

RESOLUTION NO. 2022-14

RESOLUTION AUTHORIZING THE VILLAGE OF CALEDONIA TO ENTER INTO A CONTRACT WITH THE RACINE COUNTY ECONOMIC DEVELOPMENT CORPORATION FOR ECONOMIC DEVELOPMENT TECHNICAL ASSISTANCE FOR 2022

WHEREAS, the Village of Caledonia has contracted with the Racine County Economic Development Corporation for economic development technical assistance for many years and RCEDC has been very helpful in the Caledonia Business Park improvements, the creation and expansion of TID #4 and various other economic development activities in the Village; and

WHEREAS, the Village of Caledonia would like to continue contracting with RCEDC in 2022.

NOW, THEREFORE, BE IT RESOLVED by the Caledonia Village Board that a contract between the Village of Caledonia and the Racine County Economic Development Corporation for economic development technical assistance for 2022 as set forth in Exhibit A which is attached hereto and incorporated herein, at a cost of \$42,500 is authorized and approved and the Village President and Village Clerk are authorized to execute said contract.

BE IT FURTHER RESOLVED that the funds for said contract shall be allocated based on annual activity between current TIDs.

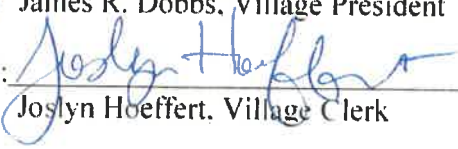
21 Adopted by the Village Board of the Village of Caledonia, Racine County, Wisconsin, this day of February, 2022.

VILLAGE OF CALEDONIA

By:


James R. Dobbs, Village President

Attest:


Joslyn Hoeffert, Village Clerk



MEMORANDUM

TO: JIM DOBBS, CALEDONIA VILLAGE PRESIDENT
CALEDONIA VILLAGE BOARD
KATHY KASPER, VILLAGE ADMINISTRATOR

FROM: LAURA MILLION, DEPUTY DIRECTOR, RCEDC

RE: 2021 YEAREND REPORT RCEDC ACTIVITIES

DATE: FEBRUARY 16, 2022

The Village of Caledonia contracts with Racine County Economic Development Corporation (RCEDC) to provide economic and community development technical assistance to the Village of Caledonia.

RCEDC's work was guided by RCEDC's 2021 Strategic Plan and with oversight and guidance provided by the Village Administrator, Village President, and Village Board.

The attached Economic Development Dashboard summarizes RCEDC's activities and outcomes during 2021 across Racine County. This memo highlights businesses activities and projects that occurred in the Village of Caledonia.

- I. **Business Retention and Expansion.** RCEDC connects existing Racine County businesses with financial and technical resources to continue operation and growth. In 2021, RCEDC provided:
 - A. Technical assistance to 298 businesses with 14 occurring in the Village of Caledonia. Assistance ranged from providing the required letters for the Main Street Bounce Back Grant, connecting entrepreneurs to provide start-up resources and business plan support, introducing businesses to talent and HR support, introductions to Gateway Technical College staff and other partners.
 - B. Outreach to 472 businesses to learn more about challenges and opportunities and share financial and technical program information. Outreach included business call visits with 7 Caledonia Businesses, in addition to mailing program information to industrial and Douglas Avenue businesses.

- C. Project support to assist four (5) Caledonia businesses:
 - 1. Priority, Inc (Grant)
 - 2. MKE Laser Design Dentistry (Loan)
 - 3. Culvers (Village Forgivable Loan)
 - 4. Mulligan's Mini Golf (Loan)
 - 5. Bendtsen's Bakery (Loan)
- D. Ongoing Servicing of four (4) loans
 - 1. A&W Restaurant
 - 2. Yogi Bear's Jellystone Park Camp Resort
 - 3. Norco
 - 4. Billing Management, Inc.
- E. Establishment of Limited Opportunity Grant Program – CDBG CV in December 2021 to support businesses in Racine County (outside the City of Racine) impacted by the pandemic: Up to \$12,000 grant for businesses affected by Covid with less than 5 employees and meet low- to moderate income guidelines.

