

Chapter XIV

ECONOMIC DEVELOPMENT ELEMENT

INTRODUCTION

The concept of economic development refers to the process of developing and fostering suitable economic, social, and political environments, in which balanced growth may be achieved, thereby increasing the wealth, quality of life, and outlook of the community. Economic development involves sustaining a strong and diverse economy that provides employment opportunities and a tax base that supports cost effective public services and a livable community. Racine County, along with Kenosha and Walworth Counties, form a gateway between Illinois and Wisconsin. Through on-going planning, the County has taken important steps to create strategies for a more vibrant business climate and county identity, as well as implemented sustainable economic development initiatives and job retention, creation, and training programs.

The economic development element is one of the nine elements of a comprehensive plan required by Section 66.1001 of the *Wisconsin Statutes*. Section 66.1001(2)(f) of the *Statutes* requires the economic development element to compile goals, objectives, policies, and programs that promote the stabilization and retention or expansion of the economic base and quality of employment opportunities in Racine County and participating local governments. At a minimum, economic development must:

- Include an analysis of the County's labor force and economic base.
- Assess categories or particular types of new businesses and industries that are desired by the County.
- Assess the County's strengths and weaknesses with respect to attracting and retaining businesses and industries and designate an adequate number of sites for such businesses and industries.
- Evaluate and promote the use of environmentally contaminated sites for commercial or industrial uses.
- Identify economic development programs, including State and regional programs, which apply to the County.

In addition, the following comprehensive planning goals related to the economic development element are set forth in Section 16.965 of the *Statutes* pertaining to planning grants to local governmental units and must be addressed as part of the planning process:¹

- Promotion of the redevelopment of lands with existing infrastructure and public services and the maintenance and rehabilitation of existing residential, commercial, and industrial structures.

¹Chapter VIII lists all 14 of the comprehensive planning goals included in Section 16.965 of the *Statutes*.

- Protection of economically productive areas, including farmland and forests.
- Encouragement of land uses, densities, and regulations that promote efficient development patterns and relatively low municipal, state government, and utility costs.
- Encouragement of coordination and cooperation among nearby units of government.
- Building of community identity by revitalizing main streets and enforcing design standards.
- Providing adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial, and industrial uses.
- Promoting the expansion or stabilization of the current economic base and the creation of a range of employment opportunities at the state, regional, and local level.

Element Format

This chapter is organized into the following six sections:

- Economic Development Trends, Issues, and Population and Employment Projections;
- Existing and New Sites for Desired Businesses and Industries;
- Strengths and Weaknesses in Attracting and Retaining Businesses;
- Environmentally Contaminated Sites;
- Economic Development Goals, Objectives, Policies, and Programs; and
- Economic Development Assistance Programs, Financial Tools, and Organizations.

ECONOMIC DEVELOPMENT TRENDS, ISSUES, AND POPULATION AND EMPLOYMENT PROJECTIONS

Economic Trends

Information on existing economic conditions in Racine County was extensively covered in the comprehensive plan's inventory chapters. In particular, Chapter II summarized general economic trends, such as labor force, age composition of labor force, major employers, annual wages, and household income in Racine County and its communities. Overall, Racine County has a strong economic base, as indicated by the County's varied labor force and increases in wages and per capita income annually. In addition, the County remains competitive in retaining manufacturing businesses, as well as expanding its mix of business and industrial park land sites with regard to location, size, and services.

Economic Development Issues

Racine County Economic Development Plan 4.0

The Economic Development element relies heavily on *The Racine County Economic Development Plan 4.0* (EDP), as well as earlier 1.0, 2.0, and 3.0 versions, prepared by the Racine County Economic Development Corporation (RCEDC)² and adopted by the Racine County Board in 2008. The plan is intended to provide strategies and action items specific to the future economic vitality of the County. The plan identifies five challenges with associated strategies that are intended to address the main economic development issues facing Racine County. The five challenges are:

- To cultivate an entrepreneurial culture in Racine County;
- To focus on the importance of technology and innovation relative to the growth of existing businesses and the attraction of new businesses to the community;

²*The Racine County Economic Development Corporation (RCEDC) is a private, non-profit organization that serves as the lead agency in economic development promotion and planning in Racine County.*

- To utilize the existing natural and cultural resources, recreational opportunities and business location advantages to promote a positive image of Racine County to existing residents and those outside the County;
- To take advantage of the development opportunities that exist as a result of the Chicago-Milwaukee corridor and to properly link land use with future business development countywide; and
- To link education and training in a manner that provides a competitive workforce to meet the present and future needs of local employers and to create opportunities for low-income, disadvantaged and minority individuals to prepare for and obtain employment.

The challenges and strategies identified in the EDP 4.0 are the basis for the majority of the objectives, policies, and programs listed later in this chapter.

Higher Expectations: A Workforce Development Strategy for Racine County

As an enhancement and supplement to the EDP 4.0, another effort was pursued in the spring of 2007 to address workforce development issues. The Racine County Workforce Development Board (RCWD) assembled leaders and stakeholders from across the County to create a community-wide consensus for a workforce development strategy. This effort consisted of a public kick-off session in October 2007, where 100 community leaders participated in a briefing from the County Executive and leaders of a Plan Steering Committee. Seven major themes originated from those meetings, including issues pertaining to: transportation; a sustainable economic future; an efficient human capital development system; a stronger linkage between poverty alleviation and career development; the possibilities for a more collectively-oriented County; emerging companies demanding an innovative workforce; and an effective strategy implementation entailing an inclusive process. To advance the vision of the workforce development strategy, the plan was further developed with supporting research, stakeholder interviews, and outreach decision sessions. As a result of all these efforts, the workforce development strategy was adopted by the County Board in the spring of 2008. The main issues listed in the report that are pertinent to the comprehensive plan objectives and implementing policies include:

- A persistent shortage of skilled employees to fill key technical manufacturing occupations;
- Job losses in the manufacturing sector have predominantly been in occupations that historically paid well but required lesser skills and subsequently leave dislocated workers poorly prepared for anything other than lower wage jobs;
- Traditional labor-intensive jobs are being replaced by more technology and knowledge-intensive employment options requiring ever increasing skills and competencies;
- Entry-level jobs frequently are left vacant because applicants either cannot pass required drug tests and background checks or lack the necessary “soft” skills (such as motivation, punctuality and attendance) to be successful;
- Unemployment outside the City of Racine has maintained a relatively healthy rate at or near full employment while joblessness in the City of Racine has surged in recent years;
- While our schools are providing a good education for many students, too many young adults are dropping out before they finish, preventing them from realizing their full potential;
- Only 77 percent of the county’s ninth graders (and 71 percent of those in the Racine Unified School District) achieve their high school diploma within four years;
- For those who do graduate from high school, a diploma may not accurately signify either 12th grade competency or employability in key growing occupations;
- While Racine County has an enviable quality of life, too many residents view the community in negative terms which impacts employee recruitment and retention;
- While the vast majority of residents are employed and have incomes sufficient to maintain a good quality of life, too many are trapped in a cycle of poverty that can thwart them in developing the skills required to secure sustainable employment; and

- For many struggling to balance life and work obligations, affordable transportation to and from the workplace is increasingly an issue.

Population and Employment Projections

Future population, household, and employment levels in the County were reported in Chapter VII. The two main findings include: 1) Population projections indicate a leveling-off in the regional and County labor force as much of the baby-boom generation reaches retirement age in the middle of the projection period, with that leveling-off expected to moderate the number of jobs able to be accommodated in the Region and in Racine County; 2) Projections of total employment for Racine County were prepared within both the framework of the regional land use planning program and on a community level based on a trend analysis; as shown in Table VII-10, the number of jobs in Racine County is projected to increase by 20,700, or about 22 percent, from 94,400 jobs in 2000 to 115,100 jobs in 2035.

EXISTING AND NEW SITES FOR DESIRED BUSINESSES AND INDUSTRIES

Racine County is able to attract new businesses and industries based on numerous positive community attributes. These include being positioned as a viable location in the Chicago-Milwaukee corridor, competitive land costs with other counties in the region, access to a large customer and vendor base, new infrastructure investments, technically-skilled and trained workforce, recreational and cultural resources, and a high quality of life. The first part of this section reports on the availability of high quality industrial/business park land in a variety of strategic locations in the County. The second part is an assessment of categories or particular types of new businesses desired by the County.

Industrial/Business Parks

Industrial/Business parks in Racine County are becoming increasingly important as drivers of expanding the economic development base. Industrial/business parks are generally described as having the following characteristics:

- A planned and publicly-owned internal street system;
- Sanitary sewer service and public water service available;
- A minimum of 10 acres for brownfield sites and 35 acres for greenfield sites; and
- Land that was platted or divided by certified survey map, except for brownfield sites, and under single ownership at the time the park was created.

The existing industrial/business parks located in the County were shown on Map IV-4 and listed in Table IV-5. In 2007, there were 19 industrial/business parks located in the planning area, encompassing a total of 2,100 gross acres. Of the 19 industrial/business parks, 14 have full infrastructure including sewer and water. The business/industrial parks are all located adjacent to arterial streets or highways. Uses located in business/industrial parks are traditionally manufacturing, warehousing, or office uses; however, commercial retail and service uses may also be included. The most compatible commercial retail and service uses for business/industrial parks are those that provide goods and services catering to the needs of employees who work in the business parks, such as child care centers, restaurants, health care clinics, and banks or credit unions.

In partnership with local communities, the County and RCEDC are aggressively promoting the expansion of existing industrial/business parks and the re-use of brownfield sites, as well as boosting infrastructure development for additional economic activity centers. Examples of this include: the development of the JohnsonDiversey distribution facility in the Renaissance Industrial Park; the RexCon development in the City of Burlington's Business Park; the remediation of a brownfield site to create the City of Racine Southside Industrial Park (brownfield redevelopment grants accounted for half of the \$4 million improvement costs); the future development of a major economic development center along Highway 20 and IH 94 in the Village of Mt. Pleasant; and the future development of a major economic development center along IH 94 in the Village of Caledonia.

Desired Businesses and Industries

The RCEDC's report, "Business Recruitment and Program Guide June 2007," developed an extensive list of targeted industries as a core part of the RCEDC's DRIVE (Developing Racine County Through Innovation, Vision and Entrepreneurship) Initiative. The purpose of the analysis was to focus resources on those targeted sectors with the highest probability of expanding in Racine County. In addition to allocating marketing resources, the targeting of industries will help prioritize incentives and promote a forward-looking image for the County and Region. The targeted industries desired for Racine County's economic development expansion and recruitment efforts emphasize both establishing new companies and employment growth. This is important to recognize because while companies are growing with respect to sales, they are not necessarily growing in terms of number of jobs. As a result, the two types of industries—next generation manufacturing³ and professional services—and selected countries have been targeted that would be good economic development drivers and employment generators in order to maintain a healthy and sustainable economy for Racine County.

The DRIVE Initiative is a Racine County Program to help meet the needs of local companies considering an expansion or a new business locating its headquarters in the County between the Chicago-Milwaukee Corridor and along major transportation arteries. RCEDC administers the program, working with its partners to support the commitment and creativity that lead business investment and community development. It also gives companies the opportunity to use the Center for Advanced Technology and Innovation, Inc. (CATI) as a source for intellectual property solutions and technology transfer models to bring products or businesses to the market.

Next Generation Manufacturing

As identified in RCEDC's DRIVE Initiative, the targeted next generation manufacturing industries include:

- Agriculture, Manufacturing and Mining Machinery;
- Navigational, Measuring, Electromedical and Control Instruments;
- Engine Turbine and Power Transmission Equipment;
- Machine Shops, Turned Products and Screw, Nut and Bolt Manufacturing; and
- General Purpose Machinery Manufacturing.

