

January 10, 2023

Cory Mason, Mayor  
Members of the Common Council  
City of Racine  
730 Washington Avenue  
Racine, WI 53403

Dear Mayor Mason and Members of the Common Council:

This letter is intended to serve as a letter agreement between the City of Racine, hereinafter referred to as "Racine" 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 Racine. Such assistance will be coordinated on a day-to-day basis with the Administration and, regarding policy-related issues coordinated with the Mayor, Department of City Development and Common Council.

## **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 Racine, through interagency cooperation and services provided by the RCEDC. In particular, this Agreement will result in the provision of technical assistance relative to Racine's initiative to conduct various development and redevelopment projects in the central business district and its environs.

## **AGREEMENT**

The RCEDC agrees to provide direct economic and community development assistance to Racine in accordance with the objectives promulgated by the Mayor, City Council and Department of City Development. The RCEDC has assigned Laura Million, Deputy Director as the lead economic development staff person with direct support provided by Jenny Trick, Executive Director. Ms. Million will act as the City's economic development advocate, in partnership with other RCEDC staff, and will expend best efforts to promote business retention and expansion, business attraction, talent attraction, community development and business finance resources to support Racine and its companies.

This agreement is broken into three sections. First, RCEDC's 2023 strategic plan focuses efforts to deliver financial and technical resources in the City and throughout Racine County as described in Sections I-VII. The RCEDC Board of Directors adopted the 2023 RCEDC Strategic Plan at its December 2022 meeting. All of the Strategic Plan goals have measurable outcomes and are shown in the attached Snapshot document. Second, RCEDC is responsible to administer the various City of Racine loan programs (Section VI), and third, the City leadership has assigned a number of special projects to RCEDC to complete (Section VIII).

In addition to the monthly scheduled meetings and ongoing communications, RCEDC will deliver written and if allowed, verbal semi-annual reports to the Mayor, City Council, and Administrator.

### **I. Business Retention and Expansion**

Existing businesses are the primary source of job creation in the local economy. RCEDC implemented 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, and to inform the municipality of any concerns or opportunities.

In 2023, RCEDC's Business Retention and Expansion activities will include the following:

- 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 Disadvantaged Business Enterprise (DBE) companies.
- c. Enhance the likelihood of new "homegrown" success stories by dedicating time and resources to "economic gardening" programs to grow small and mid-sized businesses (5-100 employees) through programs such as the CEO Roundtable and Living as a Leader.

## **II. Business Attraction**

Racine County is a highly competitive location for businesses. RCEDC's business attraction activities will leverage Racine County's premier location in the Chicago-Milwaukee corridor as well as its 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 access to talent in the area needed to attract new industrial, residential and commercial development to grow the local tax base and facilitate additional job creation.

In 2023, RCEDC's business attraction 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 Racine County municipalities, work cooperatively to pursue new development in the Wisconsin Innovation 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 City per direct contact or referral from the Mayor or City Leadership. This activity includes providing copies of such proposals, when requested, to the Mayor, City Administrator and Director of City Development, as well as a status report on such businesses as part of this agreement's semi-annual reports, coordinating regular meetings with the Mayor and City Administrator, and maintaining a periodic business follow-up procedure.

## **III. Talent Attraction and Development**

Talent supply is vitally important to any community's long-term competitiveness. RCEDC will continue to market Racine County to those seeking employment by promoting the Greater Racine County talent initiative. This marketing initiative was developed in 2018 and includes a job board featuring local employers,

promotional materials about communities, and local housing developments, with more video content and resources added each year.

In 2023, RCEDC's talent attraction activities will include:

- a. Promoting the Greater Racine County website ([www.GreaterRacineCounty.com](http://www.GreaterRacineCounty.com)) as the "front door" for talent considering a relocation to Racine County and offer support to employers' efforts to attract talent to Southeast Wisconsin.
- b. Through outreach to local employers and HR professionals, identify near- and long-term workforce needs of primary industries in Racine County. Facilitate best practice sharing and resource connections to increase businesses' success to attract and retain talent during outreach visits and talent-related events.
- c. 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.
- 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. Entrepreneurship**

Start-up and small businesses contribute to a prosperous community, spurring innovation, encouraging business diversity, and creating job opportunities. Increased requests for assistance from start-up and small businesses, especially women-owned and ethnic-minority-owned businesses, to RCEDC suggest an opportunity to broaden resources and better connect entrepreneurs in Racine County to increase businesses' near- and long-term success.