II. Business Recruitment

- A. Highlighted Caledonia opportunities to real estate professionals, developers, and site selectors.
- B. Engaged with 21 projects considering locations/projects in Caledonia. Includes engagements that resulted in Scannell Properties investment into DeBack Farms Business Park.
- C. Undertake direct marketing campaign to 500 site selectors and real estate professionals.

III. Talent Attraction

- A. Promoted Racine County, including Caledonia through GreaterRacineCounty.com and complimentary digital ad campaign. Ad campaign resulted in 3.6 million impressions in Greater Chicago area.
- B. Launched Greater Racine County Digital Manufacturing Campaign with a consortium of local manufacturers.
- C. A total of 114 businesses (8 Caledonia) registered on the Greater Racine County website and job board; content shared in digital campaign directed at northern Chicago.

IV. Community Development

- A. Provided feedback on ways to improve messaging for economic development on the Village website.

RCEDC 2021 STRATEGIC PLAN YEAR-END RESULTS REPORT

Our Mission

Ensuring the economic vitality of Racine County by working with our partners to support innovation and creativity that leads to business investment.

Our Goal

Facilitate business expansion projects that result in the creation and retention of jobs and increase the tax base in Racine County.



A total of 95 projects were approved during 2021.

Projects by community:

1. **Burlington** – 7 projects, including M. Dika Dermatology, Wheel Specialties Inc., and Batteries Plus Burlington
2. **Caledonia** – 5 projects, including Scannell Properties, Culvers of Racine, and Mulligan's Mini Golf
3. **City of Racine** – 20 projects, including Renew Medical, Eckman, and Jacquet Midwest
4. **Mount Pleasant** – 7 projects, including Ashley Capital, Fiduciary Real Estate Development, and Belle City Family Dentistry, S.C.
5. **Raymond** – 1 project, Clearcom, Inc.
6. **Sturtevant** – 2 projects, including M&J Krueger Trucking, and Synergy Hospitality
7. **Union Grove** – 2 projects, Graphic Sign Shop and Top Paws
8. **Waterford** – 5 projects, including Flitz International, Ltd., Artistic Piano Service, LLC, and Cafe 213
9. **Yorkville** – 5 projects, including Merz North America, Anderson Trailers, and Tru-Tool Inc
10. **SBA 504** – 6 additional loans throughout Racine County, and 35 outside of Racine County



STRATEGY 1: BUSINESS RETENTION AND EXPANSION

Identify and address the needs of businesses through relationship and provision of resources. The strategy will be accomplished by successfully completing technical

assistance requests, developing, and implementing leadership programs, conducting outreach and providing loans, grants and incentives to businesses.

RESULTS:

| Business Retention & Expansion | Annual Goals | Q4 2021 | % of Target |
|--|--------------|--------------|-------------|
| Technical Assistance | 220 | 298 | 135% |
| Leadership Training Programs | 3 | 4 | 133% |
| Outreach | 455 | 472 | 104% |
| Businesses Assisted through Lending, Grants and Incentives | 61 | 48 | 79% |
| Amount of Community Loans, Grants, and Incentives | \$3,550,000 | \$3,021,023 | 85% |
| Businesses Assisted through SBA 504 | 14 | 43 | 307% |
| Amount of SBA 504 Loans | \$13,450,000 | \$26,892,000 | 200% |

STRATEGY 2: BUSINESS RECRUITMENT

Take advantage of Racine County's location and opportunities to pursue development with the highest potential to spur other development including industrial, residential, and commercial development. The strategy will be accomplished

through outreach to real estate professionals, implementing business park development, residential development and administering incentives to spur development.