Professional Services

Racine County's unique location offers professional service companies access to lucrative markets via a highly developed transportation network. On a national level, there has been rapid growth in the professional services sector and generally higher wages. In addition, the amenities required by these occupations have a multiplier effect previously associated primarily with manufacturing employment. Most importantly, targeting professional services provides a means for reaching the goal of transitioning Racine County's economy away from its dependence on traditional manufacturing sectors. As identified in RCEDC's DRIVE Initiative, the targeted professional services include:

- Computer System Design;
- Professional Scientific and Technical;
- Specialized Design; and
- Scientific Research and Development.

³*Next Generation Manufacturing businesses are lean, agile, innovative, and focused on new markets and customers locally and globally. In particular, the commitment to lean and innovative manufacturing practices involves constantly finding new ways to improve processes and products, thereby creating a long term sustainable competitive advantage.*

Foreign-Owned Companies

Located in the heart of the Chicago-Milwaukee corridor, many overseas companies are calling Racine County home. Foreign-owned companies have been shown to be strong performers in the County's industries owing to such factors as offering direct links and networks to long supply chains of regional, national, and international suppliers. As identified in RCEDC's DRIVE Initiative, the targeted international countries include:

- Germany;
- France; and
- Sweden.

STRENGTHS AND WEAKNESSES IN ATTRACTING AND RETAINING BUSINESSES

This section includes a list of business strengths and weaknesses, based on findings from the Racine County Economic Development Plan 3.0 and 4.0 reports, the comprehensive plan SWOT analyses, and the MJAC.

The County's strengths for attracting and retaining desirable businesses and industries include:

Business Strengths

- Geographic location – proximity to interstate (IH 94) and between Chicago and Milwaukee
- Quality of Life
- Worker productivity
- Size of labor force
- Significant manufacturing base
- Existing industries
- Innovative programs and partnerships
- Access to institutions of higher education
- Ongoing planning and development / redevelopment efforts
- Participating in the Wisconsin Smart Growth initiative
- Railway service – commuter and freight
- Technology Development Zone program
- Fiber optic network
- Linkages with higher education
- Availability of workforce, land, and housing options
- Active organizations and community leaders committed to technology advancements and attracting and retaining business, industry, jobs, and workers (Racine Center for Advanced Technology and Innovation, RCEDC, and Racine County Division of Workforce Development)
- Availability of business resources and financing
- Ethnic and racial diversity
- Water resources
- Good schools
- Access to national and international markets
- A long history of planning and zoning
- Strong projected population growth
- Access to major airports
- Current increase in construction (particularly for industrial development)
- Community has begun to attract a dynamic and diverse business mix
- Low crime rate
- Tourism and recreation opportunities
- Improved intergovernmental cooperation
- Good infrastructure and accessibility
- Lack of congestion and reasonable commuting distances

The County's weaknesses regarding attracting and retaining desirable businesses and industries include:

Business Weaknesses

- Lack of integration of east and west Racine County
- Continued decline of manufacturing
- Lack of funding for redevelopment projects
- Image and marketing
- Personal tax burden
- Entrepreneurial climate
- Access to capital
- Per capita income
- Perception of unions
- Intergovernmental coordination
- Lack of trained, educated labor force
- Impacts of large, big box retail on quality of life
- Brain drain – many educated and skilled young people leave Racine County for jobs elsewhere
- Lack of dedicated funding for mass transit (Kenosha-Racine-Milwaukee commuter rail)
- Lack of retail (western Racine County), especially in comparison to the City of Racine
- Lower wages and salaries for jobs in Racine County than jobs in neighboring (including Illinois) counties
- History rooted in manufacturing (strength and weakness) – the economy may be perceived as undiversified and could face difficulty in today's fast-changing economy
- Educational attainment
- Population growth/migration
- Technology infrastructure
- Lack of promoting tourism in Racine County
- Perception of deteriorating air quality
- Quality of life
- Aging population
- Impacts of growth
- Social equity
- Perceived crime in inner City of Racine
- Elimination of the family farm
- Lack of understanding about the importance of agriculture and its contribution to the economy
- Lack of hospitality services (hotels, fine-dining establishments)
- Lack of entertainment venues and cultural attractions or amenities
- Growing concerns over housing needs due to both a growing and aging population
- Prepare and invest in the expansion of infrastructure to meet projected growth demands
- Perceived reputation as thrifty and unwilling to spend money on non-essentials may hinder attracting certain types of retail and service industries

Overall, Racine County is at a transitional point of becoming more attuned to the regional, national, and global economy. Positive changes have begun and are strengthening in areas such as high-value technological and entrepreneurial operations, redeveloping areas with existing infrastructure and transit options, and designing communities with a mix of residential, open space, and employment opportunities. Though progress may be incremental, investing in the County's economic development future should build upon the area's strengths while lessening its weaknesses.

ENVIRONMENTALLY CONTAMINATED SITES

Throughout the County, a number of redevelopment opportunities for commercial and industrial uses within or near planned sanitary sewer service areas include the potential revitalization of environmentally contaminated "brownfield" sites. Brownfields are defined as abandoned, idle, or underused properties where redevelopment is hindered by known or suspected environmental contamination. Brownfields include locations of old gas stations, dumps, industrial facilities, or other potentially contaminated sites.

In order to identify these environmentally contaminated sites as a snapshot in time, a number of sources were used, including the Racine County's property foreclosure list, Wisconsin Department of Natural Resources (WDNR) Bureau of Remediation and Redevelopment Tracking System (BRRTS), the Wisconsin Department of Commerce Tank Database, City of Racine Fire Department Records (select sites), and historical Sanborn maps (select sites). The majority of the information on contaminated sites was derived from the WDNR BRRTS open or conditionally closed activity type data, which is a list of self-reported brownfield and hazardous waste spill sites. The identified contaminated sites include leaking underground storage tank (LUST) sites and environmental repair (ERP) sites. A LUST site has soil and/or groundwater contaminated with petroleum, which includes toxic and cancer causing substances; however, given time, petroleum contamination naturally breaks down in the environment. In addition, some LUST sites may emit potentially explosive vapors. An ERP site is a site other than a LUST site that has contaminated soil and/or groundwater. Possible causes for contamination of an ERP site include industrial spills or dumping, buried containers of hazardous substances, closed landfills that have caused contamination, and areas with petroleum contamination from above-ground storage tanks. As indicated in Table XIV-1 and on Maps XIV-1, XIV-1a, and XIV-1b, WDNR reported the following on open or conditional closed contaminated sites: 77 ERP (including two ERP sites that are inactive landfills), 68 LUST sites, and five combined ERP and LUST sites. Maps XIV-1a and XIV-1b show environmentally contaminated sites in the Cities of Racine and Burlington, respectively.

As noted above, brownfield sites include historic solid waste dumps. As indicated in Table XIV-1 and shown on Map XIV-1, there are 15 inactive solid waste landfill sites designated by the WDNR. Most of these sites have gone through proper closure procedures specified by the WDNR. One of these sites, Hunts Disposal in the Village of Caledonia, is classified as a Superfund⁴ site and considered to be remediated. It should be noted that the inclusion of former landfill sites does not mean that environmental contamination has occurred, is occurring, or will occur in the future, but is intended to serve as a general informational source for the public and County and local officials regarding the location of waste disposal sites.

Brownfield Remediation Site Clean-Ups

In 2007, the City of Racine Redevelopment Authority received \$200,000 from the WDNR Brownfield Green Space and Public Facilities Grant Program for the Pointe Blue Waterfront Redevelopment, plus \$40,075 for the Washington Avenue – West Boulevard Redevelopment Area. At the former Pugh Oil Company and Marina, the city envisions that the Pointe Blue project has the potential for expanding the development of Racine's Lake Michigan Pathway, leading to North Beach. The West Racine funds were used for remediation and capping of the property at the Northeast corner of Grove Avenue and Washington Avenue. The West Racine Business & Professional Association had the site landscaped into a public square that can be used for special events. In the long term, the benefits associated with the clean-up of these brownfield sites, among others, can lead to employment and environmental gains, leveraged investment, revitalized neighborhoods, and new sources of local revenue derived from previously unproductive land.

ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, POLICIES, AND PROGRAMS

The economic development goals, objectives, and policies were developed through the public participation process, review of current economic development issues and opportunities, and included a review of the following documents and plans:

- Racine County Economic Development Plan 4.0 (2008); and
- Higher Expectations: A Workforce Development Strategy for Racine County (2008).

⁴*Superfund is the name given to the environmental program established to address abandoned hazardous waste sites. The U.S. Environmental Protection Agency (EPA) administers the Superfund trust fund and works closely with state and local governments and tribal groups to remediate sites that may endanger public health or the environment.*

Additional planning and economic development plans exist that promote more specific land use and transportation strategies, downtown and neighborhood business sector growth, agricultural preservation, and commercial corridor design initiatives. These plans were utilized when objectives and policies were developed.

The following County Economic Development Goals were developed under the comprehensive planning program and previously presented in Chapter VIII.

Racine County Economic Development Goals

- Goal XIV-1:** Promote the expansion or stabilization of the current economic base and the creation of a range of employment opportunities.
- Goal XIV-2:** Provide adequate infrastructure and public services and an adequate supply of developable land to meet existing and future market demand for residential, commercial, industrial, and institutional uses.
- Goal XIV-3:** Encourage development patterns that promote efficient and sustainable use of land, that can be readily linked by transportation systems, and utilize existing public utilities and services.
- Goal XIV-4:** Maintain the agricultural base, preserving productive farmland and environmentally sensitive areas.
- Goal XIV-5:** Protect and enhance cultural structures, historic sites and districts, and archaeological sites.
- Goal XIV-6:** Promote redevelopment and infill in areas with existing infrastructure and services, enhancing existing residential, commercial, and industrial areas.
- Goal XIV-7:** Encourage intercommunity planning efforts to make effective use of resources and to resolve conflicts.

Racine County Economic Development Plan (EDP) 4.0 Objectives, Policies, and Programs⁵

Objectives

- To cultivate an entrepreneurial culture in Racine County.
- To focus on the importance of technology and innovation relative to the growth of existing businesses and the attraction of new businesses to the community.
- To utilize the existing natural and cultural resources, recreational opportunities, and business location advantages to promote a positive image of Racine County to existing residents and those outside the County.
- To take advantage of the development opportunities that exist as a result of the Chicago-Milwaukee Corridor and to properly link land use with future business development countywide.
- To link education and training in a manner that provides a competitive workforce to meet the present and future needs of local employers and to create opportunities for low-income, disadvantaged and minority individuals to prepare for and obtain employment.

Policies and Programs

- Ensure a comprehensive system of entrepreneurial services for both value-added and neighborhood businesses.
- Work to create an entrepreneurial spirit among students and youth in Racine County.
- Ensure that pre-entrepreneurs are provided with appropriate training that will enable them to start successful small businesses.

⁵Identified as “challenges” and “strategies” in the Racine County Economic Development Plan 4.0.

