

Chapter 4

ECONOMIC DEVELOPMENT

This section of the Comprehensive Plan provides possibilities for attaining economic progress, and recognizes the correlation between a healthy local economy and community well-being. Influencing and investing in the process of economic development allows a community to determine its future direction and guide appropriate types of development according to shared values. While a flux in local economic performance is to be anticipated, failure to sustain a local economy over the long term inevitably leads to decline and disinvestment of commercial and industrial properties.

In addition to retail and dining options, employment opportunities and entertainment venues, commercial and manufacturing properties provide a number of economic benefits for the community of Elm Grove that include the following:

- Development of and reinvestment in commercial properties to increase tax increment (both property and sales).
- Increased tax revenues help fund public improvements and offset extraordinary costs of complex development.
- Appreciation in historic properties often supports their continued preservation.

The Village of Elm Grove has attracted new commercial and residential development since 2005; however, there are current vacancies in office and retail spaces. Resourceful planning for the community's economic future is needed to continue attracting high quality private investment.



Economic Development Goal, Objectives & Policies

Goal

Strengthen the Village's economic base by encouraging a mix of high quality commercial, retail, and office uses within designated areas of the Village.

Objective I

Continue to support Village planning staff and local business organizations in promoting economic and community development, and working with the development community,

businesses and land owners to realize economic change and physical improvement of commercial and limited manufacturing properties.

Policies

- Work with the property owners who seek development proposals from qualified developers. Ensure that proposals meet the Village’s objectives for redevelopment of various sites.
- Seek development options that enhance the tax base of the Village.

Objective 2

Encourage compatible new office, retail, commercial and mixed-use development within appropriately designated areas.

Policies

- Utilize existing ordinances, regulations, plans, guidelines and plan review processes to ensure quality development within commercial and manufacturing areas.
- Ensure that new development pays its fair share of public facilities and service costs which are attributable to the demand for additional facilities or services as a result of new development.
- Ensure that the design of commercial and manufacturing properties considers building facades, as well as the rear of buildings, service areas and off-street parking areas.

Objective 3

Promote retail and service-based commercial uses that support and build upon existing businesses and provide for the needs of residents and employees.

Policies

- Maintain and enhance the existing traditional “small business” character of the Village.
- Encourage building owners to maintain the highest level of building condition.
- Promote the preservation, restoration and/or adaptive use of existing historic commercial structures if feasible.

Objective 4

Encourage the creation of upscale, high-quality, multifamily residential uses as a component of a mixed-use concept that increases the quantity and variety of living options available to Elm Grove residents who desire to live within easy walking distance of amenities offered in the Downtown Business District.

Objective 5

Encourage a pedestrian-oriented character for the Downtown Business district that reflects traditional small-scale shops.

Policy

- As commercial-oriented thoroughfares undergo reconstruction, ensure that coordinated landscaping, signage, lighting and sidewalk treatment is established to distinguish the Downtown Business District from other parts of the Village.

Objective 6

Evaluate appropriate development and developer incentive programs as necessary to initiate a high level of investment in the development and improvement of the Village's commercial areas.

Policy

- Consider continuing to support the Tax Incremental Funding (TIF) District as a strong economic development tool to capitalize on redevelopment efforts of commercial and manufacturing properties.

Analysis of Labor Force & Economic Base

Labor Force Characteristics

Understanding current labor force demographics aids in planning for the future economic growth and development of a community. Labor force data illustrate the economic vitality and health of a community and expose opportunities for growth and redevelopment to strengthen the existing economic base. Data includes labor force participation, educational attainment, income, employment sectors, and employer information. It is important to keep in mind that the labor force numbers within this Plan were obtained from the 2000 U.S. Census sample data, and as such, should be interpreted in general terms.

Employment Status

The labor force participation rate is defined as the percent of residents in a community, over the age of 16, which are currently employed or seeking employment. In 2000, the number of people in Elm Grove that were part of the labor force was 2,746, or approximately 56.2% of the total population. A significant percentage of the population (43.8%) not in the labor force represents retirees or the spouse in a one-worker family. The Village also demonstrated a remarkably low unemployment rate of 1.7% in 2000.



