

RESOLUTION NO. 2021-20

**RESOLUTION AUTHORIZING THE VILLAGE OF CALEDONIA TO ENTER INTO A
CONTRACT WITH THE RACINE COUNTY ECONOMIC DEVELOPMENT
CORPORATION FOR ECONOMIC DEVELOPMENT TECHNICAL ASSISTANCE
FOR 2021**

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 2020.

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 2021 as set forth in Exhibit A which is attached hereto and incorporated herein, at a cost of \$41,200 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 taken equally from TID #3 and TID #4.

1st Adopted by the Village Board of the Village of Caledonia, Racine County, Wisconsin, this day of March, 2021.

VILLAGE OF CALEDONIA

By: _____

Lee Wishau, Acting Village President

Attest: _____

Joslyn Hoeffert, Village Clerk

January 28, 2021

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 2021 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 2021 RCEDC Strategic Plan at its January 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 2021, 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 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 2021, 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, 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 2021, RCEDC's talent attraction activities will:

- a. Through a strategic digital talent recruitment initiative, market the assets of Racine County as a place to visit, work, and live. 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. Enhance the Greater Racine County website, <http://www.GreaterRacineCounty.com> to serve 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.
- c. Based on the feedback resulting from outreach initiatives, advise workforce training and educators of the findings.
- d. Through the Greater Racine County job board, connect employers with skilled workforce and connect relocating workforce to opportunities in Racine County.

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 2021, Community Development efforts will include:

- a. In partnership with Racine County Executive, work with local municipalities and partners to identify needs and barriers to encourage community development. This will allow Racine County to plan for and accommodate its long-term development needs that will result in higher tax base, more jobs, and residents.
- b. Work with public officials and representatives from the development community to ensure that the development process is clear and easy to navigate in a timely manner.
- c. 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 investigate any reasonable opportunities 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, 2021 to December 31, 2021. The annual cost of this assistance to Caledonia is \$41,200. 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

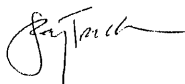
Notices under this agreement shall be mailed by registered mail to the Caledonia Village President and Village Administrator, 5043 Chester Lane, Racine, WI 53402, for Caledonia, and to Jenny Trick, Executive Director, 2320 Renaissance Blvd., Sturtevant, WI 53177, for RCEDC, or shall be personally served 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 ____ day of _____, 2021.