- Ensure that minority small businesses are provided with appropriate training that will enable them to sustain successful businesses.
- Continue to implement an aggressive and targeted existing business growth and business attraction program for Racine County that is based on:
 - industries with a recent history of competitiveness and export orientation;
 - emerging industries that show a potential for future growth.
- Focus the resources of the Center for Advanced Technology and Innovation, Inc. (CATI) on becoming a regional center (Chicago-Milwaukee Corridor) for:
 - leveraging intellectual property assets (inovaTECH);
 - assisting companies in gaining an understanding of new product and marketing opportunities (inovaDRIVE);
 - providing intelligence and contacts to support a company’s growth strategy (inovaSOURCE).
- Provide secondary financing to existing and new companies that are creating jobs, tax base and personal income to Racine County.
- Focus on the retention and recruitment of knowledgeable workers necessary to meet the labor force needs of companies in Racine County.
- Continue the aggressive menu of national speaker and networking events that aligns with technology, innovation and growth industries, as well as other challenges in the Racine County EDP. When possible, partner with other organizations on a regional basis.
- Provide technical assistance to transition the capabilities of existing Racine County manufacturers to next generation or “advanced” manufacturers.
- Local community development organizations in Racine County will continue to promote a positive image of the County to both internal and external audiences using the brand platform analysis completed by Prophet as the blueprint for the orientation of this initiative.
- Engage community organizations and post-secondary education partners in identifying the benefits of living and working in Racine County and promoting a positive image of Racine County to young adults.
- Racine Unified School District will partner with community organizations to promote the most positive image of the school district.
- Provide high value real estate development opportunities that link Racine County with the Southeast Wisconsin Region and Northern Illinois.
- Support the extension of commuter rail from Kenosha to Racine and Milwaukee.
- Address the adequacy of public transportation for serving the needs of low- and moderate-income persons to access job opportunities in Racine County and throughout southeast Wisconsin.
- Use the Smart Growth Initiative to accelerate cooperative area-wide comprehensive planning.
- Complete a Regional Business Park Land Absorption Study, replicating and expanding upon the study update done for Racine County in 2006.
- Plan for value-added commercial and industrial development in the IH 94 and STH 36 corridors.
- Continue to implement industrial and commercial redevelopment projects in communities throughout Racine County.
- Continue the current county-wide and local government initiatives to streamline the private sector land development process.

- Incorporate the EDP updates as economic development policy through local plans and the comprehensive plan for Racine County.
- Monitor the local economy to identify and retain employers that are considering relocation outside of Racine County.
- Actively participate in the Milwaukee 7 regional economic development program in order to create a stronger regional economy with a focus on those initiatives that will positively impact the Racine County economy.
- Monitor the Wisconsin business climate and advocate for changes that will improve the State as a place to do business.
- Facilitate cooperation between eastern and western Racine County relative to comprehensive planning issues.
- Develop and implement a comprehensive Racine County community-wide workforce development plan to address:
 - high unemployment and low academic achievement in the City of Racine Census Tracts 1-5, and elsewhere throughout the County;
 - current and future (five years) workforce needs of existing local employers;
 - workforce development strategies to support economic development efforts to attract and expand targeted industry sectors to the County.
- Advocate for programs that will impact the high unemployment rates in the low-income and minority communities.

Additional Economic Development Objectives, Policies and Programs Developed as Part of the Racine County Comprehensive Plan

Objectives

- Promote a wide range of a range of employment opportunities and resources for all residents that improve and enhance the economic vitality of Racine County.
- Maintain and enhance the economic vitality of Racine County by encouraging a diversified tax base of agricultural, commercial, industrial, and residential uses.
- Encourage and promote a viable and sustainable agricultural economy through existing and new programs designed to support the farm economy.
- Promote the preservation, development, and redevelopment of a variety of suitable industrial and commercial sites both in terms of physical characteristics and locations.
- Foster tourism that promotes the natural features, cultural resources, and unique heritage of Racine County.
- A broad and powerful coalition will be created to ensure more truly job-ready workers, dramatically reducing the number of individuals and families trapped in the cycle of poverty.⁶
- Public transportation systems should adapt to meet the changing demands of work and personal responsibilities.⁷

⁶Identified as “goals” in Higher Expectations: A Workforce Development Strategy for Racine County.

⁷*Ibid.*

Policies and Programs

- Direct commercial and industrial development to those targeted areas identified for such uses on the Comprehensive Plan 2035 land use plan map.
- Promote retail, service, and healthcare businesses to identify and market to the customer base of existing employment centers and serve the needs of all ages.
- Encourage the creation of mixed used developments that contain a strategic mix of residential, retail, office, service and civic, school and recreational facilities, and open space in a compact setting.
- Promote mixed use developments and employment centers that are visible and easily accessible to existing or planned transit routes.
- Encourage the development of industrial and commercial development in municipalities that are capable of providing sewer and water services.
- Evaluate incentives that incorporate sustainable concepts with respect to the building design, site design, energy conservation and waste management practices with all types of businesses.
- Evaluate programs that conserve energy resources and reduce energy costs to residences, businesses, and industries.
- Encourage business development that provides a living wage for its employees and enables employees to afford housing in Racine County.
- Ensure adequate housing within close proximity to employment centers, including both affordable and workforce housing, to meet the needs of the workforce and targeted population growth who work in Racine County, or who wish to live and work in the County.
- Promote convenient, flexible, and affordable public transportation options within Racine County and between Racine County and neighboring counties.
- Promote flexibility in architectural and aesthetic design of retail and service centers.
- Encourage restoration and adaptive reuse of historic buildings and structures.
- Develop guidelines and implementation strategies to seamlessly integrate existing development with the planning and redevelopment of underdeveloped or in-fill properties in the current urban service area.
- Promote the redevelopment of underutilized, vacant, blighted, brownfield, or other environmentally contaminated industrial and commercial buildings to efficiently utilize existing public utilities and services.
- Encourage local initiatives such as tax increment financing districts, business improvement districts, or historic district designation to focus attention and resources on revitalization efforts.
- Support economic initiatives to ensure farming remains viable in Racine County, including agri-tourism, and direct marketing of farm products.
- Protect the lands identified in the Agricultural, Natural, and Cultural Resources and Land Use Elements as best suited for long-term farmland preservation, in order to provide the land base needed to maintain agriculture and associated agricultural businesses.
- Evaluate business development in terms of short and/or long term environmental impacts and compatibility with adjacent land uses.
- Ensure that the County has adequate community facilities and services to meet the needs of the existing and future workforce.
- Promote the arts, recreation, entertainment, and educational facilities as major contributors to the County's high quality of life.

- Promote coordination and cooperation between all of the communities in the County on economic development related issues including business creation, retention, expansion, programs, and design.
- Encourage collaborative efforts between private, public, and non-profit entities.
- Promote downtown business districts and marketing resources to meet the needs of local, regional, and tourist customers.
- Continue monitoring of key economic development indicators.

ECONOMIC DEVELOPMENT ASSISTANCE PROGRAMS, FINANCIAL TOOLS, AND ORGANIZATIONS

This section identifies economic development assistance programs, financial tools, and lead partner organizations that are available to the public and private sectors to help foster economic development efforts. There are many programs at the Federal, state, county, and local levels that can assist Racine County in the support and development of economic development efforts. All local units of government are also eligible to implement economic development financial tools—Tax Increment Financing Districts, Business Improvement Districts, and Revolving Loan Funds—to help carry out community development programs. Local businesses, like the County and local units of government, can apply for various grants and loans to assist in business attraction, retention, expansion, and revitalization economic development efforts. In addition to programs, there are regional, county, and local organizations that provide assistance to local units of governments and businesses.

Economic Development Assistance Programs

In Racine County, there are a number of economic development assistance programs that can provide financial investment to support businesses and industries. RCEDC and the MJAC have developed a list of assistance programs that are applicable to area businesses and investors. Table XIV-2 and Appendix F provide a summary of these programs.

Economic Development Financial Tools

In Racine County, RCEDC and local Community Development and Redevelopment Authorities are administrators of other financial tools. In particular, the most prevalent financial tools used in the County include tax increment financing, business improvement districts, and revolving loan funds.

Tax Increment Financing

Wisconsin's Tax Increment Financing (TIF) program can be an important financial tool for cities, villages, and towns⁸ in eliminating blight, rehabilitating declining property values, and promoting industry and mixed-use development. Under TIF, the municipality's Community Development Authority (CDA) facilitates the new growth and redevelopment projects. The CDA establishes the cost-effective TIF District by first going through the Wisconsin Department of Revenue to aggregate value of taxable and certain municipality-owned property. This is called the Tax Incremental Base. The municipality then installs public improvements, and property taxes generally increase. Taxes paid on the increased value are used to pay for improvements funded by the community. This is the Tax Increment. It is based on the increased values in the Tax Increment Financing District (TID) and levies of all the taxing jurisdictions that share the tax base. Other taxing jurisdictions do not benefit from taxes collected on value increases until project costs have been recovered and the TID is retired. If the TID has been successful, each of the taxing jurisdictions would expect to receive a larger share of the property revenue amount from the new development that came about as a direct result of the creation of the TID.

⁸*Tax Increment Financing is available to towns on a limited basis involving agricultural, forestry, manufacturing, and tourism industries.*

Racine County has 20 active TIDs for a total of 6,373 acres as of 2009. Both the active and inactive TIDs are identified in Table XIV-3 and on Maps XIV-2, XIV-2a, and XIV-2b. The City of Racine has the most TIDs, which currently has 10 active TIDs covering 238 acres mainly in the central business district, as indicated on Map XIV-2a.

Business Improvement Districts (BIDs)

The creation of business improvement districts (BIDs) provides funding opportunities to support the process of downtown and neighborhood economic redevelopment efforts. Per the *Wisconsin Statutes*, municipalities (cities, villages, and towns) have the power to create one or more special assessments districts within their jurisdiction. As defined by the legislation, the establishment of BIDs represents a geographic grouping of commercial properties where the business owners agree to assess themselves in a way that generates funds to develop, manage, and promote the districts. The use of the generated funds is flexible and can be used for a range of improvements, such as marketing, banners, business recruitment, and streetscapes.

As shown in Table XIV-4 and on Map XIV-3, the City of Racine has created four BIDs. The BID process begins with a petition from property owners requesting the creation of a BID for the purpose of revitalizing and improving a community's traditional downtown or a particular neighborhood commercial area. The BID law requires that every district have an annual Operating Plan and a minimum of five board members appointed with a majority of those individuals owning or leasing property within the BID. The BID proponents prepare this Operating Plan with technical assistance from the City of Racine Community Development Department and other consultants. RCEDC manages the West Racine and Uptown BIDs, and the City of Racine Downtown Racine Corporation manages the Downtown and Douglas Avenue BIDs.

Revolving Loan Funds (RLFs)

Revolving Loan Funds (RLFs) are an additional financial tool that a municipality may use to promote economic development efforts for new business start-ups and expansion. Funding from RLF programs in Racine County is used to create employment opportunities, encourage private investment, and provide a financing alternative. Loans may be used for the purchase, rehabilitation, renovation, or construction of a commercial strip building or brownfield sites; site acquisition and preparation; purchase of furniture, fixtures, and equipment; financing and working capital; tenant improvements; and buyouts by purchase of assets or stock.

The RCEDC administers Racine County's RLF program to a number of local businesses. To be eligible for funding, a proposed project must meet specified minimum requirements based on the terms of the RLF and pay back the loan at a 4 percent interest rate, up to a five-year term, 20-year amortization. Such terms may include a specific amount of private sector investment, such as a ratio of borrowed money to investment, or require that a certain number of jobs be created or retained for the specified amount of RLF funds requested. Additionally, an applicant would need to demonstrate that the proposed project is viable and that the business has the ability to repay the funds under the terms of the agreement.

Community Development Authorities (CDA)

Under Sections 66.1335, 66.1339, and 66.1341 of the *Wisconsin Statutes*, cities, villages, and towns, respectively, may adopt an ordinance or resolution creating a housing and community development authority known as the "Community Development Authority" (CDA). The CDA is a separate body from the governing body with the purpose of carrying out blight elimination, slum clearance, urban renewal programs and projects, and housing projects. There are six CDAs in the following Racine County communities: City of Burlington and Villages of Caledonia, Mt. Pleasant, Sturtevant, Union Grove, and Waterford. The CDA is formed by an ordinance or resolution, which grants the CDA the powers to act as the agent of the local government in planning and carrying out community development programs and activities approved by the governing body under the Federal Housing and Community Development Act of 1974 and as the agent to perform all acts that may be performed by the plan commission, with the exception of preparing the comprehensive plan for the local government. Redevelopment and housing authorities must cease operation if the local government establishes a CDA.