FIGURE 4-1: EMPLOYMENT STATUS OF CIVILIAN POPULATION 16 YEARS AND OVER, ELM GROVE

Total	Percent	
Male	2,270	46.4%
In labor force:	1,640	33.6%
Employed:	1,590	32.5%
Unemployed:	50	1.0%
Not in labor force:	630	12.9%
Female	2,618	53.6%
In labor force:	1,106	22.6%
Employed:	1,074	22.0%
Unemployed:	32	0.7%
Not in labor force:	1,512	30.9%
Total	4,888	100%

Source: U.S. Census, 2000

Educational Attainment

As mentioned in Chapter 2, Elm Grove has a highly educated population. In 2003, the Department of Public Instruction reported an average graduation rate of 99.3% for graduates of Elmbrook public high schools, the district serving Elm Grove. Approximately two-thirds of the Village’s population 25 years and older holds a university bachelor’s degree or higher, compared to one-third of the County’s population as a whole. The high-skilled labor force residing in Elm Grove is an important contributor to various sectors of the economy in the area.

Labor Force - Employment by Industry

The services sector, which includes a range of activities that include professional, management, administrative, educational, health, and social services, employs most residents in the labor force in the Village and Waukesha County. For Elm Grove, employment in the services sector increased 18% from 1990 to 2000, growing to employ just over half (53.4%) of all Village residents in the labor force, a statistic also observed for Waukesha County (50.5%) during the same period. In 2000, manufacturing was the second largest employment sector for the Village and the County, despite employment decreasing slightly from 1990 to 2000. These employment trends are similar to other areas of the state, where employment in the service sector has been increasing more than other sectors, and manufacturing employment has been decreasing.



FIGURE 4-2: LABOR FORCE, EMPLOYMENT BY INDUSTRY (1990-2000), ELM GROVE

Industry	1990 No. of workers	2000 No. of workers	% of Total	% Change 1990-2000
Construction	101	137	5.1%	35.6%
Manufacturing	505	431	16.0%	-14.6%
Retail & Wholesale Trade	620	344	12.8%	-44.5%
Transportation, Communications & Utilities	108	87	3.2%	-19.4%
Finance, Insurance, & Real Estate	265	187	6.9%	-29.4%
Services	1219	1438	53.4%	18.0%

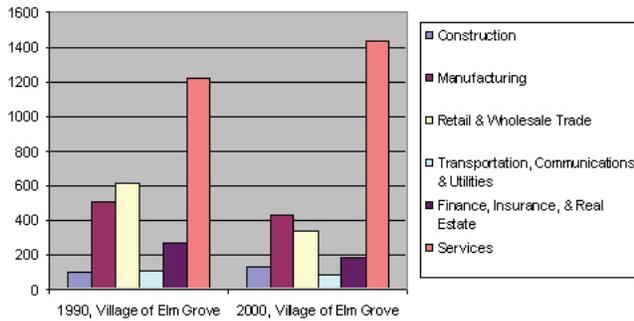
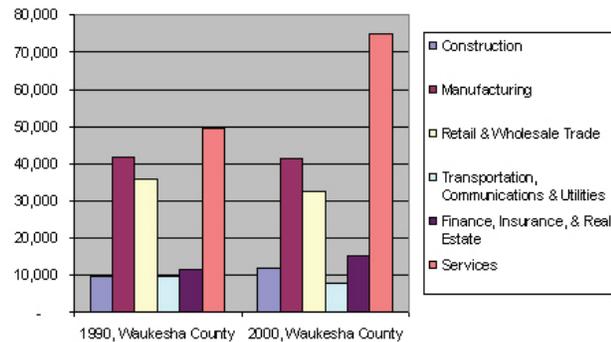