VILLAGE OF CALEDONIA

By:  _____
Jim Dobbs, Village President

Witness:  _____
Caledonia Village Clerk

**RACINE COUNTY ECONOMIC
DEVELOPMENT CORPORATION**

By: _____
Jenny Trick, Executive Director

2021 RCEDC STRATEGIC PLAN

ATTACHMENT 1

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 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		RCEDC SPECIALTY AREAS				Annual Goals	Details
		BRE	BLP	Admin/Mkt			
1	Business Retention & Expansion						
a.	To enhance the likelihood of new "homegrown" success stories, RCEDC will dedicate time and resources to "economic gardening" programs to grow second stage businesses.	170 Technical Assists	45 Technical Assists	5 Success Stories	220	BRE: Includes Market Data, Site Selection, and other resources BLP: Includes referrals to other resources, i.e. BRE, SBDC, 7a lender, etc. that are not a fit for BLP financing MKT: Working in conjunction with BRE to produce marketing components	
b.	To encourage further growth, RCEDC will launch a new program to support late-first and early-second stage businesses through the Coaching Council.		See 1 f, below	1 Flyer	See 1 f, below	BLP: Flyer components to be developed. MKT: New information flyer to be developed highlighting program goals, information session	
c.	Through an active outreach program to existing businesses, RCEDC will support the retention and expansion needs of existing Racine County businesses.	210	215	40	455	BRE: 120 Business Calls, 90 other marketing activities for existing business ADMIN: 30 outreach visits	
d.	Through the provision of business loans and administration of grant programs, RCEDC will support the retention and expansion needs of existing Racine County businesses, including an emphasis on supporting DBE companies.	5 Businesses Assisted; 25 Active Pipeline	Total 56 (24 RLF Loans/ \$3,450,000; 5 Microloans/ \$100,000; 27 Grants	Success stories and trends (industry, usage, geography) stories- website, social and media	61	BRE: 5 Existing Business Projects BLP: 24 RLFs for \$3,450,000; 5 Microloans for \$100,000; 27 Grants (22 MGP \$77.5k; 4 Burl \$40k; 1 UG \$2.5k) MKT: Success Stories, Social Media	
e.	Through the Small Business Administration 504 program, which provides revenues to RCEDC to support other RCEDC programs, the lending staff, the Business Lending Partners, will support Wisconsin businesses with their financing needs.		14 SBA Loans/ \$13,450,000	At least 4 SBA 504 Success Stories (1 each newsletter)	14	BLP: 14 SBA Projects MKT: 4 SBA 504 Stories	
f.	Through the CEO Roundtable, Living as a Leader, and Coaching Council, facilitate and support the provision of technical support to local businesses.	2 Programs, 28 Participants	1 Program, 4 Participants		3 Programs; 32 Participants	BRE: 2 Programs; 28 Participants BLP: 1 Program; 4 Participants	

2021 RCEDC STRATEGIC PLAN

2	Business Recruitment						
a.	Through an active outreach program to real estate professionals, developers and site selectors, RCEDC will position Racine County's assets in a manner to attract new development and investment. these actions may be in partnership with WEDC, Milwaukee 7, or independent.	190 Distinct Marketing Activities		Thorough review of marketing materials; develop new to support outreach strategy	190	BRE: 60 traditional outreach and COI, 130 new engagements MKT: Review existing materials; develop new in support of business recruitment	
b.	In partnership with Foxconn, RCEDC will work cooperatively to pursue new development in the Wisconsin Valley Science and Technology Park and other business parks in Racine County.	5 successful projects; 75 prospects		Work with Foxconn & Village to determine collateral needs	5 Projects; 75 Prospects	BRE: Develop pipeline of 75 prospects leading to 5 recruitment announcements	
c.	In support of our local communities, RCEDC will support the recruitment and development of new residential development.	2 Projects Implemented				BRE: 2 residential project announcements	
d.	Through a strategic marketing initiative, RCEDC will position Racine County as the premier location for new business development.	2 Email Campaigns; Adoption of Virtual Tour Technology		Thorough review of marketing materials to determine new collateral	1 video production for business recruitment	BRE: 2 distinct email campaigns MKT: Thorough review of RCEDC marketing; 1 video produced for business recruitment	
e.	RCEDC will complete a thorough review of its marketing materials to ensure they communicate value and opportunities to prospects and investors.	Review by Q1 2021, new/updated materials by Q2 2021		Investor Relations Marketing		MKT: Lead the review by seeking input from BRE, BLP and GRC and finalize product rollout	
3	Talent Attraction						
a.	Through a strategic digital talent recruitment initiative, market the assets of Racine County as a place to visit, work, and live. 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.	1. 3,000,000 impressions; 2. 0.48% click through rate; 3. 10% Increase in Home and Job Searches; 4. Secure \$20,000 in private funding		4 video productions to highlight Racine County and Residents (Implants); website updates to align with funding and purpose		BRE: Oversee talent attraction program; secure \$20,000 in new funding MKT: 4 videos produced	
b.	Enhance the Greater Racine County website to serve 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.	1. Add 2 videos and refresh website content. 2. 40 Business Calls 3. Form Talent Advisory Roundtable. 4. Host 3 Virtual Events		Ongoing website updates	40 Business Calls; 1 Program; 3 Events	BRE: 40 Business Calls; Establish HR RT; Host 3 Events	