The CDAs in Racine County may exercise the following economic development assistance powers: to provide and retain gainful employment opportunities; to increase a community's tax base, such as facilitating the creation of a TIF District; to stimulate the flow of investment capital into the municipality with resultant beneficial effects upon the economy; to issue revenue bonds to provide financing for affordable housing projects and Qualified Redevelopment Projects; to eliminate or prevent substandard or blighted areas. In addition a CDA may perform negotiations and make recommendations for consideration to a local governing board or common council regarding development and redevelopment sites.

Community Redevelopment Authorities (CRA)

Under Section 66.1333 of the *Wisconsin Statutes*, cities are granted the ability to create redevelopment authorities for the purpose of carrying out blight elimination, slum clearance, and urban renewal programs and projects. The City of Racine established a Redevelopment Authority (CRA) in 1977. It is the only redevelopment authority in Racine County, which primarily concentrates on redevelopment of commercial corridors and brownfield sites. CRAs are granted powers to prepare redevelopment and urban renewal plans, and to undertake and carry out redevelopment and urban renewal projects within the city's corporate limits, and to employ personnel to carry out those activities. Redevelopment authorities may enter into contracts; acquire by purchase, lease, eminent domain, or other means, any real or personal property or any interest in the property, together with improvements; and carry out any transactions regarding redevelopment of such properties. Members of a city's common council may resolve, by two-thirds vote, to create a redevelopment authority. Upon confirmation by four-fifths of the common council, the mayor or city manager appoints seven residents of the city to act as commissioners. The powers of the redevelopment authority are vested in the appointed commissioners.

One of the projects that the City of Racine CRA has recently undertaken is the redevelopment of the former Jacobsen/Textron property. In 2002, the City of Racine CRA was given a \$200,000 loan from the Environmental Protection Agency (EPA) through the Brownfields Cleanup Revolving Loan Fund (BCRLF) pilot program to assist in the cleanup of the site. With the completion of infrastructure improvements in 2007, the property is now an industrial park.

Economic Development Organizations

A number of Countywide economic development organizations have been working together to assist in the establishment, retention, and expansion of area businesses. The following is a description of various local and regional partner organizations that help Racine County's and area businesses in their economic development efforts.

Racine County Economic Development Corporation (RCEDC)

The Racine County Economic Development Corporation (RCEDC) is a private, non-profit organization created in 1983 to build and maintain a strong economic base in Racine County. The mission of the RCEDC is to foster the economic vitality of Racine County by working with numerous local and regional partners to support innovation and creativity that leads to business investment.

The RCEDC Board consists of 28 members representing local industry, government, education, and professional organizations, and is served by 10 RCEDC staff members. Current membership in the RCEDC is about 150 members, representing a diverse group of companies and individuals interested in the economic development of the Racine County area.

RCEDC assists existing and potential businesses in Racine County in numerous ways. First, RCEDC and its partners helped to originally draft the *Racine County Economic Development Plan (EDP) 2.0* in 2002 to serve as the blueprint for future economic development in Racine County. The EDP 2.0 identified community and business needs through a set of challenges, strategies, and actions. The successful implementation of the EDP 2.0 required willingness for change by community development organizations, employers, workers, and the community at large. In many cases, such change required new, or the re-allocation of existing, financial resources. While the EDP 2.0 and subsequent 3.0 and 4.0 Plans reflect changing economic development needs and issues, it is important to note that these are distinguished from the specific economic development mission of the RCEDC.

Second, RCEDC assists in developing, facilitating, and administering a variety of economic development initiatives, including technical assistance and grant/loan programs aimed at: technology and innovation; marketing Racine County; small business and minority-owned business development; regional economic development; workforce development; business financing; land and buildings; community partnership; and making RCEDC a single point of contact for information on the county's economic development. Finally, the RCEDC staff and its website provide technical assistance, marketing services, and other resources that include the website as a business attraction resource, workforce training, community profiles, demographic data, business site location listings, and information on utilities, transportation, taxes and business assistance, and quality of life factors.

Community Economic Development Corporation, Inc. (CEDCO)

The Community Economic Development Corporation, Inc. (CEDCO) is a private, non-profit community development financial institution which was established in 1996 by the collaborative efforts of the Racine branch of the National Association for the Advancement of Colored People (NAACP) and the City of Racine to encourage and promote minority entrepreneurship throughout Racine. CEDCO offers a variety of personal financial workshops, as well as services and training for start-up entrepreneurs and minority business enterprises. CEDCO is an authorized intermediary selected to package/submit applications for the U.S. Small Business Administration (SBA) Minority, Women and Veteran Pre-qualification Loan Programs.

Racine Area Manufacturers and Commerce (RAMAC)

Formed in 1982 from the consolidation of the Racine Area Chamber of Commerce and the Manufacturers' and Employers' Association, the Racine Area Manufacturers and Commerce (RAMAC) supports and promotes businesses and communities in Racine County. RAMAC serves as a unified voice for interests common to every small and large, industrial, professional, service and retail business and community organization in the Racine area, as well as a central source of information and data on a wide variety of business problems and issues affecting its members, which include over 750 firms. Through RAMAC, these employers form an alliance to accomplish its mission:

- To strengthen and maintain a solid, diversified, economic base, one that ensures a healthy business climate and a prosperous, progressive community.
- To promote and protect the fundamentals of the private free enterprise system as the foundation of our nation.
- To help its members manage more effectively, efficiently and productively by excelling in the delivery of personnel, research and management training services.
- To provide the necessary business leadership and service in the cooperation with other public and private interests aimed at improving the quality of life in the Racine area.

Some of the programs provided by RAMAC for its members include a Business-to-Business Expo, a Human Resources Hotline, and management and supervisory training.

Local Chambers of Commerce

Local chambers of commerce that support and promote businesses include the Burlington Area, Greater Union Grove Area, Sturtevant, Waterford, and Wind Lake.

Racine County Department of Human Services - Division of Workforce Development

The Racine County Division of Workforce Development administers local, state and Federal public assistance programs, including the Wisconsin Works program (W-2), Childcare, Medicaid/BadgerCare, Food Stamps and Emergency Assistance Programs, and the Dislocated Worker Program. As one component of the Wisconsin Department of Workforce Development, the Racine County Division is part of the greater Southeastern Wisconsin Workforce Development Area, which consists of Kenosha, Racine, and Walworth Counties. Workforce development divisions for these three counties pool resources to provide training and assistance for those seeking employment, and to help employers seeking qualified candidates to fill positions. The Racine County Division provides most services at the Racine County Workforce Development Centers located in the City of Racine and Burlington. The Racine County Workforce Development Centers have facilities to conduct on-site job recruitment, interviews, testing, orientation, training, and human resources and employee relations functions.

Although much of its activities are focused on assisting workers to find jobs, and providing interim financial and welfare assistance, other services and programs of the Division of Workforce Development focus on economic development and job growth. These include:

Business Services Program

Business Services Program provides assistance to employers searching for qualified applicants, provides labor market information, provides small business development workshops and services, and administers or advises employers about grants from a variety of local, state, and Federal sources. Business Services assists local employers in the recruitment process on a local, statewide, and national level, and provides employers with assessments and training of new and existing employees.

Youth Services

The Career Discovery Center at the Workforce Development Center provides area youth with career exploration activities, primarily in school settings at both the middle and high school levels. Some topics covered in these workshops include general career exploration, web-based career tools, goal setting, skill discovery, and filling out job applications. Other programs offered by the Career Discovery Center include the Mayor's Summer Jobs, which provides a variety of jobs to inner city youth, and Partners Educating Parenting Students (PEPS), an effort to keep parenting students from dropping out of school by providing additional assistance. Youth services are designed to inspire, engage, educate and train the County's future workforce.

Dislocated Worker Program

The objective of the Dislocated Worker Program is to assist laid-off workers in obtaining full-time employment in a job compatible with the worker's capabilities and interests at a competitive wage. The Southeastern Wisconsin Workforce Development Area manages the Dislocated Worker program, which is a "Work First" program with emphasis on opportunities for employment. Participation requires that the worker be committed to intensive efforts toward obtaining full-time employment. Program staff develops an Individual Employment Plan (IEP) with each participant to identify full-time employment objectives and what steps will be taken to achieve the objectives. The IEP specifies the occupational goals of the enrollee, based on assessment, testing, and individualized counseling.

If after an initial period of intensive work search the participant is unsuccessful in obtaining employment, additional training may be considered, subject to availability of funds. Those who are deemed eligible to receive additional training are given an Individual Training Account (ITA), and information on providers, which includes the cost of training and the success rate of the training provider.

Downtown Racine Corporation (DRC)

Created in 1989 through a merger of the former Downtown Racine Development Corporation and the Downtown Association, the Downtown Racine Corporation (DRC) is a comprehensive, incremental Downtown revitalization program with activities and programs including retail and special events, design and business development services as well as creating a partnership culture among stakeholder organizations. The DRC also manages the Downtown Business Improvement District, which funds a variety of community maintenance and improvement efforts and business assistance programs in the downtown area, such as coordinated beautification projects and increased security.

Racine County Convention and Visitors Bureau (CVB)

The Racine County Convention and Visitors Bureau (CVB) was founded in 1983 as a nonprofit organization, aimed at promoting Racine County as an attractive destination by aggressively marketing the area's hospitality, facilities and attractions to create a positive economic impact on Racine County and enhance the area's quality of life. The Racine County CVB marketing efforts include advertising in print, television, radio and internet, including materials such as an annual visitors' guide, a restaurant guide, and a relocation packet. The CVB also attracts and develops events (e.g., Spirit of Racine Triathlon, Great Midwest Dragon Boat Festival); arranges group tours, meetings and conferences; and promotes local events to residents.

University of Wisconsin-Parkside Small Business Development Center (SBDC)

The University of Wisconsin-Parkside Small Business Development Center (SBDC) provides assistance to new and existing businesses in the form of classes and business counseling services, including assistance in the development of business plans and marketing. The UW-Parkside SBDC located in the Center for Advanced Technology and Innovation (CATI) building in Sturtevant, serves both Racine and Kenosha counties. The SBDC provides business counseling and assistance in both pre-venture (business formation) and venture (business growth and enhancement) areas at little or no cost to its clients.

Gateway Technical College

Gateway Technical College collaborates with communities in Kenosha, Racine, and Walworth counties to ensure economic growth and viability by providing education, training, leadership, and technological resources to meet the changing needs of students, employers, and communities. With over 29,000 enrollees annually, Gateway Technical College serves the vocational and technical training needs of Southeastern Wisconsin from its campuses and through distance learning opportunities, such as online courses. Offerings include associate degree, diploma, certificate, short-term, non-credit, and workshop programs in over 77 fields. Community outreach educational services include courses in English as a Second Language (ESL), GED/HSED, and computer skills. In Racine County, Gateway has a major campus in the City of Racine, as well as a campus center in the City of Burlington.

In particular, Gateway's Workforce and Economic Development Division (WEDD, previously Business & Industry Services) collaborates with Gateway's Advanced Technology Centers to promote business development, workforce development, and technology innovation in southeast Wisconsin by serving as a "one-stop" economic center for workforce development. WEDD is the leading supplier of training solutions to area business and industry by providing effective, efficient and affordable training for the local workforce through: customized training, technical assistance, assessments, professional development workshops, and the Advanced Leadership Certificate Program. Courses, workshops and seminars are offered on-site, on campus or at any of the Advanced Technology Centers at various times and dates; Gateway also provides opportunities for on-line learning, self-paced learning and accelerated learning.

Gateway Technical College—Center for Advanced Technology and Innovation (CATI), Inc.