FIGURE 4-3: WAUKESHA CO. LABOR FORCE, EMPLOYMENT BY INDUSTRY (1990-2000)

Industry	1990 No. of workers	2000 No. of workers	% of Total	% Change 1990-2000
Construction	9,673	12,236	6.3%	26.5%
Manufacturing	41,904	41,374	21.2%	-1.3%
Retail & Wholesale Trade	35,883	32,339	16.6%	-9.9%
Transportation, Communications & Utilities	9,610	7,965	4.1%	-17.1%
Finance, Insurance, & Real Estate	11,919	15,378	7.9%	29.0%
Services	49,800	74,970	38.4%	50.5%

Source: U.S. Census, 2000



Travel Time to Work and Method of Commuting

Approximately three quarters of workers that reside in the Village spend anywhere from five to 24 minutes commuting to work, suggesting that the majority of the resident labor force commutes to adjacent municipalities within the Milwaukee metropolitan area. The workforce that commutes less than five minutes (4%) is most likely employed in or near the periphery of the Village (e.g. Brookfield or Wauwatosa). A small percent (6.7%) of the workforce are home-based workers. Of workers that reside in the Village, nearly 85% drive alone to their workplace.

FIGURE 4-4: TRAVEL TIME TO WORK, PERSONS 16+ YEARS OLD

	Number of Workers	% of Total
Did not work at home	2,448	93.3%
Less than 5 minutes	99	4.0%
5 to 14 minutes	974	39.8%
15 to 24 minutes	893	36.5%
25 to 44 minutes	355	14.5%
45 to 89 minutes	108	4.4%
90 or more minutes	19	.1%
Worked at home	177	6.7%
Total	2,625	

Source: U.S. Census, 2000

Income & Median Earnings

Households in the Village of Elm Grove earn a higher income compared to those of neighboring communities. The 2000 Census reports that the median household income in Elm Grove was \$84,158, over twice the national average (\$41,994) and amongst the highest income levels in the Milwaukee-Waukesha prime metropolitan statistical area. The higher household income level is due largely to the occupations of the residents that are employed in management, professional or related occupations.

In 2000, slightly lower median household incomes were reported in the neighboring cities of Brookfield (\$76,225) and Wauwatosa (\$54,159). Of counties in the State of Wisconsin, Waukesha reports the highest median household income (\$62,839).

Existing Economic Base

For planning and economic development purposes, it is important to analyze and understand what industry sectors have the greatest potential for future job growth. In a small community such as Elm Grove that is inextricably linked to surrounding municipalities, this analysis considers regional as well as local industry sectors.

Major Employers and Business Establishments

In 2004, there were 312 total business establishments in the Village (U.S. Census data). The professional, scientific and technical service category comprised the highest number (77 establishments) of the overall total. The majority of business establishments

(193 establishments, or 62%) are characterized as “small scale” enterprises, and employ small workforces of one to four people. Sectors providing a significant portion of jobs in the Village include transportation/warehousing, wholesale and retail trade, accommodation and food services and health care/social services.

FIGURE 4-5: SUMMARY OF BUSINESSES IN ELM GROVE

2004 Industry Summary									
Type of Business	Total Establishments	% of total	1-4	5-9	10-19	20-49	50-99	100-249	1000+
Construction	19	6.1%	14	2	1	2	-	-	-
Manufacturing	5	1.6%	5	-	-	-	-	-	-
Wholesale Trade	28	9.0%	19	3	3	1	1	1	-
Retail Trade	25	8.0%	8	5	8	2	2	-	-
Transportation & Warehousing	5	1.6%	3	1	-	-	-	-	1
Information	3	1.0%	3	-	-	-	-	-	-
Finance & Insurance	36	11.5%	20	8	6	2	-	-	-
Real estate, rental & leasing	22	7.1%	18	3	1	-	-	-	-
Professional, scientific, & technical services	77	24.7%	54	18	3	2	-	-	-
Management of companies & enterprises	2	0.6%	2	-	-	-	-	-	-
Admin, support, waste management services	9	2.9%	6	1	2	-	-	-	-
Educational services	4	1.3%	1	1	-	2	-	-	-
Health Care & Social Assistance	28	9.0%	15	8	2	3	-	-	-
Arts, entertainment & recreation	4	1.3%	1	1	1	-	-	1	-
Accommodation & food services	12	3.8%	2	4	2	3	1	-	-
Other services (except public administration)	28	9.0%	18	3	2	3	2	-	-
Unclassified establishments	5	1.6%	4	-	1	-	-	-	-
Total	312	100%	193	58	32	20	6	2	1