In 2023, RCEDC's Entrepreneurship activities will include:

- a. Working with existing partners to identify initiatives that are successfully increasing the positive outcome of start-ups and small businesses with the goal to deliver these initiatives in Racine County.
- b. Increasing awareness of entrepreneurial resources available to start-up and entrepreneurial businesses, especially women, ethnic minority, and veteran-owned businesses, in Racine County.

## **V. 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 2023, 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.
- b. Assist municipalities with the implementation of special projects that support short and long-term development goals that result in higher tax base, more jobs, and residents.
- c. Continue to support Racine County's Convention & Visitor Bureau (currently known as Real Racine) in a manner consistent with the adopted Management & Administrative Services Agreement between RCEDC and Real Racine.

## **VI. Promotion and Marketing**

Racine County is home to amazing businesses that generate tax base, spur new development, and offer employment opportunities for talent. RCEDC's strategic promotion and marketing activities are integral to businesses accessing financial and technical resources as well as new talent to their businesses. Promotion and marketing efforts include the development of promotional materials and presentations, maintaining RCEDC's website and social media platforms, hosting of events, and sharing of success stories enable RCEDC staff to connect with our customers and partners to facilitate development projects across our service area.

In 2023, RCEDC's promotion and marketing activities will:

- a. Showcase financial and technical resources available to assist existing businesses through RCEDC and BLP's website and social media channels and promotion of business success stories.
- b. Promote positive engagement with RCEDC contributors, businesses, lenders, and community partners by hosting events that inform, connect, and celebrate successful projects.

- c. Support business attraction efforts by positioning Racine County as the premier location for new business development through hard copy and digital marketing campaigns, sharing the benefits of a Racine County location to developers, site selectors, real estate professionals and businesses seeking to invest in Southeast Wisconsin.
- d. Increase awareness of Racine County as a prime location to visit, work, and live through the Greater Racine County website and social media. Highlight the breadth of local job opportunities, quality of life, as well as racial, ethnic and cultural diversity. Seek opportunities for increased funding to accelerate results and seek to partner with local employers and residential developers to highlight assets and opportunities.
- e. Tourism is economic development and often the first occasion to showcase Racine County as a place to potentially live and work. Coordinate promotional efforts with partner organizations, including Real Racine, chambers of commerce, local municipalities, and others 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.

## **VII. RCEDC - Business Finance, Racine Specific Activity**

- a. RCEDC's business financing staff (Business Lending Partners, BLP), will administer the City of Racine Revolving Loan Fund (City RLF). Currently, the City RLF is federally regulated by the U.S. Economic Development Administration (EDA) and is administered in accordance with the local City of Racine Title IX Revolving Loan Fund Plan last updated and approved by the EDA in June 2019. The original grant for the City RLF was approved in 1998, re-capitalized in 2001 and again in 2011. In 2023, RCEDC will follow procedures established by EDA to allow the program to operate independent of EDA oversight and federal regulations. This change will include an update of the City RLF Policies and Procedures Manual.
- b. RCEDC will continue to administer the Seed Loan program that was established in 2015. This program provides financing to high-growth and emerging growth businesses in the City of Racine and is funded with \$100,000 from the WEDC and \$100,000 through the City of Racine. RCEDC will continue to administer this loan fund in accordance with the Policies and Procedures Manual approved by the City in November 2015.

- c. RCEDC processes, closes and services loans from the City of Racine Brownfield Clean Up Revolving Loan Fund (BC-RLF) working with the City's Brownfield team of consultants and staff.
- d. RCEDC administers other loan and grant programs making them available to City of Racine businesses including:
  - o The Racine Development Group loan program;
  - o The Racine County Benefit Fund;
  - o The Racine County RLF;
  - o The Greater Racine County RLF established to support business connected to the Foxconn development;
  - o The U.S. Small Business Administration 504 loan program for fixed asset projects;
  - o The RXR RLF loan program established with RCEDC cash reserves to support Racine County businesses; and
  - o The Racine County Matching Grant Program.

### **VIII. RCEDC Special Projects, Racine Specific Activities**

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

- a. Upon identifying a potential redevelopment area, develop a framework for the creation of a funding pool to support development projects in the City.
- b. Engage with multi-family housing development prospects, providing site selection assistance and supporting analysis review for requested incentives.
- c. Provide technical assistance in support of priority redevelopment projects.
- d. Process, close, and service loans from the City of Racine Brownfield Clean Up Revolving Loan Fund (BC-RLF) in partnership with the City's Brownfield consultants and staff.
- e. Monitor compliance of 6 City of Racine development agreements to ensure capital expenditures and/or job retention and creation activities are documented.