CATI was founded in 2001, with the vision of being a source of innovation for entrepreneurs, companies, and students seeking new opportunities by harnessing the research and development engine of U.S. industry. CATI is a regional technology transfer and commercial institution founded by nine academic institutions, including UW-Parkside and workforce development and economic development agencies in Racine and Kenosha counties. At its core, CATI is a unique tech transfer model designed to leverage private industry intellectual property by acquiring late-stage technologies via out-licensing, joint venture, or donation, and matching those with the strategic strengths of the regional economy. CATI has three focus areas:

- Technology Transfer: Assisting existing companies and entrepreneurs with assessing and acquiring needed technology.
- Facilitating Focused Education: Providing application-based educational experiences linking businesses with students.
- Entrepreneurial Development: Assisting entrepreneurs and inventors with commercializing more value-added products to be competitive in a global marketplace.

Carthage College

Carthage College, located in Kenosha County, is a private institution offering liberal arts degrees. Enrollment is approximately 1,500 students, with a student/faculty ratio of 16 to one. The college offers study in 33 major fields plus 13 special academic programs, a Masters in Education program, and an MBA cooperative program with Loyola University in Chicago.

In 2004, Carthage College opened the A.W. Clausen Center for World Business, a first-class learning center featuring state-of-the-art technology conducive to the presentation and discussion of business principles and theories. The facility and its programs are designed with the goal of preparing students for business leadership in a world that transcends intellectual and political boundaries.

Regional Economic Partnership (REP)

The REP includes economic development organizations in each of the Region's seven counties (Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha) plus We Energies, the City of Milwaukee, the Metropolitan Milwaukee Association of Commerce, and SEWRPC. The REP was formed in 1993 to provide:

- A development partner to assist with financing, workforce training programs, and technology development programs.
- Assistance with business permits and regulations.
- Continuing assistance beyond project completion.

The Milwaukee 7

The Milwaukee 7 is a council of representatives from the seven Southeastern Wisconsin counties—Kenosha, Milwaukee, Ozaukee, Racine, Walworth, Washington, and Waukesha. The council, made up of about 35 civic and business leaders and chief elected officials, was formed with the idea that a regional approach is 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 compile comprehensive information about the Region, creating a way for businesses to tap easily into data that can help them plan expansion or location decisions; identifying "clusters" of industries well suited to the area; and creating jobs to retain more Wisconsin college graduates.

In April 2007, the Milwaukee 7 released its Strategic Framework, which includes a vision for the Region and recommended steps on how to achieve this vision. The Strategic Framework identifies the Region's assets that pose a unique opportunity for the Region's long-term prosperity; identifies "Regional Export Drivers," which are industries that drive the export of goods and services beyond the regional borders; maps opportunity zones; and outlines a strategic agenda for each of the Regional Export Drivers. The Milwaukee 7 resource center and Strategic Framework are found on the Milwaukee 7 website (www.choosemilwaukee.com).

Table XIV-1

ENVIRONMENTALLY CONTAMINATED SITES IN THE RACINE COUNTY PLANNING AREA

Number on Map XIV-1	Civil Division	Location	Date Listed ^a	Activity Type ^b
1	City of Burlington	1120 Milwaukee Ave.	7/3/2006	ERP
2		189 E Chestnut St.	6/16/2000	LUST
3		533 Bridge St.	1/2/2002	ERP
4		100 N Calumet St.	2/21/2001	LUST
5		100 S Calumet St.	10/18/2004	ERP
6		590 W Milwaukee Ave.	8/12/2002	LUST
7		638 S Kane St.	3/28/2002	ERP
8		305 E Jefferson St.	2/21/2001	LUST
9		280 E Chestnut St.	1/10/2001	ERP
10		Inactive Landfill	N/A	Inactive Landfill
11		500 E State St.	4/29/1994	LUST
12		1120 Milwaukee Ave.	7/3/2006	ERP
13		281 E Chestnut St.	6/23/2000	ERP
14		233 S Pine St.	1/18/1996	LUST
15		224 S Pine St.	8/12/2002	ERP
16		680 - 688 Milwaukee Ave.	10/27/2006	LUST
17		132-140 S Calumet St.	7/27/1990	ERP
18		381 W Market St.	12/27/1996	ERP
19	City of Racine	3109 Mt Pleasant St.	1/12/2004	ERP
20		1500 Durand Ave.	2/21/1996	LUST
21		3700 Spring St.	8/1/1990	LUST
22		Kearney & Rosalind Ave.	9/30/1992	ERP
23		2835 Lathrop Ave.	7/14/1997	ERP
24		500 High St.	8/8/1989	LUST
25		1001 Water St.	8/22/2005	ERP
26		1800 21st St.	5/25/1995	LUST
27		1717 W 6th St.	5/22/2000	ERP
28		4100 Victory Ave.	4/11/2002	LUST
29		1339 14th St.	12/15/1998	LUST
30		3825 Durand Ave.	10/18/2002	LUST
31		2520-2600 Spring St.	3/16/1999	ERP
32		501 Lake Ave.	9/10/2002	ERP
33		4301 Washington Ave.	1/29/2002	LUST
34		1930 Roosevelt Ave.	9/24/1992	ERP
35		550 Three Mile Road	7/17/2006	LUST
36		2418 Douglas Ave.	3/15/1990	LUST
37		1301 18th St.	2/15/2004	LUST
38		1600 Goold St.	12/9/1998	ERP
39		2701 N Green Bay Rd.	7/25/2002	ERP
40		3941 Main St.	5/30/2006	ERP
41		2100 N Main St.	10/26/1993	LUST
42		1819 Durand Ave.	3/15/1990	LUST
43		1914 Indiana St.	5/29/2002 and 4/24/2007	ERP
44		121 Lake Ave.	10/9/1995	ERP
45		1325 16th St.	7/22/1999	ERP
46		1028 Douglas Ave.	5/6/1994	ERP
47		1400 13st St.	10/13/2003	LUST
48		4700 21st St.	8/9/1991	ERP
49		718 Marquette St.	11/28/2006 and 4/25/2007	ERP/LUST
50		1600 Yout St.	5/28/1992	LUST
51		700 W 8th St.	5/21/1991	LUST

Table XIV-1 (continued)

Number on Map XIV-1	Civil Division	Location	Date Listed ^a	Activity Type ^b
52	City of Racine (continued)	700 State St.	10/3/1989	ERP
53		1701 Dekoven Ave.	8/11/2004	ERP
54		2200 Dekoven Ave.	1/1/1980	ERP
55		1001 N Main St.	12/6/1991	LUST
56		1900 and 1910 Taylor Ave.	4/4/2006	LUST
57		Loni Lane-Regency W	3/26/2003	ERP
58		1149 Washington Ave.	4/19/1997	LUST
59		1730 State St.	6/1/2007	ERP
60		1717 Taylor Ave.	1/10/1995	ERP
61		2000 Dekoven Ave.	8/23/1991	LUST
62		1215 State St.	1/6/1997 and 4/11/2000	ERP/LUST
63		1158 Washington Ave.	11/17/1997	LUST
64		1975 State St.	3/30/1992	LUST
65		1500 Dekoven Ave.	1/8/1990	ERP
66		1400 Durand Ave.	7/2/1997	LUST
67		2000 Dekoven Ave.	12/4/1997	ERP
68		3013 Rapids Dr.	5/29/2002	LUST
69		1122 West Blvd.	7/3/1998	ERP
70		2320 Douglas Ave.	12/1/2006	ERP
71		1218 Frederick St.	11/5/1998	LUST
72		1180 Frederick St.	11/5/1998	LUST
73		1711 N Main St.	11/2/1989	LUST
74		200 Dodge St.	12/6/1991	LUST
75		3953 N Main St.	5/3/1991	LUST
76		180 Reichert St.	8/28/1995	LUST
77		Water & Grand	8/3/2005	ERP
78		1524 Frederick St.	8/20/2003	LUST
79		1442 N Memorial Dr.	3/17/1987, 2/18/199, and 3/14/2000	LUST
80		1425 N Memorial Dr.	8/19/2005	ERP
81		1622 Oakes Rd.	5/3/1996	ERP
82		1700 Racine St.	6/16/1994	LUST
83		5600 Durand Ave.	12/15/1993	LUST
84		949 N Erie St.	3/15/2000	ERP
85		1616 Durand Ave.	10/6/1995	LUST
86		1737 Center St.	1/9/2001	LUST
87		4700 Washington Ave.	11/10/1993	LUST
88		910 West Ave.	4/17/1998	ERP
89		1321 Racine St.	3/9/1998	ERP
90		4600 21st St.	8/7/1990 and 1/7/2003	ERP
91		1400 14th St.	10/7/1997	ERP
92		3212 Douglas Ave.	11/12/2003	LUST
93		1501 Three Mile Rd.	11/27/1990	LUST
94		1201 Michigan Blvd.	2/27/1996	ERP
95		1900 Clark St.	4/14/1992	ERP
96		4910 Washington Ave.	12/10/2000	LUST
97		1601 Taylor Ave.	2/12/2003	LUST
98		526 Marquette St.	12/9/1998	LUST
99		1220 Mound Ave.	5/17/1996	LUST
100		620 Stannard St.	3/14/2006	ERP
101		1225 14th St.	4/9/1991	ERP
102		1501 Clark St.	12/18/2003	ERP

Table XIV-1 (continued)

Number on Map XIV-1	Civil Division	Location	Date Listed ^a	Activity Type ^b
103	Village of Caledonia	1900 Three Mile Rd.	11/30/2004	ERP
104		10125 Four Mile Rd.	3/15/2000	ERP
105		3333 County Hwy H	4/16/1998	ERP
106		3440 N Hwy H	4/14/1994	LUST
107		6206 Hwy V	1/7/2003	LUST
108		8229 County Line Rd - Hunts Disposal – Inactive Landfill (Superfund Site)	4/1/1979	ERP/ Inactive Landfill
109		Inactive Landfill – Caledonia Corp.	N/A	Inactive Landfill
110		Inactive Landfill – Hillside Sand and Gravel	N/A	Inactive Lanfill
111		2440 Four Mile Rd.	6/22/2001	ERP
112		414 Three Mile Rd.	4/16/1991	LUST
113		5311 Hwy 31	8/6/1997	LUST
114		2825 Four Mile Rd.	1/1/1980	ERP
115	Village of Mt. Pleasant	1525 Durand Ave.	5/14/2007	ERP
116		8100 Washington Ave.	4/13/1992	LUST
117		4747 Lathrop Ave.	11/27/2007	ERP
118		3233 Phillips Ave.	9/23/1997	ERP
119		7505 Durand Ave.	4/11/2005	ERP
120		9725 County Rd. K	11/29/2001	LUST
121		7100 Durand Ave.	1/10/1996	ERP
122		24th and Mead St.	1,1/1/1980, 11/24/1993, 5/28/1997 and 3/8/2006,	ERP/LUST
123		7000 Durand Ave.	8/21/1990	LUST
124		5428 Washington Ave.	5/6/1999	LUST
125		6035 Durand Rd.	10/29/1987	LUST
126		2727 Roberts Rd.	2/16/1995	LUST
127		4213 Wood Rd.	5/19/2000	ERP
128		8311 16th St. Site A	10/21/2004 and 7/6/2006	LUST
129		6226 Bankers Rd.	7/21/1998	LUST
130	Village of Sturtevant	2412 West Rd.	8/2/1993	ERP
131		8913 Durand Ave.	12/14/1998	ERP
132		Inactive Landfill – (received hazardous waste)	N/A	Inactive Landfill
133		2620 90th St.	11/2/2007	ERP
134		9709 Durand Ave.	10/11/2006	LUST
135		9512 Washington Ave.	7/2/2003	ERP
136	Village of Union Grove	1036 Main St.	10/26/2006	LUST
137		1524 15th Ave.	11/18/1999	ERP
138		1422 W Main St.	3/2/1999	LUST
139	Village of Waterford	28305 Kramer Rd.	8/30/2000	LUST
140		200 N Milwaukee St.	1/15/1996	LUST
141	Town of Burlington	2007 S Browns Lake Dr.	8/15/2006	LUST
142		Inactive Landfill	N/A	Inactive Landfill
143	Town of Dover	Inactive Landfill – Center of Developmentally Disabled	N/A	Inactive Landfill
144		Inactive Landfill – Koenecke Property	N/A	Inactive Landfill
145		21211 Durand Ave.	8/14/2001	ERP
146	Town of Norway	Inactive Landfill	N/A	Inactive Landfill
147		21500 W Six Mile Rd.	11/13/1998	ERP
148	Town of Raymond	SW Corner Seven Mile Rd. and IH 94	12/1/1996	ERP
149		Inactive Landfill – WM WI Reclamation	1/21/2004	ERP/ Inactive Landfill
150		12000 Six Mile Rd.	6/8/1994	ERP
151		1000 S 124th St.	8/9/1990	ERP