Source: U.S. Census, ZIP Code Business Patterns 2004

**Elm Grove reported no establishments with an employee size of 250 – 999 in 2004

It is important to note recent trends relevant to economic decline in Elm Grove. Over a six year period between 1998-2004, the business community witnessed a loss of 74 establishments (19.2% decrease). Consequently, the Village experienced a dramatic reduction in the number of residents and non-residents employed in local businesses (5,339) and a substantial decrease in the annual payroll (-58% change).

A primary contributing factor for the decline in numbers includes two major floods that occurred in the late 1990s that devastated properties located in the floodplain, including many of those in the downtown business area. In addition, increased competition from expanding retail and office uses in the surrounding community of Brookfield, along with their availability of land and building space and transportation access has likely adversely impacted the business environment in Elm Grove.



FIGURE 4-6: ELM GROVE BUSINESS TRENDS, 1998 - 2004

Year	Total Number of Establishments	Number of Employees	Annual payroll in \$1,000
1998	386	8,996	\$ 253,176
1999	386	9,148	\$ 269,539
2000	365	9,554	\$ 261,708
2001	367	8,626	\$ 271,722
2002	346	5,000 - 9,999	Not available
2003	331	3,786	\$ 111,476
2004	312	3,657	\$ 106,273
Percent Change	-19.2%	-59.3%	-58.0%

Source: U.S. Census, ZIP Code Business Patterns 2004

The majority of businesses in Elm Grove are located in the downtown area (Map 2). The remaining businesses are located along Bluemound Road, from 124th Street to Elm Grove Road and at the Moorland Road/Pilgrim Parkway intersection. These areas, as described, incorporate the parcels zoned for business and limited manufacturing uses in the Village.

Information on Waukesha County and the surrounding region was garnered from the Waukesha County Comprehensive Plan in order to construct a broader picture of the factors impacting economic development in Elm Grove. As a whole, Waukesha County experienced significant employment growth between 1990 and 2000 in finance, insurance and real estate, services, construction, wholesale trade and retail trade.

FIGURE 4-7: EMPLOYMENT INDUSTRY TRENDS IN WAUKESHA COUNTY, 1990-2000

Type of Industry	1990	2000	2000 Percent of Total Employment	1990-2000 No. in Change of Employment	1990-2000 Percent Change of Employment
Agriculture	1,191	1,011	1.0%	(180)	-15.1%
Construction	12,679	18,462	7.0%	5,783	31.0%
Manufacturing	44,871	56,754	21.0%	11,883	21.0%
Transportation, Communication & Utilities	8,185	9,516	4.0%	1,331	14.0%
Wholesale Trade	16,128	22,508	8.0%	6,380	28.0%
Retail Trade	31,054	43,132	16.0%	12,078	28.0%
Finance, Insurance & Real Estate	13,131	22,340	8.0%	9,209	41.0%
Services*	46,293	76,265	28.0%	29,972	39.0%
Government & Government Enterprises	13,994	17,059	7.0%	3,065	18.0%
Other	2,135	3,749	1.0%	1,614	43.0%

*Services include business, repair, personal, entertainment, recreation, health, education, accommodation and food, social, and professional services. Source: U.S. Census Bureau of Economic Analysis and SEWRPC

The largest employers in Waukesha County are part of the health services, medical product innovation, retail, wholesale, government, education, and communication sectors. Collectively these businesses employed 30,030 workers in 2005, comprising 11% of the total number of workers in Waukesha County.