### **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, 2023 to December 31, 2023.

The cost of this assistance to the City of Racine is \$86,520. 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 Racine. Neither RCEDC nor any of its officers, employees, or agents shall be considered to be an employee of Racine 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 Racine. In addition, RCEDC hereby holds harmless Racine 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.

## **INSURANCE**

RCEDC shall not commence work under this contract until proof of insurance required has been provided to the City of Racine City Attorney's Office before the contract or purchase order is considered for approval by the City of Racine.

It is hereby agreed and understood that the insurance required by the City of Racine is primary coverage and that any insurance or self-insurance maintained by the City of Racine, its elected and appointed officials, officers, employees, or authorized representatives or volunteers, and each of them, will not contribute to a loss. All insurance shall be in full force prior to commencing work and remain in force until the entire job is completed and the length of time that is specified, if any, in the Contractor listed below whichever is longer.

### **1. PROFESSIONAL LIABILITY**

#### **A. Limits**

- (1) \$1,000,000 each claim
- (2) \$1,000,000 annual aggregate

B. Must continue coverage for 2 years after final acceptance of work.

### **2. GENERAL LIABILITY COVERAGE**

#### **A. Commercial General Liability**



- (1) \$1,000,000 each occurrence limit
- (2) \$1,000,000 personal liability and advertising injury
- (3) \$2,000,000 general aggregate
- (4) \$2,000,000 products - completed operations aggregate

B. Claims made form of coverage is not acceptable.

C. Insurance must include:

- (1) Premises and Operations Liability
- (2) Contractual Liability
- (3) Personal Injury
- (4) Explosion, collapse and underground coverage
- (5) Products/Completed Operations must be carried for 2 years after acceptance of completed work
- (6) The general aggregate must apply separately to this

project/location

### 3. BUSINESS AUTOMOBILE COVERAGE

A. \$1,000,000 combined single limit for Bodily Injury and Property Damage each accident

B. Must cover liability for all automobiles used in RCEDC operations.

4. WORKERS COMPENSATION AND EMPLOYERS LIABILITY – As required by Wisconsin State Statute or any Workers Compensation Statutes of a different state.

A. Must carry coverage for Statutory Workers Compensation, and an Employers Liability limit of:

- (1) \$100,000 Each Accident
- (2) \$500,000 Disease Policy Limit
- (3) \$100,000 Disease - Each Employee

5. UMBRELLA LIABILITY – If exposure exists, provide coverage at least as broad as the underlying Commercial General Liability, Watercraft Liability (if required), Automobile Liability and Employers Liability, with a minimum limit of \$2,000,000 each occurrence and \$2,000,000 aggregate, and a maximum self-insured retention of \$10,000.

### 6. ADDITIONAL PROVISIONS

A. Primary and Non-contributory requirement - all insurance must be primary and noncontributory to any insurance or self-insurance carried by City of Racine.

- B. Acceptability of Insurers - Insurance is to be placed with insurers that have an A. M. *Best* rating of no less than A- and a Financial Size Category of no less than Class VII, and who are authorized as an admitted insurance company in the state of Wisconsin.
- C. Additional Insured Requirements - The following must be named as additional insureds on the General Liability and Business Automobile liability coverage arising out of project work:

The City of Racine, its elected and appointed officials, officers, employees, authorized representatives, and volunteers.

On the Commercial General Liability Policy, the additional insured coverage must be ISO form CG 20 10 0704 and also include Products - Completed Operations additional insured coverage per ISO form CG 20 37 07 04 or their equivalents for a minimum of 2 years after acceptance of work. This does not apply to Workers Compensation Policies.

D. Deductibles and Self-Insured Retentions - Any deductible or self-insured retention must be declared to and approved by the City of Racine.

E. Evidences of Insurance - Prior to execution of the agreement, the Contractor shall file with the City of Racine a certificate of insurance (Accord Form 25-S or equivalent) signed by the insurer's representative evidencing the coverage required by this agreement. In addition, form CG 20 10 07 04 for ongoing work exposure and form CG 20 37 07 04 for products-completed operations exposure must also be provided or their equivalent.

## **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 Mayor and City Administrator, 730 Washington Avenue, Racine, WI 53403, for the City, 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 City.

