economic development program should be the following:

1. Expand the undersized retail sector of our economy including the redevelopment of the Lake County Fairgrounds which is the vital step in growing this sector.
2. Encourage the development of quality office and limited industrial projects within the Central Range Economic Development Initiative Area.
3. As the Village aggressively promotes new commercial development in all parts of the Village, continue to implement the Village Center plans of the Comprehensive Plan 2005 including new quality residential projects in the Village Center.
4. Create a more efficient and streamlined approval process that resists further regulatory requirements and is predictable and welcoming to the business investor.
5. Increase public understanding of the benefits of economic development to strengthen support for new business development projects.

ACHIEVING THE GOALS

EXPAND THE UNDERSIZED RETAIL SECTOR OF OUR ECONOMY INCLUDING THE REDEVELOPMENT OF THE LAKE COUNTY FAIRGROUNDS WHICH IS THE VITAL STEP IN GROWING THIS SECTOR

Expansion of the currently undersized retail sector of the Village's economy is essential to the development of a full and well-rounded local economy. Additional retail development will create the potential for reducing the need for homeowner property tax increases by providing additional financial resources to schools and other taxing districts. It will increase the availability of products and services locally, attract customers to our area for the benefit of existing retail and service

businesses, create additional business customers for existing business of all types, and provide new sales tax revenues to pay for additional community improvements without property tax increases.

1. Approve the redevelopment of the Lake County Fairgrounds site to reflect the market by including retail businesses of the types included in the S. B. Friedman Report.
2. Approve new up-to-date fairgrounds facilities.
3. In lieu of the use of TIF's that take funds away from schools and other districts and property tax abatements for retail projects, utilize sales tax rebates for public improvements associated with retail projects.
4. Approve additional retail developments of the types included in the S. B. Friedman Report on other sites viable for retail development.
5. While not a preference, permit quality residential development that supports the retail portions of mixed use projects that generate overall positive financial benefits to schools.
6. For retail projects in existing buildings, utilize facade grants, low interest loan programs, and other financial incentives to encourage retail development in line with the Village's Comprehensive Plan.
7. Aggressively pursue annexations of sites for retail projects and, if needed, including residential components that support the retail.
8. Provide direction to process participants by Village Board passage of resolutions on specific retail projects.

ENCOURAGE THE DEVELOPMENT OF QUALITY OFFICE AND LIGHT INDUSTRIAL PROJECTS WITHIN THE CENTRAL RANGE ECONOMIC DEVELOPMENT INITIATIVE AREA AND OTHER APPROPRIATE SITES:

New office and light industrial developments will create the potential for reducing the need for homeowner property tax increases by providing additional financial resources to schools and other taxing districts. They will also create jobs, present opportunities to existing businesses and support the success of an expanded retail sector.

Every one hundred additional manufacturing jobs created generates positive impacts throughout the local economy, including:

\$6,400,000 in financial deposits

\$1,400,000 in service receipts

3 new service businesses

4 new retail stores

\$5,300,000 in new retail sales

\$13,100,000 in new personal income

205 additional jobs in other sectors (305 total)

1. Recruit quality business park developers to the Central Range Economic Development Initiative Area and other appropriate sites.
2. As part of this Central Range recruitment process, hire a consultant to develop and implement a targeted national marketing program to promote the area.
3. Work to retain current manufacturing/office businesses.
4. Aggressively pursue annexations of sites for retail projects and associated supportive land uses as needed.
5. Fund and complete the agreed to intersection improvements in the Central Range Economic Development Initiative Area by 2010.
6. Develop a set of incentives for this type of development such as property tax abatements, state training programs, industrial revenue bonds, permit fee waivers, and other possible incentives, and create a policy on their use.
7. Support, and pursue funding for, area road improvements to improve access to the Village's office and light industrial areas including, most importantly, a Route 120 bypass.
8. Provide direction to process participants by Village Board passage of resolutions on these types of projects.

AS THE VILLAGE AGGRESSIVELY PROMOTES NEW COMMERCIAL DEVELOPMENT IN ALL PARTS OF THE VILLAGE, CONTINUE TO IMPLEMENT THE VILLAGE CENTER PLANS OF THE COMPREHENSIVE PLAN 2005 INCLUDING NEW QUALITY RESIDENTIAL PROJECTS IN THE VILLAGE CENTER

The Village Center (as defined in the Comprehensive Plan 2005), including the historic downtown business district, is a unique community amenity with a specific business niche in a growing economy. New quality higher density residential will increase pedestrian traffic benefiting downtown businesses. New retail development in other parts of Grayslake will help our successful

downtown retailers and other businesses, a continuing emphasis on maintaining the quality of our Village Center is important on both an economic development and community basis.