FIGURE 4-8: LARGEST EMPLOYERS IN WAUKESHA COUNTY, 2005

Name of Employer	Type of Business	Approximate Employment (FTE)
Pro Health Care	Health Services	4,964
Kohl's Department Stores	Retail/Company Headquarters	4,045
GE Healthcare	Medical Products/ Headquarters	3,976
Roundy's	Food Wholesale/Retail	3,593
Quad Graphic's Inc.	Printing/Company Headquarters	3,146
Target Corporation	Retail/Distribution Center	1,623
School District of Waukesha	Education	1,508
AT&T	Communications	1,478
Community Memorial Hospital	Health Services	1,474
Wal-mart Corporation	Retail	1,425
Waukesha County	Government	1,402
Waukesha County Technical College	Education	1,396

Source: Waukesha County Comprehensive Development Plan citing Wisconsin Department of Workforce Development, Labor Market Information Bureau and Waukesha County employer inquiry data.

In 2002, Waukesha County had 12,579 businesses; 93% of these businesses had less than 50 employees. The three largest business establishment groups consisted of wholesale/retail trade, professional/administrative services, and construction.

FIGURE 4-9: LARGEST BUSINESS ESTABLISHMENT GROUPS IN WAUKESHA COUNTY, 2002

Type of Business	Number of Businesses
Wholesale/Retail Trade	2,630
Professional & Administrative Services	1,700
Construction	1,589
Education & Health Services	1,172
Manufacturing	1,096
Finance, Insurance, & Real Estate	1,031

Source: U.S. Census, County Business Patterns, 2002

Waukesha County's total share of regional employment in the seven county Southeastern Wisconsin Region has grown from 3% in 1950 to 22% in 2000, with the majority of this growth occurring between 1990 and 2000. In 2000, Waukesha County had 270,000 jobs, an increase of over 80,000 jobs since 1990.

FIGURE 4-10: TOTAL EMPLOYMENT TRENDS BY COUNTIES IN THE SOUTHEASTERN REGION, 1990-2000

County	1990	2000	Number Increase in	Percent Increase in	Percent of Total Employment in Region
Kenosha County	52,230	68,654	16,424	24%	5.7%
Milwaukee County	609,800	624,600	14,800	2%	51.0%
Ozaukee County	35,300	50,800	15,500	31%	4.2%
Racine County	89,600	94,400	4,800	5%	7.7%
Walworth County	39,900	51,800	11,900	23%	4.2%
Washington County	46,100	61,700	15,600	25%	5.1%
Waukesha County	189,700	270,800	81,100	30%	22.1%

Types of New Businesses Desired

Currently the retail market in Elm Grove, consisting of a cross-section of small locally owned shops, serves many of the needs of local residents. However, residents have expressed a desire, through community-wide surveys, to see improvements made to the existing retail mix. More specifically, the need for a greater diversity of upscale establishments was expressed.

In 2001, the Downtown Master Plan Committee was established to investigate the development of a conceptual Downtown Master Plan. The mission of this committee was to propose a long-range plan that provides for progressive growth and development while preserving the history and charm that make Elm Grove unique. The draft plan was not adopted by the Village Board of Trustees.

A community-wide survey was conducted in 2006 as part of the Village's comprehensive planning efforts elicited several comments pertaining to the downtown and business environments. Consistent themes in these comments include the need to attract business that would create a center of activity and a gathering place for people. The need for a mix of upscale shops that meet the needs of residents was also cited.

Commercial and Manufacturing Uses

Commercial and limited manufacturing uses in the Village of Elm Grove are located in four areas: (1) within the compact Downtown Business District, (2) along Bluemound Road (State Highway 18), (3) along Knoll Road and (4) at Pilgrim Parkway and Bluemound Road. Commercial uses include a variety of business types that include small-scale retail, offices, banks, professional services, and a U. S. Post Office. Commercial buildings range from one to three stories in height and vary in their architectural style and period of construction.