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,

A handwritten signature in blue ink, appearing to read "Jenny Trick", written in a cursive style.

Jenny Trick, Executive Director

**IN WITNESS WHEREOF**, the parties hereto have executed this agreement on the \_\_\_\_ day of \_\_\_\_\_, 2023.

**CITY OF RACINE**

By: \_\_\_\_\_  
Cory Mason, Mayor

Witness: \_\_\_\_\_  
Tara McMenamin, City Clerk

Approved as to form:

\_\_\_\_\_  
Scott Letteney,  
City Attorney

Provisions have been made to pay the liability that will accrue hereunder.

\_\_\_\_\_  
Kathleen Fischer,  
Finance Director

**RACINE COUNTY ECONOMIC  
DEVELOPMENT CORPORATION**

By: \_\_\_\_\_  
Jenny Trick, Executive Director

## 2023 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	2023 Annual Goals	2023 Actual Q1	2023 % of Target	Status
<b>Summary Totals*</b>				
Total Businesses Assisted	75			
Total Private Investment	\$150,000,000			
Total Construction Investment	\$75,000,000			
<b>* Totals of businesses assisted in 1 c, 2 b, and 2 c.</b>				
<b>1. Business Retention &amp; Expansion</b>				
a. Technical Assistance	210			
b. Outreach	330			
c. * New * Financial assistance provided through loans, grants and incentives, #	69			
d. * New* Financial assistance provided through loans, grants and incentives, \$	\$21,300,000			
e. * New* Loan Closings, \$	\$27,800,000			
f. Leadership Training Programs	2			
<b>2. Business Attraction</b>				
a. Outreach Activities to Real Estate Professionals, Developers and Site Selectors	100			
b. Businesses Assisted in Business Park Development	4			
c. Residential Development Projects	2			
<b>3. Talent Attraction</b>				
a. Front Door to Talent: Engage local employers and HR professionals (Active Business Profiles Monthly/Relocation Guide Downloads Total)	40/240			
b. * New * Facilitate best practice sharing between HR professionals through talent-related events	3			
c. Digital Manufacturing Campaign (Ad Clicks/Video Views per Month)	500/1,000			
d. Feedback to Partners on Talent Demand and Programming (Quarterly Communications)	4			
e. Partner with regional higher education institutions to host event to engage and retain young talent	1			

Strategy		2023 Annual Goals	2023 Actual Q1	2023 % of Target	Status
<b>4.</b>	<b>Entrepreneurship</b>				
a.	* New * Work with partners to implement Biz Start Institute in Racine County	1			
b.	* New * Increase awareness of entrepreneurial resources by maintain list of entrepreneurial focused resources on RCEDC's website	1			
<b>5.</b>	<b>Community Development</b>				
a.	* New * Maintain relationship with local municipal partners	8			
b.	Assist contract communities with implementation of multi-year projects	27 multi-year efforts			
c.	* New * Support Racine County's Convention & Visitor Bureau (currently known as Real Racine) consistent with the adopted Management & Administrative Services Agreement (Monthly Oversight)	12			
<b>6.</b>	<b>Promotion and Marketing</b>				
a.	* New * Showcase financial and technical resources through promotion of success stories	8			
b.	* New * Promote engagement with contributors, businesses, lenders, and community partners through events	6			
c.	Business Recruitment Marketing (Direct Marketing Campaigns)	4			
d.	Awareness of Racine County to talent through Greater Racine County website, social media, and digital advertising campaign (monthly website visitors/social media followers)	2,500/2,500			
e.	Build out messaging for GRC via features, posts, and newsletters featuring message of Explore.Work.Live. (Social media posts/videos)	50/4			

Strategy		2023 Annual Goals	2023 Actual Q1	2023 % of Target	Status
<b>7.</b>	<b>Leadership</b>				
a.	Inventory BLP Programs, criteria and educational materials to ensure sound decision making	1			
b.	* New * RCEDC divisions to review existing and new programs, initiatives, and activities to ensure they align with priorities, strategic plan, and advance the mission of RCEDC	3			
b.	RCEDC Staff to continue to include professional development to work plans to ensure retention of RCEDC talent	14			
c.	Private Contributions	\$160,000			
d.	Ensure diverse leadership of RCEDC Leadership Council and Loan Advisory Committees	3			
e.	Retain RCEDC's sound reputation that includes progressive work culture and positive reputation among community leaders and stakeholders	1			