1. Encourage more high density quality residential development within the Village Center to increase the market size for downtown businesses.
2. Increase the recruitment efforts for specific “second locations” for restaurants and retail businesses desired for the downtown area.
3. From the recruitment efforts, develop a comprehensive list of potential businesses for use in promoting the downtown as a “second location”.
4. Develop an ongoing information program periodically highlighting programs, activities, and other positives about the downtown business district to be regularly distributed to businesses on the recruitment list.
5. Expand Village Center events to increase customer traffic through the Chamber of Commerce contract and support for other civic groups who organize downtown activities.
6. Facilitate the creation of a self-sustaining retail promotion group of downtown merchants.
7. Support the development of the Grayslake Heritage Center Project as part of an expanded Municipal Historical Museum as a customer draw in the Village Center.
8. Continue and expand facade grants and other incentive programs for downtown building improvements.
9. Develop an advisory architectural guidebook for distribution to potential investors to support the goal of preservation, as much as practical, of the district character.
10. Utilize an appropriate portion of new sales tax revenues from an expanded retail sector to fund downtown improvements as included in the Comprehensive Plan 2005 and complete these improvements within a decade if funds are available.

CREATE A MORE EFFICIENT AND STREAMLINED APPROVAL PROCESS THAT RESISTS FURTHER REGULATORY REQUIREMENTS AND IS PREDICTABLE AND WELCOMING TO THE BUSINESS INVESTOR.

Considering the competitive challenges that the Village faces the Village should resist steps that will make our economic development project approval processes less predictable and more difficult for business investors. The Village should not create new regulatory burdens on economic development and should look to turn its regulatory program and approval processes from a disadvantage into an advantage so that the Village is more competitive, not less, as a result. Decisions should be based on clear regulations not personal preference.

Personal desires for one business or another has no place in governmental approval processes. The market should determine what businesses locate here.

1. In cooperation with representatives of the Plan Commission, the EDC should review the current approval processes for non residential projects and recommend revisions to make these processes more predictable, efficient, and investor friendly. Also, the roles of the various process participants should be clarified and staff and professional consultants, where appropriate, should be empowered to implement standards adopted by the Village's elected officials.
2. New regulatory burdens should be avoided. The EDC should review any proposed additional regulations that impact businesses or business development projects.
3. The EDC should periodically formulate resolutions for Village Board consideration on major economic development projects or issues. These resolutions, recommended by the EDC for Village Board passage, when passed by the Board, will convey the elected leadership's positions so that participants in the economic development and project approval processes are able to act effectively.

INCREASE PUBLIC UNDERSTANDING OF THE BENEFITS OF ECONOMIC DEVELOPMENT TO STRENGTHEN SUPPORT FOR NEW BUSINESS DEVELOPMENT PROJECTS.

Generally, a vast majority of Grayslake residents and businesses support the idea of economic development, but approval of specific economic development projects is often difficult in the face of the natural "NIMBY" opposition to a project. While carefully considering and, where practical, addressing issues raised by interests near proposed economic development projects, the overall community benefit must be the basis of decision making. Therefore, the EDC should increase communication to all stakeholders.

1. Hold an annual economic development summit for the community's economic development stakeholders.
2. Amend the EDC By-Laws to provide for an additional at-large member.
3. Investigate the use and cost of a professional public relations consultant to educate the public on the benefits of economic development, on EDC positions on specific projects or issues and the importance of road improvements to economic development.
4. The EDC should hold regular meetings with the media to background these public information providers on economic development benefits, issues, and processes.
5. The entire process works best when all team members clearly understand the positions of the Village leadership. The EDC should be an advocate for business

projects and periodically recommend Village Board passage of resolutions on specific major economic development projects.