Although some newer buildings exist within the commercial area, many of the older buildings require more intensive maintenance. Many of the business structures located on Watertown Plank Road cover a large percentage of the lot, thereby leaving little land available for on-site parking.

While many ‘main street’ commercial districts that date from the early 1900’s are characterized by a traditional “streetwall” (buildings built at or near the sidewalk), the pattern of site development in Elm Grove is more typical of post-WWII developments that are designed for automobile consumers.

Categories of Commercial and Manufacturing Uses (Map 2)

- Commercial Retail
- Commercial Office (Lo-rise)
- Commercial Office (Mid-rise)
- Commercial-Mixed Use
- Commercial-Institutional
- Manufacturing

Strengths & Weaknesses for Attracting Business & Commercial Enterprise

The Village of Elm Grove offers its own uniqueness and set of attributes that offer competitive advantages over other communities in the region. With respect to retaining and attracting businesses, the Village of Elm Grove has several strengths. Included among these are:

- High median household incomes and community purchasing power
- Very low crime rates
- Proposed reconfiguration of the floodplain (based on the flood management project) that will exempt a substantial amount of commercial property from flood risks
- High quality, progressive school district
- Long-established businesses
- Walkable distance from neighboring residential areas
- A central location within a Village that maintains a distinct cultural identity
- Ease of access to the region’s network of interstate highways
- A compact retail core that includes a mix of businesses.
- Location on a major railway corridor which may provide commuter services in the future

Although the Village enjoys its share of advantages, there are several challenges that must be considered when seeking to attract new businesses and commercial investment:

- Insufficient parcel size to accommodate redevelopment
- Existence of the floodplain
- Commercial rail line through the center of Downtown
- Lack of municipal water
- Limited transportation accessibility and capability



Availability of Land for Economic Redevelopment

Sites for Redevelopment

As previously mentioned, the Village is essentially fully developed. The vast majority of land is zoned for single-family residential use. As a result, the amount of existing land that can be used for economic development is limited to the districts zoned for business and limited manufacturing uses.

Parcels that retain “investment and reinvestment potential” are illustrated on Map 7. At present, these sites may be vacant, underutilized or constrained by infrastructure deficiencies.

A majority of responses from the community-wide survey distributed at the beginning of the comprehensive planning process in August 2006 indicated support of mixing residential and business uses in the same building as redevelopment occurs in the downtown area.

Use of Brownfield Sites

The Wisconsin Department of Commerce (DOC) defines brownfields as ‘abandoned, idle, or underused industrial or commercial facilities or sites, the expansion or redevelopment of which is adversely affected by actual or perceived environmental contamination.’ At this time, no brownfield sites have been identified in the Village of Elm Grove.

TIF District Financing

The Village of Elm Grove has a recent history of partnering with the private sector on selective projects and may seek to do so again to ensure land use and design quality standards align with the Village objectives for redevelopment.

The Village has created a downtown TIF (Tax Incremental Financing) district to finance improvements within and peripheral to the downtown commercial district (Map 2). The TIF allows Elm Grove to undertake public projects that stimulate beneficial development or redevelopment that would ordinarily face significant financial obstacles. Taxes generated by the increased property values pay for needed public works, such as flood mitigation and transportation projects.

Applicable County, Regional & State Programs

The State of Wisconsin Comprehensive Planning Law encourages cooperation among county, regional and state governmental units and economic development organizations and initiatives. The following initiatives and programs support economic development activities:

Local Service Organizations

Elm Grove Business Association. The Elm Grove Business Association (EGBA) brings together business owners and professionals of Elm Grove to advance and promote their business interests and the community’s general welfare. EGBA holds monthly member meetings featuring a variety of speakers and topics, and social activities including a Spring

Luncheon, Summer Picnic and Holiday Party. EGBA also aims to develop networking and camaraderie amongst professionals and provide sales and marketing opportunities through a Holiday Open House and the Business Association's Elm Grove calendar.