RESULTS:

| Business Recruitment | Annual Goals | Q4 2021 | % of Target |
|---|--------------|---------|-------------|
| Outreach Activities to Real Estate Professionals, Developers and Site Selectors | 190 | 156 | 82% |
| Businesses Assisted in Business Park Development | 5 | 3 | 60% |
| Residential Development Projects | 2 | 1 | 50% |
| Business Recruitment Marketing (Direct Marketing Campaigns) | 2 | 2 | 100% |



STRATEGY 3: TALENT ATTRACTION

Through RCEDC's talent attraction website, www.GreaterRacineCounty.com, RCEDC will effectively market Racine County to encourage more people to explore, work, and live in Racine County. The strategy will

be accomplished through refining and implementing a digital advertising campaign that, in the end, results in an increase of visitors, talent and residents to Racine County.

RESULTS:

| Talent Attraction | Annual Goals | Q4 2021 | % of Target |
|--|--------------|-----------|-------------|
| Digital Recruitment Campaign (impressions) | 3,000,000 | 3,662,664 | 122% |
| Front Door to Talent: Engage local employers and HR professionals (Business Calls) | 40 | 40 | 100% |
| Feedback to Partners on Talent Demand and Programming (Quarterly Communications) | 4 | 4 | 100% |
| GRC Job Board - # of Business Profiles and # Jobs Posted | 100 / 350 | 114 / 440 | 114% / 125% |

STRATEGY 4: COMMUNITY DEVELOPMENT

In partnership with Racine County Executive, RCEDC will work with local municipalities and partners to identify barriers that when addressed will result in higher tax base, more

jobs and residents. The strategy will be accomplished by working closely with our community leaders to ensure the development process is transparent and predictable.

RESULTS:

| Community Development | Annual Goals | Q4 2021 | % of Target |
|---|--|---------|-------------|
| Development Assessment: Identify and mitigate barriers to development | 8 Community Contracts; post development process; post on websites | 8 | 100% |
| <i>Explore. Work. Live.</i> | Build on Visit/Explore messaging in GRC website. Publish 5 visitor-centric communications on the GRC website in collaboration with local communities | 9 | 180% |



STRATEGY 5: IMPACTFUL LEADERSHIP

RCEDC leadership is committed to continuous improvement, regular evaluations of RCEDC priorities, asking the right questions, and pushing for solutions. The strategy will be accomplished through diligent review of resources and

programs, securing private contributions to support RCEDC's mission and continued engagement of diverse leaders to join RCEDC's volunteer committees.

RESULTS:

| Leadership | Annual Goals | Q4 2021 | % of Target |
|--|---|--------------------------|-------------|
| Program Review | Review primary programs and initiatives; present findings to leadership to determine retention, improvements or elimination | Completed in 4th Quarter | |
| Internal Talent Development Initiative | Establish individual professional development programs to retain and attract RCEDC staff | 1 | 100% |
| Private Contribution | \$160,000 | \$149,110 | 93% |
| Diverse Leadership | 3 | 5 | 167% |
| Sound reputation | Sound financial planning; progressive work culture; retain positive reputation | Ongoing | |

January 5, 2022

Jim Dobbs
Village President
Village of Caledonia
5043 Chester Lane
Racine, WI 53402

Dear Mr. Dobbs:

This letter is intended to serve as a letter agreement between the Village of Caledonia hereinafter referred to as "Caledonia" and the Racine County Economic Development Corporation (RCEDC). In accordance with this agreement, the RCEDC agrees to continue to provide economic and community development technical assistance to Caledonia. Such assistance will be coordinated on a day-to-day basis with the Administration and, with regard to policy-related issues coordinated with the Village Administrator, Village President and Village Board.

PURPOSE

The purpose of the agreement is to further the overall goals of community and economic development by facilitating job growth and investment, resulting in new tax base for Caledonia, through interagency cooperation and services provided by the RCEDC.

AGREEMENT

The RCEDC agrees to provide direct economic and community development assistance to Caledonia in accordance with the objectives promulgated by the Village President, Village Board and Village Administrator. The RCEDC has assigned Laura Million, Deputy Director as the economic development staff person to Caledonia. Ms. Million will act as the Village's economic development advocate, in partnership with other RCEDC staff, and will expend best efforts to promote business retention and expansion, business recruitment, talent attraction, community development and business finance resources to support Caledonia and its companies.

