

**Gruen  
Gruen  
+  
Associates  
Holiday  
Greeting  
and  
Forecast  
for  
2012**

*Our 40th Forecast*



**UPLIFTING**  
*The National Economy  
from below*

In 2012, the U.S. economy will continue to waver, with slow but positive growth as it is kept out of negative territory by tepid, narrowly focused fiscal policies and strong monetary actions by the Federal Reserve Bank.

Only local and regional economies can lift the national economy onto a faster growth path. They will need to ramp up their comparative advantages to effectively compete in domestic and/or global markets. No “one size fits all” approach will facilitate faster regional economic growth. A two-step process of identifying the community’s unique abilities to compete, and the changes needed in the local business environment, will pinpoint the public and private strategies that will cumulatively increase the growth pace of the U.S. economy.

- **Local communities can uplift the national economy** through public/private collaborations
- **Intellectual capital** converts into prosperity through innovation and entrepreneurship
- **Agglomerations of quality and efficient places** attract, retain and connect talented people and innovative firms
- **Effective development plans and regulations** foster entrepreneurial networks and exports

*Elements of Winning  
Economic Development Strategies  
may include:*

- Investments in “doc in the box” and larger scale medical clinics. As healthcare reform evolves, medical care needs will shift from hospitals to clinics.
- Encourage manufacturing and processing firms to provide training to bring the skills necessary to compete in 21st century operations.
- Base plans and policies on the future by gaining an understanding of the demographic makeup and priorities of residents, as well as your community’s appeal to businesses and visitors.
- Facilitate the adaptive re-use and redevelopment of obsolete local real estate. Many retail centers, particularly in secondary and tertiary communities, will require significantly altered uses.

**Our 40th Forecast**  
Gruen Gruen + Associates wishes  
you and your family a healthy, happy, peaceful  
and prosperous New Year.

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**San Francisco, California and Deerfield, Illinois**  
*Applying Knowledge • Creating Results • Adding Value*