- Elm Grove Garden Club**
- Elm Grove Junior Guild**
- Elm Grove Recreation Club**
- Elm Grove Soccer Club**
- Elm Grove Taxpayers Association**
- Elm Grove Tennis Club**
- Elm Grove Women's Club**
- Friends of the Elm Grove Library**
- Golden K Kiwanis Club of Elm Grove**
- American Association of University Women**
- American Legion Post 449**
- Elmbrook Historical Society**
- Elmbrook Humane Society**
- Elmbrook Memorial Hospital Auxiliary**
- Elmbrook Rotary Club**
- Republican Party of Waukesha County**
- Rotary Club of Brookfield**
- St. Mary's Seniors Club**
- Spartan Youth Football**

County Programs

Waukesha County Economic Development Corporation. The Waukesha County Economic Development Corporation (WCEDC), a public-private partnership, works to recruit and retain top business talent, strengthen Waukesha County's business marketplace presence, reduce the cost of conducting business, focus on local business retention, support regional initiatives, and manage a business revolving loan fund.

Waukesha County Action Network. The Waukesha County Action Network (WCAN) is a business coalition that recommends strategies for community issues important to maintaining Waukesha County's success in the Region. The Network addresses unique issues of public interest related to the conditions and improvements of the infrastructure, educational systems, cultural and social economic welfare of the broader community of Waukesha County by providing a forum to exchange information, research and alignment of resources for business and community leaders who will spur action through recommendations toward solving matters of concern.

Regional Programs

Milwaukee 7. This is a Council of representatives from seven counties - Milwaukee, Waukesha, Racine, Kenosha, Walworth, Washington and Ozaukee. The council, made up of about 35 civic and business leaders, was formed with the idea that a regional approach is the key to fostering economic growth. Milwaukee 7 is engaged in efforts

focusing on regional strategic planning for economic development. Among the Council's goals are to pull together comprehensive information about the region, creating a way for businesses to tap easily into data that can help them plan expansion or location decisions.

The University of Wisconsin – Milwaukee. This local organization provides a regional and local source of data and information useful for business development; offers unique research partnerships through the School of Architecture and Urban Planning and potentially other programs.

Southeastern Wisconsin Regional Planning Commission (SEWRPC). The Commission was created to provide the basic information and planning services necessary to solve problems, which transcend the corporate boundaries and fiscal capabilities of the local units of government comprising the southeastern Wisconsin region.

State Programs

Wisconsin Department of Commerce. This state program aids in economic development by providing direct assistance to businesses or through the local community. The Department of Commerce has Area Development Managers located throughout the state to work with local communities and businesses to identify available resources.

The Wisconsin Department of Workforce Development. The Wisconsin Department of Workforce Development (DWD) is the state agency charged with building and strengthening Wisconsin's workforce. DWD offers a wide variety of employment programs and services, accessible at the state's 78 Job Centers, including: securing jobs for the disabled, assisting former welfare recipients to transition to work, linking youth with jobs of tomorrow, protecting and enforcing worker's rights, processing unemployment claims, and ensuring worker's compensation claims are paid in accordance with the law.

Wisconsin Small Business Development Center. The center offers business management, education, counseling and training programs at an affordable fee. Counseling to address individual business needs is available without cost to the small business client. The purpose of these centers is to ensure the state's economic health and stability.

Economic Development Implementation Strategies

Project or Action	Responsible Party	Timeframe
ECONOMIC DEVELOPMENT		
Coordinate forums with merchants, property owners, and local officials who help to ensure the greatest level of efficiency and effectiveness in enhancing the economic vitality of the Village's commercial areas.	Village responsibility, with cooperation and participation with property owners, developers and Village residents.	Ongoing
Work with property owners who seek development proposals from qualified developers which meet the Village's functional objectives for various commercial areas.	Village responsibility, with cooperation and participation with property owners, developers and Village residents.	Ongoing