6. Expand the economic development website to promote EDC successes and publicize the benefits of economic development.

PLAN PRIORITIZATION

After establishing the plan mission, economic development plan goals, and steps for achieving the goals, the EDC prioritized the needed steps in two categories. The first is the Village Economic Development Priorities, including the order of priority, and the following priorities for the Village of Grayslake:

VILLAGE ECONOMIC DEVELOPMENT PRIORITIES

1. Approve the redevelopment of the Lake County Fairgrounds site.
2. Approve additional retail developments.
3. Aggressively pursue annexation of sites for retail projects and associated supportive land uses as needed.
4. Approve new, up-to-date fairgrounds facilities.
5. In lieu of TIF, utilize sales tax rebates for public improvements associated with retail projects.
6. Support and pursue funding for area road improvements to improve access to the Village's office and light industrial areas including, most importantly, a Route 120 Bypass.
7. Fund and complete the agreed to intersection improvements in the Central Range Development Initiative Area by 2010.
8. Amend the EDC By-laws to allow for an additional at-large member.
9. Utilize an appropriate portion of new sales tax revenues from an expanded retail sector to fund downtown improvements as included in the Comprehensive Plan 2005 and complete these improvements within a decade if funds are available.
10. Develop an advisory architecture guidebook for distribution to potential investors to support the goal of preservation as much as practical of the distinct character of the Village.
11. Support the development of the Grayslake Heritage Project in an expanded Municipal Historical Museum as a customer draw in the Village Center.
12. While not a preference, permit quality residential development to add local customers.

The second category lists, in priority order, projects for the future work of the Economic Development Commission:

EDC PROJECT PRIORITIZATION

1. Recruit quality business park developers to the Central Range Economic Development Initiative Area and other appropriate sites.
2. Work to retain current manufacturing/office businesses.
3. Develop a set of incentives such as property tax abatement, State training programs, industrial revenue bonds, permit fee waivers, and other possible incentives and create a policy on their use for the type of development described in the first two points.
4. Utilize facade grants, low interest loan programs, and other financial incentives to encourage retail development.
5. The EDC should advocate for business projects and periodically recommend Village Board adoption of resolutions on major economic development projects.
6. Develop a comprehensive list of potential businesses for use in promoting downtown as a “second location”.

And

Increase the recruitment efforts for specific “second locations” for restaurants and retail businesses desired for the downtown area.

7. While new regulatory burdens should be avoided, the EDC should review the current approval processes for non-residential projects.
8. As part of the Central Range recruitment process, hire a consultant to develop and implement a targeted national marketing program to promote the area.
9. Investigate the use and cost of a professional public relations consultant to educate the public on the benefits of economic development and on EDC positions on specific projects or issues.
10. Continue and expand facade grants and other incentive programs for downtown building improvements.
11. Hold an annual economic development summit for the community’s economic development stakeholders.
12. Expand the economic development website to promote EDC successes and publicize the benefits of economic development.

13. Increase communication with the public, Village Board, and other community stakeholders by regular reports/mailings/presentations/forums and other mechanisms.
14. Hold regular meetings with the media to background these public information providers on economic development efforts, benefits, issues, and processes.
15. Encourage more high density quality residential development within the Village Center to increase the market size for downtown businesses.
16. Develop an ongoing information program periodically highlighting programs, activities, and other positives about the downtown business district to be regularly distributed to businesses on the “second location” recruiting list.
17. Facilitate the creation of a self-sustaining retail promotion group of downtown merchants.
18. Expand Village Center events to increase customer traffic through the Chamber of Commerce contract and support for other civic groups who organize downtown activities.

SUMMARY & CONCLUSIONS

Grayslake has many advantages that make it a quality location for business development. As a result, Grayslake has enjoyed remarkable success in the last decade and a half in attracting substantial non-residential development which has greatly expanded the tax base.

Unfortunately, the success of the last 15 years has, in part, led to a mind-set that our personal preferences, rather than the market, are more important in determining what businesses should be in Grayslake. An attitude that projects that are not supported by 100% of interested parties or individuals and projects that don't survive an increasingly layered and unpredictable approval process are not wanted has been created.

As the Village faces more intense competition from competing communities, the Village must, if it wishes to grow the local economy and tax base, return to attitudes and approaches that led to the success of the last 15 years. We must again be "hungry" for economic development and our actions and attitudes should reflect this renewed hunger. We must:

1. Again make economic development **the top priority** for the Village and all participants in the process should recognize this standing in their actions.
2. Appreciate the fact that the free market, rather than personal preferences, is the best determiner of business investment.
3. Clearly recognize that we are operating in a competitive environment in terms of attracting business investment, so our processes and actions should not be detrimental to our competitive standing.
4. Recommit to the idea that new regulations and cumbersome processes hurt the Village's competitiveness.
5. Recognize that the community-wide benefits of specific projects, rather than the expected "NIMBY" opposition, should determine final decisions.
6. Recognize that, despite the Village's many advantages, we need to take concrete steps to achieve our economic objectives and goals.