This agreement is broken into two sections. First, RCEDC's 2022 strategic plan focuses efforts to deliver financial and technical resources in the Village and throughout Racine County as described in Sections I-IV. Second, the Village leadership has assigned a number of special projects to RCEDC to complete (Section V).

The RCEDC Board of Directors adopted the 2022 RCEDC Strategic Plan at its December 2021 meeting.

All of the goals have measurable outcomes and are shown in the attached Snapshot document. In addition to the monthly scheduled meetings and ongoing communications, RCEDC will deliver written and if allowed, verbal semi-annual reports to the Village President, Village Board, and Village Administrator.

I. Business Retention and Expansion

Existing businesses are the primary source of job creation in the local economy. In 2010 RCEDC established a Business Retention & Expansion Call Program to meet one-on-one with business owners throughout Racine County. The primary objective, through one-on-one meetings, is to identify and address the needs of businesses to facilitate growth and expansion that leads to new jobs and capital investment.

In 2022, RCEDC's Business Retention and Expansion activities will:

- a. Engage with Racine County's existing businesses through an active outreach program to support retention and expansion needs. When meeting with local companies, RCEDC staff will provide information on existing State, federal and local economic development resources that may assist the needs of local businesses. These programs include low-interest loans, tax credit programs, grants and workforce development assistance.
- b. Provide business loans and grant programs to meet the needs of Racine County businesses, including an emphasis on supporting DBE companies.
- c. Enhance the likelihood of new "homegrown" success stories by dedicating time and resources to "economic gardening" programs to grow second stage businesses (10-99 employees) through programs such as the CEO Roundtable, Talent Roundtable, and Living as a Leader.
- d. Stabilize and support small business growth by launching the Coaching Council, to support and grow late-first stage and early-second stage (5-40 employees) businesses.

II. Business Recruitment

Racine County is a highly competitive location for production and distribution of goods. Business recruitment activities will leverage Racine County's location in the Chicago-Milwaukee corridor and assets such as connectivity to transportation networks, quality and quantity of water, competitive cost of living and doing business, access to experienced professional economic development staff, and strong workforce to attract new industrial, residential and commercial development to grow the local tax base and facilitate job creation.

In 2022, RCEDC's business recruitment activities will:

- a. Through an active outreach program to real estate professionals, developers and site selectors, position Racine County's assets in a manner to attract new development and investment. These actions may be done independently or in partnership with WEDC and Milwaukee 7.

- b. In partnership with Foxconn and Racine County municipalities, work cooperatively to pursue new development in the Wisconsin Valley Science and Technology Park and other business parks in Racine County.
- c. In support of our local communities, support the recruitment and development of new residential development.
- d. Through the provision and administration of business loans and incentives, support recruitment efforts.
- e. Provide assistance through the development of customized proposals to businesses interested in establishing a location within the Village per direct contact or referral from the Village President or Village Administrator. This activity includes providing copies of such proposals, when requested, to the Village President and Administrator, as well as a status report on such businesses as part of this agreement's semi-annual reports, coordinating regular meetings with the Village President and Administrator, and maintaining a periodic business follow-up procedure.

III. Talent Attraction

Talent supply is vitally important to any community's long-term competitiveness. RCEDC will continue to market Racine County to individuals seeking employment through the Greater Racine County talent initiative. This marketing initiative was developed as a result of the 2018 Manpower Group study, commissioned by Racine County, which identified a growing gap between supply and demand of talent in several primary industries including healthcare, advanced manufacturing, and STEM related industries.