2021 RCEDC STRATEGIC PLAN

3 Talent Attraction						
c.	Based on the feedback resulting from outreach initiatives, advise workforce training and educators of the finding.	Engage with education and workforce partners through participation in consortiums and engagement on a quarterly basis.			4 Quarterly commun. with education and workforce partner groups	BRE: Attend SKRA, Future of Work led by UW-P, Internship Consortium GTC, UWP and Carthage; Business and Professional Advisory Group at UW-P; and Participate in Workforce Development Board.
d.	Through the Greater Racine County job board, connect employers with skilled workforce and connect relocating workforce to opportunities in Racine County.	1. 100 Employer Listings; 2. 350 Avg Job Listings; 3. 50 Page Views Employer HR Page; 4. 10 Direct Talent Engagements			100 Businesses Profiled; 350 Jobs Posted; 10 Direct Assistance	BRE: 100 Racine County Business Profiles; 350 Jobs Posted; Direct Assistance to 10 newly hired employees
4 Community Development						
a.	In partnership with Racine County Executive, RCEDC will work with local municipalities and partners to identify needs and barriers to encourage community development. This will allow Racine County to plan for and accommodate its long-term development needs that will result in higher tax base, more jobs and residents.			Meet with 8 contract communities to assess barriers and develop plans to reduce time, increase transparency and assess development costs		ADMIN: 8 Community meetings; post development process on RCEDC website with links to communities
b.	Work with public officials and representatives from the development community to ensure that the development process is clear and easy to navigate in a timely manner.			Once development costs and process are determined, work with community staff to update website and forms		ADMIN: 8 Community meetings; post development process on RCEDC website with links to communities
c.	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 investigate any reasonable opportunities 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.	Continue to advance the GRC brand, encourage the "Explore and Take Root" tourism mantra and plan in person events that will have measurable ROI		Build on Visit/Explore messaging in GRC website		ADMIN: Continue to work with local tourism entities and communities to message visit, work, live of GRC

2021 RCEDC STRATEGIC PLAN

5 Leadership					
a.	RCEDC leadership will commit to encouraging staff to review current programs and initiatives to retain, release, or increase resources toward as well as develop new programs that meet a need in Racine County.			Work with managers to create an inventory of programs and activities, determine a means to measure effectiveness & success	ADMIN: Managers to review primary programs and initiatives; present findings to leadership to determine retention, improvements or elimination
b.	RCEDC leadership will commit to establish progressive internal talent development initiatives to ensure the highest success to retain and attract staff to RCEDC for successful implementation of its mission.			Professional development, compensation and variable pay plans	ADMIN: Incorporate professional development and training requirements for all staff; add professional development and training to work plans; establish and adopt a compensation policy and variable pay system
c.	RCEDC leadership will support staff in the identification and securing of new private contributors and other revenue sources to continue the growth of RCEDC.			Create value proposition and increase RCEDC contributions	ADMIN: Develop an updated RCEDC private investor program; Develop communication plan to send communications to COI (investors, contract communities, elected leaders); Continue to retain existing investors and identify new contributors
d.	RCEDC leadership will continue to seek out diverse leaders in its community to be considered for volunteer leadership roles with RCEDC.	3	1	Through networking, identify current and future diverse leaders to consider a volunteer role on one of RCEDC's committees	ADMIN & BLP: For 2021 vacancies, nominate diverse new leaders (younger, older, female or people of color) to serve on Leadership Council and three Loan Advisory Committees Total of 10 vacancies to fill in 2021; seek to fill four (4) with diverse leaders
e.	RCEDC leadership will commit to maintain and grow its financial wellbeing, maintain a positive workplace culture, and preserve its reputation as being solution-driven, technical experts within the community at large.			Sound financial planning; progressive work culture; retain positive reputation	ADMIN: Monthly financial statement analysis; require professional development & training in individual work plans; conduct annual benefits and compensation analysis; celebrate forward thinking, technical solutions to problems