Table XIV-1 (continued)

Number on Map XIV-1	Civil Division	Location	Date Listed ^a	Activity Type ^b
152	Town of Rochester ^c	32032 Washington Ave.	9/13/1999	ERP
153		Inactive Landfill – Racine County Highway Department	N/A	Inactive Landfill
154		Inactive Landfill	N/A	Inactive Landfill
155		Inactive Landfill	N/A	Inactive Landfill
156		32001 Washington Ave.	10/2/1997 and 7/12/2002	ERP/LUST
157	Town of Waterford	32409 High Dr (Hwy 20)	6/29/2006	ERP
158		7511 N Tichigan Rd.	5/4/2007	ERP
159		920 E Main St.	1/1/1993	ERP
160		4910 Big Bend Rd.	9/27/2007	LUST
161		Inactive Landfill	N/A	Inactive Landfill
162		4332 High Dr.	11/28/2006	ERP
163	Town of Yorkville	1007 State St.	4/23/1998	ERP
164		2118 N Sylvania Ave.	7/27/1997	ERP
165		Inactive Landfill	N/A	Inactive Landfill

NOTE: Includes Inactive Landfill (13 solid waste disposal, one solid waste disposal superfund, and one solid waste disposal which has received hazardous waste) sites.

^aDate identified by WDNR as a contaminated site through the end of 2007.

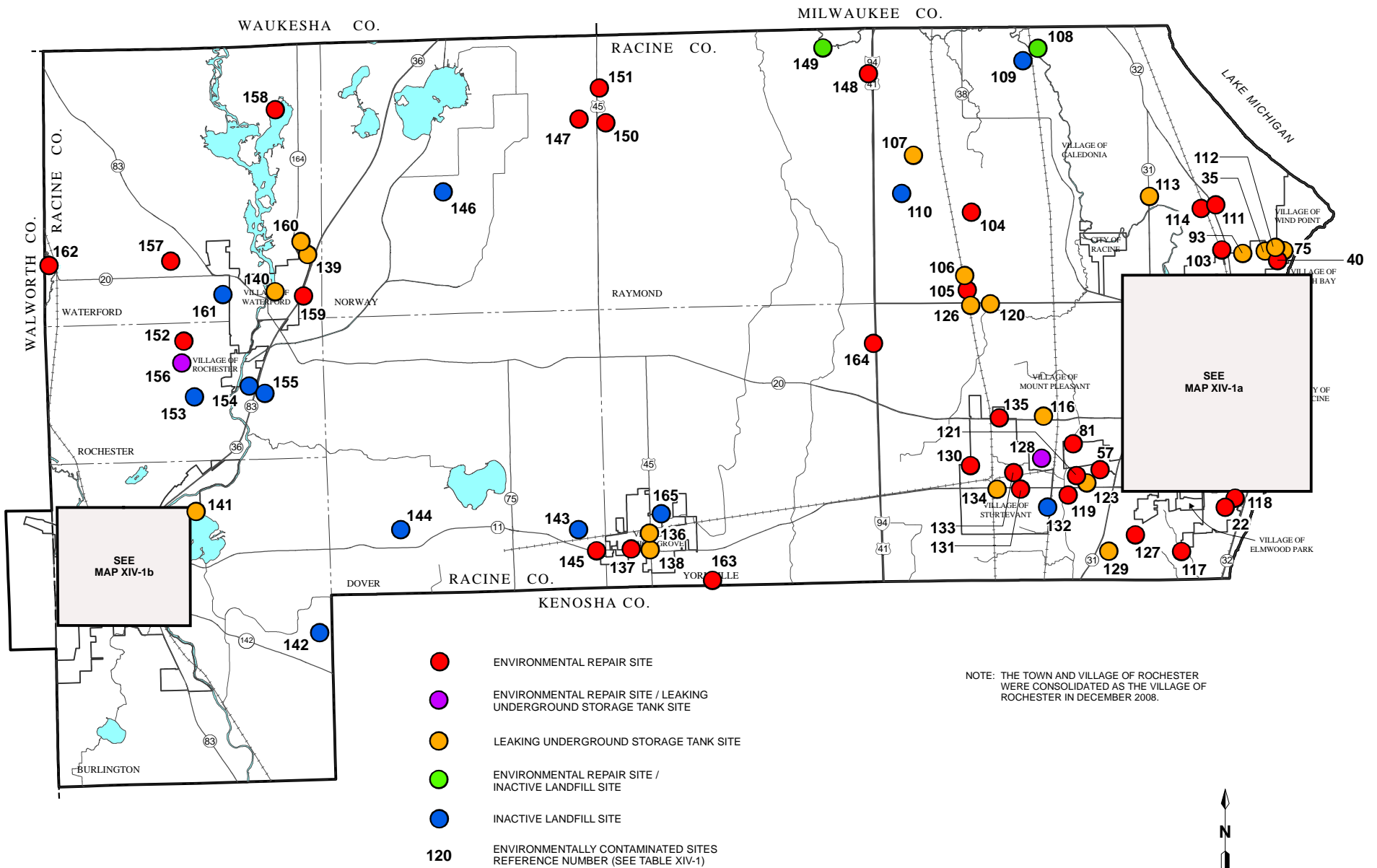
^bIncludes Environmental Repair (ERP) sites, Leaking Underground Storage Tank (LUST) sites, or both types of sites at one address identified by the WDNR.

^cThe Town and Village of Rochester were consolidated as the Village of Rochester in December 2008.

Source: Wisconsin Department of Natural Resources and SEWRPC.

Map XIV-1

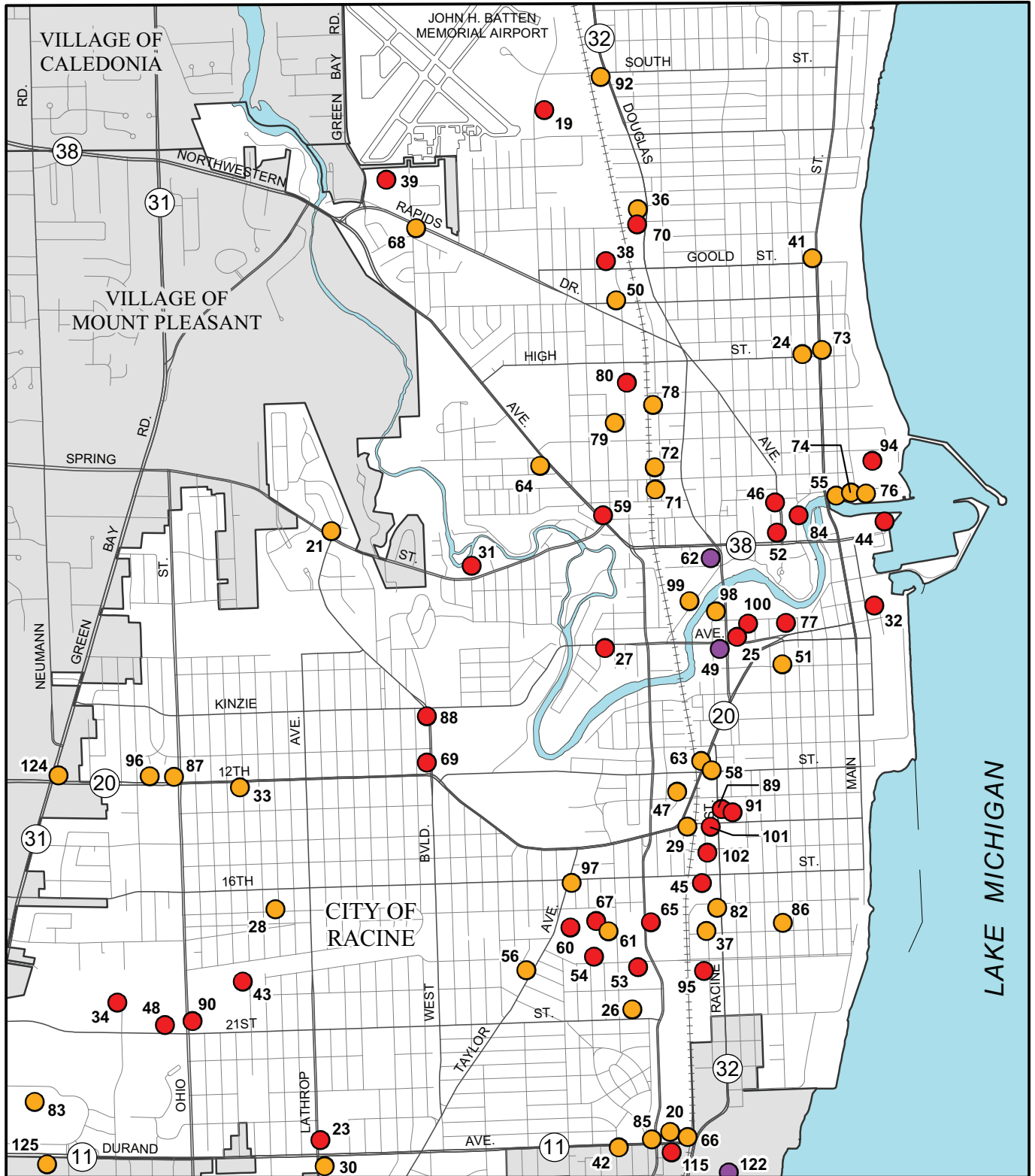
ENVIRONMENTALLY CONTAMINATED SITES IN THE RACINE COUNTY PLANNING AREA



Source: Wisconsin Department of Natural Resources and SEWRPC.