In 2022, RCEDC's talent attraction activities will:

- a. Increase awareness of Racine County as a prime location to visit, work and live through the Greater Racine County website (www.GreaterRacineCounty.com) and social media. Highlight the breadth of local job opportunities, quality of life, as well as racial, ethnicity and cultural diversity. Seek opportunities for increased funding opportunities to accelerate results and seek opportunities to partner with local employers and residential developers to highlight assets and opportunities.
- b. Partner with local coalition of manufacturers to brand Greater Racine County as a manufacturing hub, resulting in increased awareness of job opportunities in manufacturing and quality of life assets in Racine County with a long-term goal of attracting new manufacturing talent to Racine County.
- c. Promote the Greater Racine County website as the "front door" for talented people considering a relocation to Racine County. Through outreach to local employers and HR professionals, identify near- and long-term workforce needs of primary industries in Racine County. Highlight the breadth of local job opportunities, as well as racial, ethnicity and cultural diversity.
- d. Based on the feedback resulting from outreach initiatives, advise workforce training and educators of the findings.
- e. Working with regional higher education institutions, identify and implement opportunities to engage and retain young talent in Southeast Wisconsin.

IV. Community Development

Quality of place plays a significant role in community and economic development, particularly when it comes to talent attraction and retention. Research shows that community attachment is heavily influenced by factors such as how a place looks and the availability of opportunities and places to socialize. Additionally, many talented and educated workers are increasingly attracted to various types of communities in which they do not have to use a car to access shops, restaurants or even jobs. In 2022, Community Development efforts will include:

- a. In partnership with Racine County Executive, RCEDC will continue to work with local municipalities and partners to identify needs and barriers to encourage community development. Assist municipalities with implementation of special projects that support short and long-term development goals that result in higher tax base, more jobs, and residents.
- b. Tourism is economic development and often the first occasion to showcase Racine County as a place to potentially live and work. It is in Racine County's best interest to increase marketing efforts to encourage more visitors that can experience all the assets of Racine County so that if a job opportunity occurs, the acceptance is more likely given the positive experience.

V. RCEDC Special Projects, Caledonia Specific Activities

In addition to the above activities, RCEDC will work in partnership with the Village on the special projects detailed below:

- a. Assist in implementation of recruitment plan for Highway K development.
- b. Assist in the creation and implementation of recruitment plans for key sites, including but not limited to 7017 Douglas Avenue; 5945 and 5915-5919 Erie Street; Kmart; and Caledonia Business Park.

TIME PERIOD FOR THIS AGREEMENT AND COMPENSATION

The above-referenced assistance will be provided by the RCEDC staff during the time period beginning January 1, 2022 to December 31, 2022. The annual cost of this assistance to Caledonia is \$42,500. Payments will be made during the first week of each quarter, upon the receipt of an invoice from the RCEDC. The cost of developing any additional materials and significant printing and mailing of items necessary to implement these services are outside the scope of the Agreement and will be negotiated on an as necessary basis.

INDEPENDENT CONTRACTOR

RCEDC shall be an independent contractor of Caledonia. Neither RCEDC nor any of its officers, employees, or agents shall be considered to be an employee of Caledonia as a result of the obligations undertaken pursuant to this agreement. RCEDC's officers, employees and agents shall make no commitments or representations to third parties without prior approval of Caledonia. In addition, RCEDC hereby holds harmless Caledonia and its departments, officers, employees and agents from and against all claims, demands and liability for damages to third persons of any type whatever arising solely out of the actions of RCEDC under this agreement.

LIABILITY INSURANCE

The RCEDC is to carry liability insurance and list Caledonia as an additional insured on the policy.

TERMINATION

This agreement may be terminated by either party upon thirty (30) days written notice in the event of default by the other party of any material provision hereof which remains unremedied for thirty (30) days following written notice of such default.

NOTICES

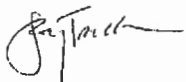
Notices under this agreement shall be mailed by registered mail to the Caledonia Village President and Village Administrator, 5043 Chester Lane, Racine, WI 53402, for Caledonia, and to Jenny Trick, Executive Director, 2320 Renaissance Blvd., Sturtevant, WI 53177, for RCEDC, or shall be personally served on either said person or the person in charge of either respective office.