Someone once said that "attitude makes altitude". Considering the Village's many advantages, if we return to more business friendly attitudes and work diligently on implementing our plans, the Village can achieve new heights in economic development. If we fail to change, and act, we will not.

EDC: S.W.O.T. PROCESS RESULTS

STRENGTHS	WEAKNESSES			OPPORTUNITIES	THREATS	
<p>LOCATION</p> <p>CENTRAL RANGE ACREAGE</p> <p>DEMOGRAPHICS (INCOME/EDUCATION) FAVORABLY COMPARED TO METRO AREA SUBURBS</p> <p>FAIRGROUNDS AS ATTRACTION</p> <p>AWARENESS FROM CLC /UNIVERSITY CENTER</p> <p>DOWNTOWN AS COMMUNITY CENTER (TOWN IMAGE/UNIQUE/AS COMMUNITY AMENITY)</p> <p>EMPLOYEE RECRUITMENT HELPED BY REDUCED COMMUTE (S. WISCONSIN RESIDENTS)</p> <p>ACTIVE CHAMBER OF COMMERCE</p> <p>GROWING MEDICAL BUSINESS PRESENCE</p> <p>LARGE THRU-TRAFFIC NUMBERS</p> <p>WILLING TO DISCUSS SALES TAX REBATES</p>	<p>LOCATION (DEPENDING ON BUSINESS TYPE)</p> <p>ROADS/TRAFFIC CONGESTION</p> <p>DIFFICULTY IN GETTING COUNTY SEWER AGREEMENTS WHEN NEEDED</p> <p>NO WILLINGNESS TO MAKE DEALS THAT RECOGNIZE NON-RESIDENTIAL DEVELOPER NEEDS</p> <ul style="list-style-type: none"> • NO MIXED USE PROJECTS, INCLUDING RESIDENTIAL / NON-RESIDENTIAL • NO BIG BOX RETAIL <p>DECISIONS MADE DON'T TAKE INTO ACCOUNT ECONOMIC TRENDS /REALITIES/STUDIES</p> <p>UNCOOPERATIVE OR UNMOTIVATED LANDOWNERS</p> <p>UNREALISTIC LAND PRICES IN CURRENT MARKET</p>	<p>FEW DEVELOPMENT SITES (EXCEPT CENTRAL RANGE AREA AGREAGE/ FAIRGROUNDS)</p> <p>DEVELOPMENT SITES HAVE PROBLEMS (WETLANDS/OTHER REGULATORY RESTRICTIONS)</p> <p>PROPERTY TAX RATES</p> <p>BUSINESSES DON'T ATTRACT LOCAL RESIDENTS TO SHOP</p> <p>VOCAL PEOPLE ARE NON SUPPORTERS OF SPECIFIC ECONOMIC DEVELOPMENT PROJECTS AND THEY CARRY TOO MUCH WEIGHT AND PROJECTS DON'T GET APPROVED.</p> <p><i>"IF WE CAN'T APPROVE A TENNIS CLUB, HOW CAN WE OK LARGER PROJECTS?"</i></p> <p>SUPPORTERS ARE NOT VOCAL IN FAVOR OF ECONOMIC DEVELOPMENT AND PROJECTS DON'T GET APPROVED</p> <p>ELECTED OFFICIALS DON'T PROACTIVELY STATE CASE FOR PROJECTS</p> <p><i>"YOU ARE TRUSTEES FOR THE ENTIRE COMMUNITY, NOT ALDERMAN"</i></p>	<p>PROJECTS MUST MEET 100% OF EVERY OPINION TO BE APPROVED</p> <p><i>"WE SHOULD MAKE IT EASIER, NOT HARDER, TO GET PROJECTS APPROVED"</i></p> <p><i>"YOU CAN'T ALWAYS HAVE EVERYTHING YOU WANT AND BE REALISTIC"</i></p> <p>SOME BOARD MEMBERS DON'T WANT SOME BUSINESSES AND/OR WANT TO TELL BUSINESSES HOW TO DO THEIR BUSINESS (SIZE/TYPE/LOCATIONS/ETC.) – THIS STOPS APPLICATION AND GREATLY NARROWS OPPORTUNITIES</p> <p>IMAGE TO EXISTING BUSINESS & DEVELOPMENT COMMUNITY HAS DECLINED.