Map XIV-1a

ENVIRONMENTALLY CONTAMINATED SITES IN THE RACINE COUNTY PLANNING AREA



- ENVIRONMENTAL REPAIR SITE
- ENVIRONMENTAL REPAIR SITE / LEAKING UNDERGROUND STORAGE TANK SITE
- LEAKING UNDERGROUND STORAGE TANK SITE

20

ENVIRONMENTALLY CONTAMINATED SITE
REFERENCE NUMBER (SEE TABLE XIV-1)

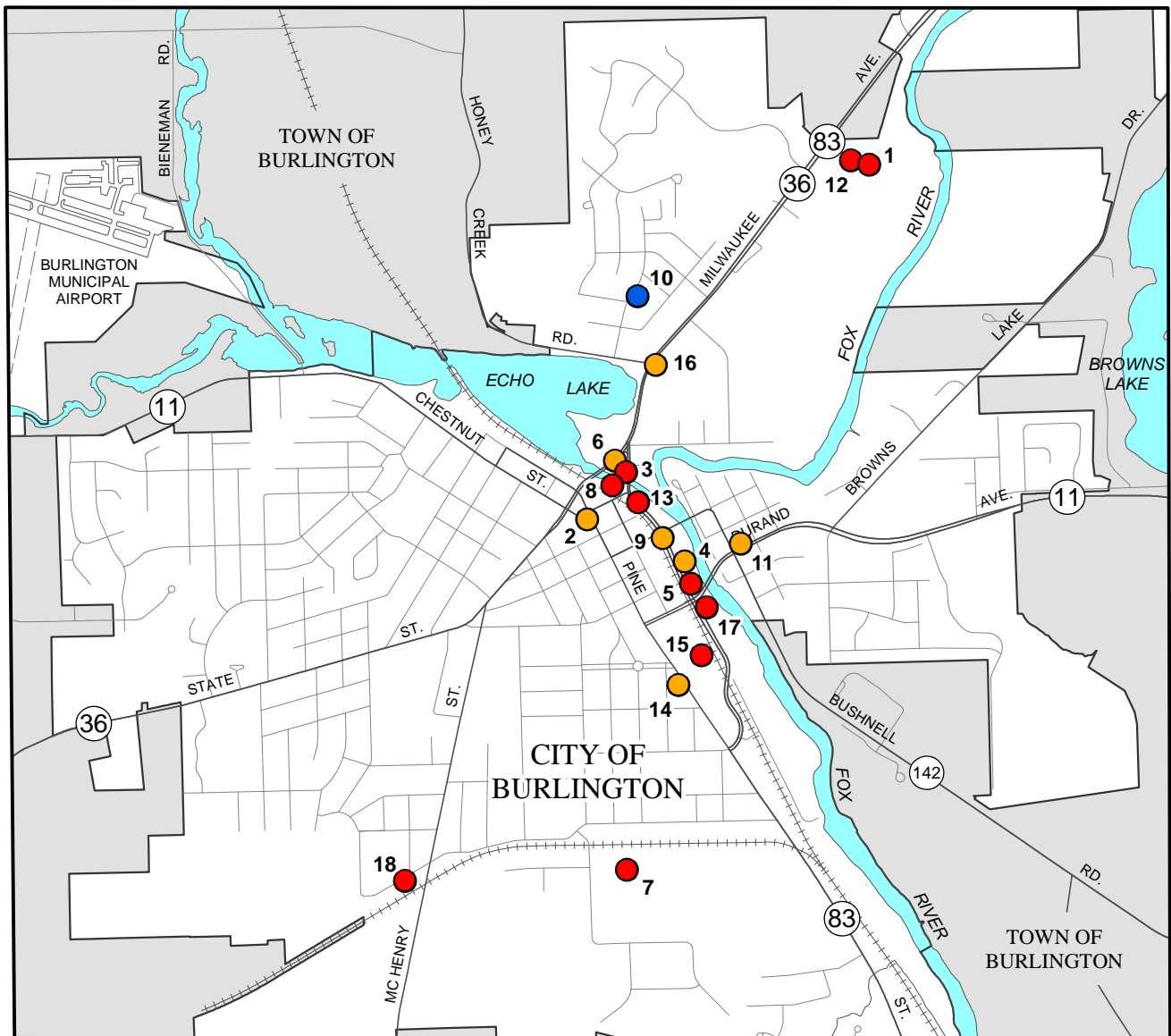


0 0.25 0.5 MILES

Source: Wisconsin Department of Natural Resources and SEWRPC.

Map XIV-1b

ENVIRONMENTALLY CONTAMINATED SITES IN THE RACINE COUNTY PLANNING AREA



● ENVIRONMENTAL REPAIR SITE

● LEAKING UNDERGROUND STORAGE TANK SITE

● INACTIVE LANDFILL SITE

18 ENVIRONMENTALLY CONTAMINATED SITE
REFERENCE NUMBER (SEE TABLE XIV-1)

Source: Wisconsin Department of Natural Resources and SEWRPC.

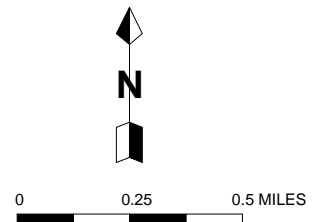


Table XIV-2

ECONOMIC DEVELOPMENT ASSISTANCE PROGRAMS APPLICABLE TO RACINE COUNTY

Entity	Program	Assistance Type
Federal^a		
U.S. Department of Commerce Economic Development Administration (EDA)	Public Works and Development Facilities and Economic Adjustments Assistance Programs	Direct grants on a cost-share basis and for revolving loan funds
Small Business Administration	Business Loan Program – 7(A) Loan Guarantee Program	Loan Guarantee
	LowDoc Loan Program	Loan Guarantee
	Certified Development Company (504) Loan	Direct Loan Guarantee
	Micro-Loan Program	Loan Guarantee
State^b		
Wisconsin Department of Commerce	Community Development Block Grant for Economic Development (CDBG-ED) Program	Loan Program
	Community Development Block Grant Public Facilities for Economic Development (CDBG-PFED) Program	Grant Program
	Community-Based Economic Development (CBED) Program	Grant Program
	Rural Economic Development (RED) Program	Loan Program
	Community Development Zone	Special Tax Credit Program
	Enterprise Development Zone	Special Tax Credit Program
	Technology Zone	Special Tax Credit Program
	Customized Labor Training (CLT) Program	Grant Program
	Industrial Revenue Bond Program	Grant Program
	Main Street Program	Technical Support and Training
Wisconsin Department of Tourism	Joint Effort Marketing (JEM) Program	Grant Program
	Ready, Set, Go! Program	Grant Program
Wisconsin Department of Agriculture, Trade, and Consumer Protection	Agriculture Development and Diversification (ADD) Program	Grant Program
Wisconsin Department of Transportation	Transportation Facilities Economic Assistance and Development Program (TEA)	Grant Program
	Harbor Assistance Program	Grant Program
	Freight Railroad Infrastructure Improvement Program	Loan Program
Wisconsin Women's Business Initiative Corporation	Wisconsin Women's Business Initiative Corporation Micro Loan	Loan Program
Wisconsin Entrepreneurs' Network (WEN)	Technology Assistance Program	Grant Program
Wisconsin Housing and Economic Development Authority (WHEDA)	WHEDA Small Business Guarantee	Loan Guarantee
	Contractors Business Program	Loan Guarantee
County		
Racine County (administered by RCEDC)	CDBG – Revolving Loan Funds (except City of Racine)	Direct Loan Program with interest rate that may be fixed or graduated on a fixed schedule
	EDA – Revolving Loan Fund	Direct Loan Program with interest rate that may be fixed or graduated on a fixed schedule
Racine County (administered by University of Wisconsin-Parkside Racine County Small Business Development Center)	Manufacturing Renewal Grant Program	Grant Program
	Minority-Owned Matching Grants	Grant Program

Table XIV-2 (continued)

Entity	Program	Assistance Type
Local		
City of Burlington (administered by RCEDC)	Tax Incremental District (TID #3) – Revolving Loan Fund	Direct Loan Program with interest rate that may be fixed or graduated on a fixed schedule
City of Racine (administered by RCEDC)	Industrial/Commercial - Revolving Loan Fund	Direct Loan Program with interest rate that may be fixed or graduated on a fixed schedule
	Racine Development Group (RDG)	Direct Loan Program with interest rate that may be fixed or graduated on a fixed schedule
	Minority Loan Fund	Direct Loan Program with interest rate that may be fixed or graduated on a fixed schedule
City of Racine (Administered by the Community Economic Development Corporation)		

NOTE: There are a variety of gap financing and guaranty programs available, many of which have specific parameters and fees. This table is intended to show the applicable and competitive programs that are most widely used in Racine County. Appendix F describes the above-mentioned programs in more detail and includes an expanded list of brownfield remediation grant programs.

^aThe Federal Economic Development Financing Programs are administered at the County and local level. See Appendix F for a description of these Federal programs.

^bSee Appendix F for a description of these State programs.

Source: Racine County Economic Development Corporation and SEWRPC.

Table XIV-3

TAX INCREMENT FINANCING DISTRICTS IN RACINE COUNTY COMMUNITIES

Number on Map XIV-2	Community	Acres	Year Created	Year of Termination	Base Value	Current Value ^a	Increment ^a
City of Burlington							
1	TID #3	1,317.2	1992	2029	\$131,285,600	\$304,713,900	\$172,886,300
2	TID #4	519.4	1995	2032	\$3,545,400	\$38,334,800	\$34,789,400
City of Racine							
3	TID #2	58.0	1983	2003	\$2,394,700	\$50,590,500	\$48,195,800
4	TID #3	6.0	1983	2003	\$3,290,300	\$6,266,100	\$2,975,800
5	TID #5	69.0	1985	2005	\$0	\$19,261,100	\$19,261,000
6	TID #6	48.0	1987	2007	\$21,660,440	\$41,336,100	\$19,675,700
7	TID #7	22.0	1989	2009	\$1,899,600	\$45,477,800	\$43,578,200
8	TID #8	96.0	1990	2013	\$11,338,350	\$33,909,600	\$22,571,250
9	TID #9	13.2	2000	2024	\$877,600	\$37,348,900	\$36,471,300
10	TID #10	14.9	2003	2023	\$458,000	--	--
11	TID #11	4.2	2005	2033	\$3,179,700	\$2,614,800	\$0
12	TID #12	2.7	2006	2034	\$378,000	\$1,050,000	\$672,000
13	TID #13	1.3	2006	2034	\$312,300	\$4,045,700	\$3,733,400
14	TID #14	20.5	2006	2034	\$4,103,200	\$4,298,300	\$195,100
15	TID #15	2.5	2006	2034	\$0	\$0	\$0
16	TID#16	60.9	2009	2024	\$32,861,700	\$32,861,600	-\$100
Village of Caledonia							
17	TID #1	1,196.0	2007	2027	\$13,371,100	\$1,221,647,768	\$1,208,276,668
18	TID #2	2.4	2007	2029	\$317,761	\$14,400,000	\$14,082,239
Village of Mt. Pleasant							
19	TID #1	495.0	2006	2027	\$4,200,000	\$183,330,000	\$179,130,000
20	TID #2	1,422.0	2007	Open	\$100,000,000	--	--
Village of Sturtevant							
21	TID #3 (amended boundaries 2001)	730.5	1994	2028	\$9,157,700	\$188,306,300	\$179,148,600
Village of Union Grove							
22	TID #1	32.0	1981	1997	--	--	--
23	TID #2	33.8	1985	2001	--	--	--
24	TID #3	86.5	2001	2024	\$1,882,400	\$5,145,800	\$3,263,400
25	TID #4	108.1	2007	2027	\$27,046,400	--	--
Village of Waterford							
26	TID #2	87.0	2000	Open	\$59,716	--	--
	TID #2 Amended ^b	171.0	2004	Open	\$11,920,600	\$28,476,300	\$16,495,984