ASSIGNMENT

RCEDC agrees that it will not assign this agreement or any portion thereof, or any of its responsibilities hereunder, to any other party without first obtaining the written permission of the Village.

If the terms and conditions of this proposal are satisfactory, please sign the two original documents where indicated and return to the RCEDC for RCEDC final signature.

Sincerely,



Jenny Trick, Executive Director

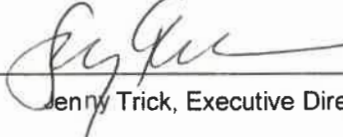
IN WITNESS WHEREOF, the parties hereto have executed this agreement on the 14 day of February, 2022.

VILLAGE OF CALEDONIA

By: 
Jim Dobbs, Village President

Witness: 
Caledonia Village Clerk

**RACINE COUNTY ECONOMIC
DEVELOPMENT CORPORATION**

By: 
Jenny Trick, Executive Director

Attachment 1

2022 RCEDC Strategic Plan

Goal: Facilitating business expansion projects with financial and technical resources that when successfully implemented result in the creation and retention of jobs and new tax in Racine County. Said quite simply, Grow good paying jobs and tax base in Racine County.

Mission: Ensuring the economic vitality of Racine County by working with our partners to support innovation and creativity that leads to business investment.

| Strategy | | 2022 Annual Goals | 2022 Actual | 2022 % of Target | Status |
|--|---|---|-------------|------------------|--------|
| 1. | Business Retention & Expansion | | | | |
| a. | Technical Assistance | 250 | | | |
| b. | Leadership Training Programs | 4 | | | |
| c. | Outreach | 405 | | | |
| d. | Total Businesses Assisted (Includes Businesses receiving LoansRLF, Grant and SBA 504)" | 115 | | | |
| | Total Private Investment | \$100,000,000 | | | |
| | Total Construction Investment | \$50,000,000 | | | |
| e. | Businesses Assisted through Lending, Grants and Incentives* | 68 | | | |
| | RLF Loan and Grant Amounts ⁸ | \$3,020,000 | | | |
| f. | Businesses Assisted through SBA 504" | 47 | | | |
| | SBA Loan Amounts | \$28,800,000 | | | |
| * Totals contained in 1 d. include all businesses assisted in 1.e and 1.f. | | | | | |
| 2. | Business Recruitment | | | | |
| a. | Outreach Activities to Real Estate Professionals, Developers and Site Selectors | 50 | | | |
| b. | Businesses Assisted in Business Park Development | 4 | | | |
| c. | Residential Development Projects | 2 | | | |
| d. | Business Recruitment Marketing (Direct Marketing Campaigns) | 2 | | | |
| 3. | Talent Attraction | | | | |
| a. | Increase awareness of GRC through website and social media-2022 | 2,220 visitors/month; 2,410 Social Media | | | |
| b. | Digital Manufacturing Campaign | Social: 100,000 impress/month | | | |
| c. | Front Door to Talent: Engage local employers and HR professionals (Business Profiles/Job Posts Monthly) | 130/400 | | | |
| d. | Feedback to Partners on Talent Demand and Programming (Quarterly Communications) | 4 | | | |
| e. | Partner with regional higher education institutions to engage and retain young talent | 1 | | | |

| Strategy | | 2022 Annual Goals | 2022 Actual | 2022 % of Target | Status |
|-----------|---|---|-------------|------------------|--------|
| 4. | Community Development | | | | |
| a. | Assist contract communities with implementation of special projects | 8 | | | |
| b. | Explore.Work.Live. | Build on Visit/Explore messaging in GRC website | | | |
| 5. | Leadership | | | | |
| a. | Program Review | Inventory programs and activities, determine measure of effectiveness and success | | | |
| b. | Internal Talent Development Initiative | Refresh individual professional development plans to retain and attract RCEDC staff | | | |
| c. | Private Contribution | \$160,000 | | | |
| d. | Diverse Leadership | 3 | | | |
| e. | Sound reputation | Sound financial planning; progressive work culture; retain positive reputation | | | |