</p> <p>ALL PARTS OF PROCESS ARE NOT FOCUSED ON ECONOMIC DEVELOPMENT AS THE PRIORITY</p> <p>INGRAINED PUBLIC PERCEPTION IN GRAYSLAKE THAT ALL DEVELOPMENT IS BAD (TRAFFIC/NOISE, ETC.)</p> <ul style="list-style-type: none"> • CUMBERSOME PROCESS APPROVAL • PARTICIPANTS ARE NOT DEALING WITH ECONOMIC DEVELOPMENT PROJECTS IN A POSITIVE WAY <p><i>"WE DON'T ACT LIKE THEY ARE OUR CUSTOMERS AND WE SHOULD"</i></p>	<p>NO CLEAR UNDERSTANDING OF WHAT BOARD WILL APPROVE/NO CONFIDENCE IN BOARD'S WILLINGNESS TO APPROVE SPECIFIC PROJECTS WHEN NOT UNANIMOUSLY SUPPORTED AND NO PUBLIC OPPOSITION</p> <ul style="list-style-type: none"> • HURTS IMAGE • HURTS RECRUITMENT • DEVELOPERS WILL GO ELSEWHERE IF THEY CAN'T BE TOLD INITIALLY THAT BASIC CONCEPT WANTED • MIXED MESSAGES • LIMITS STAFF CAPABILITIES • UNCERTAINTIES DRIVES DEVELOPMENT AWAY <p><i>"WE HAVE ENOUGH WEAKNESSES OUT OF OUR CONTROL TO CREATE NEW ONES OURSELVES"</i></p> <p><i>"THOSE THAT HAVE FINANCIAL ABILITY TO DO ECONOMIC DEVELOPMENT PROJECTS DON'T WANT TO GO TO PLACES WHERE THEY ARE NOT TOLD THEY ARE WANTED OR HELD UP IN PROCESS. WE ARE LIKE THIS."</i></p>	<p>FAIRGROUNDS DEVELOPMENT POTENTIAL</p> <p>IF FAIRGROUNDS REDEVELOPED, OTHER 45/120 SITES</p> <p>DOWNTOWN REDEVELOPMENT</p> <ul style="list-style-type: none"> • RESIDENTIAL TO SUPPORT COMMERCIAL • MIXED USE TO SUPPORT COMMERCIAL <p>CENTRAL RANGE AREA ACREAGE</p> <p>POTENTIAL FOR TAX ABATEMENT (SALES/PROPERTY)</p> <p>OPPORTUNITY TO IMPROVE PROCESSES /ATTITUDES</p> <p>OPPORTUNITY TO IMPROVE IMAGE</p> <p>ROUTE 120 BYPASS</p>	<p>COMPETITIVE COMMUNITIES WHO ARE ATTRACTIVE TO ECONOMIC DEVELOPMENT BECAUSE THEY HAVE:</p> <ul style="list-style-type: none"> • HOUSING EXPANSION • MOTIVATED LAND SELLERS • AVAILABLE LAND AT MARKET PRICES • PRO BUSINESS ATTITUDES & RESULTING IMAGE AS A GROWING AREA FOR BUSINESS <p><i>"WE NEED TO BE THE BEST ON ALL OTHER FACTORS SINCE WE DON'T HAVE RESIDENTIAL GROWTH AND OTHER ADVANTAGES"</i></p> <p>CONTINUING DOWNWARD TREND IN OUR IMAGE IF WE DON'T CHANGE</p> <p>LIMITED TIME FRAME/WINDOW</p> <p>LACK OF PUBLIC AWARENESS OF OUR SITUATION</p> <p>UNWILLINGNESS TO ACCEPT ECONOMIC DEVELOPMENT PROJECTS THAT ARE NOT 100% OF WHAT VOCAL PEOPLE WANT</p> <p>GRAYSLAKE ATTITUDES</p> <p><i>"WE THINK WE ARE HOT SH_T BUT WE ARE NOT"</i></p> <p>SOME ON COUNTY BOARD</p> <p>SOUTHERN WISCONSIN COMPETITORS</p>