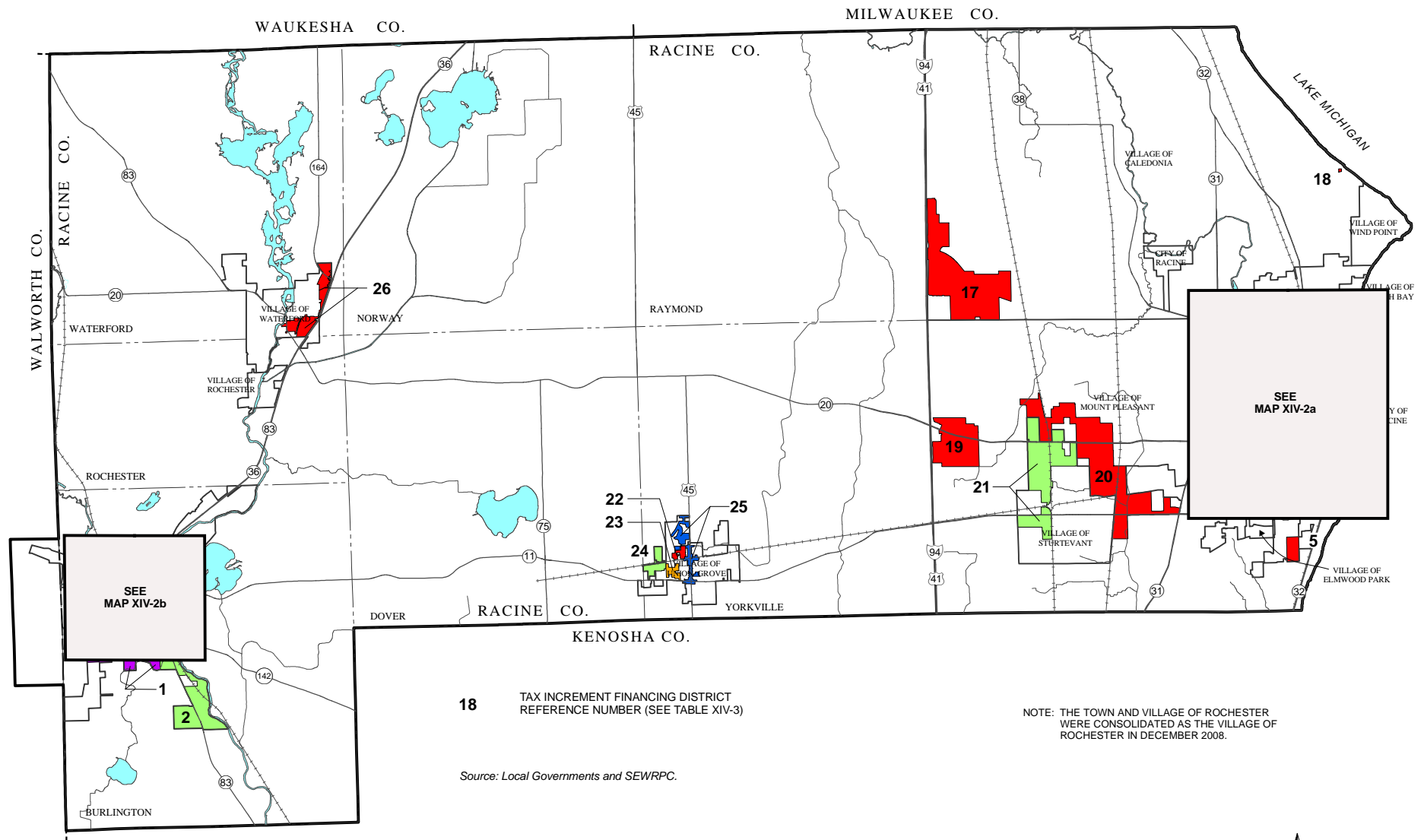
^aIncludes a projected current value and increment if the TID is not closed prior to 2007.

^bThe Village of Waterford established TID #2 in 2000 and amended TID #2 in 2004 to include 171 additional acres for a total of 253 acres. As a result, the recalculated base value for TID #2 Amended is the combined dollar amounts of the original and amended TID.

Source: Racine County Communities and SEWRPC.

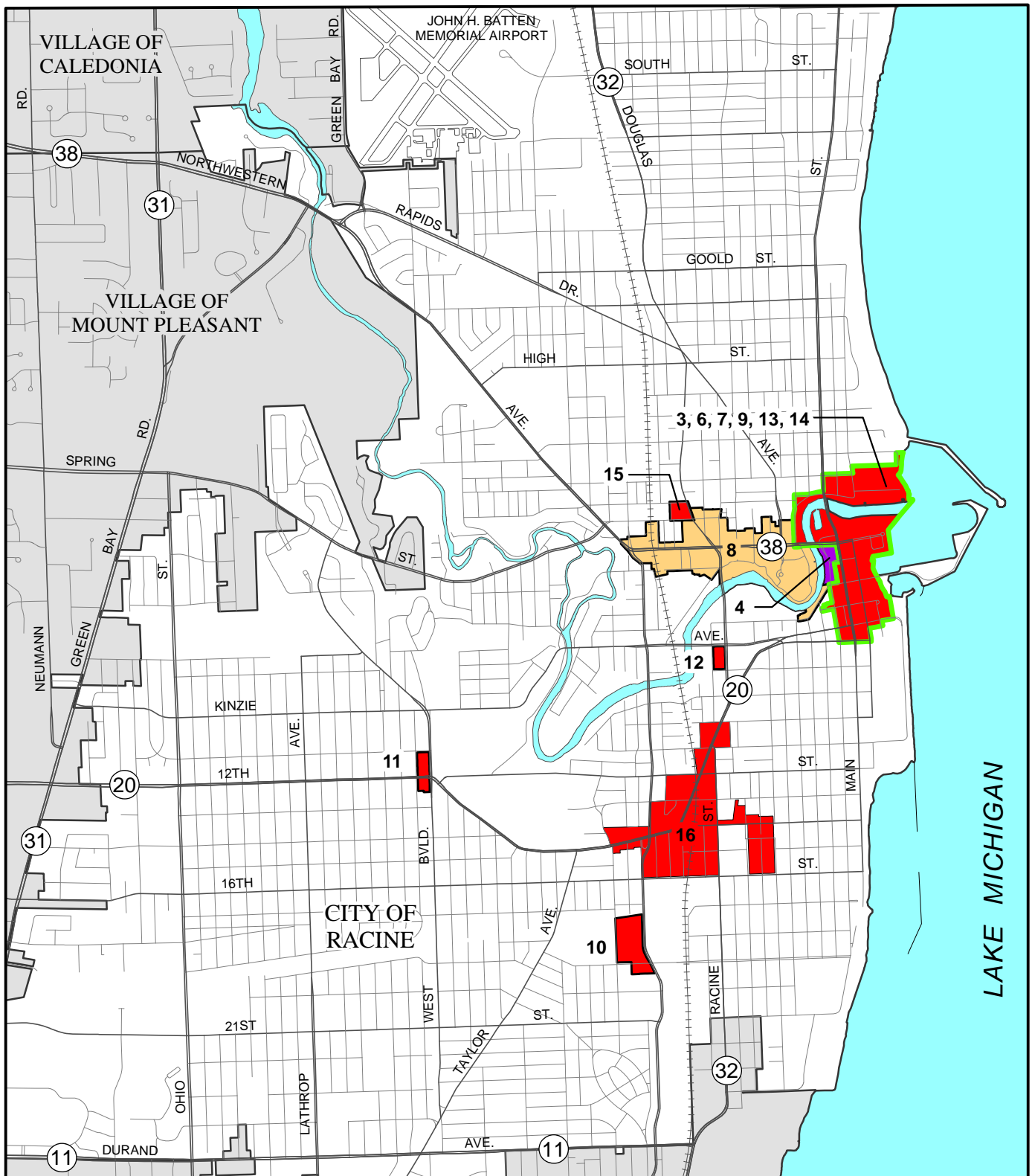
Map XIV-2

TAX INCREMENT FINANCING DISTRICTS IN THE RACINE COUNTY PLANNING AREA



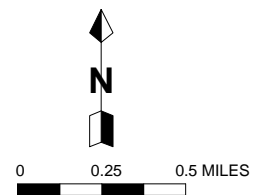
MAP XIV-2a

TAX INCREMENT FINANCING DISTRICTS IN THE RACINE COUNTY PLANNING AREA



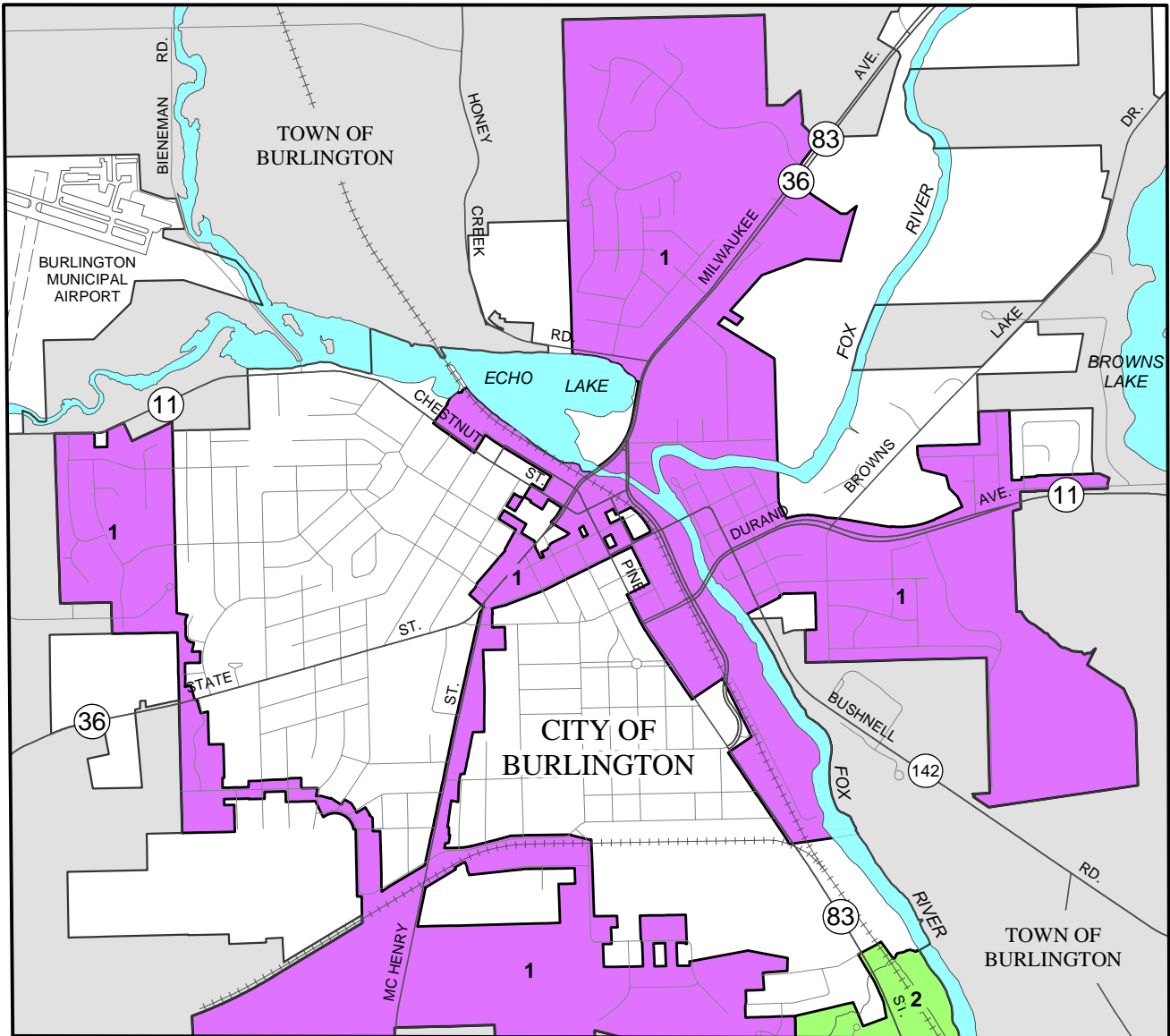
- MULTIPLE OVERLAYING TAX INCREMENT FINANCING DISTRICT BOUNDARY
- 10** TAX INCREMENT FINANCING DISTRICT REFERENCE NUMBER (SEE TABLE XIV-3)

Source: City of Racine and SEWRPC.



MAP XIV-2b

TAX INCREMENT FINANCING DISTRICTS IN THE RACINE COUNTY PLANNING AREA



1 TAX INCREMENT FINANCING DISTRICT
REFERENCE NUMBER (SEE TABLE XIV-3)

Source: City of Burlington and SEWRPC.

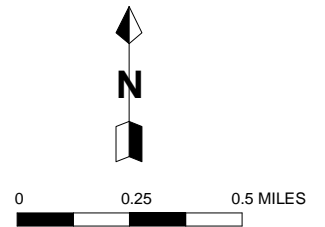


Table XIV-4

BUSINESS IMPROVEMENT DISTRICTS IN THE CITY OF RACINE

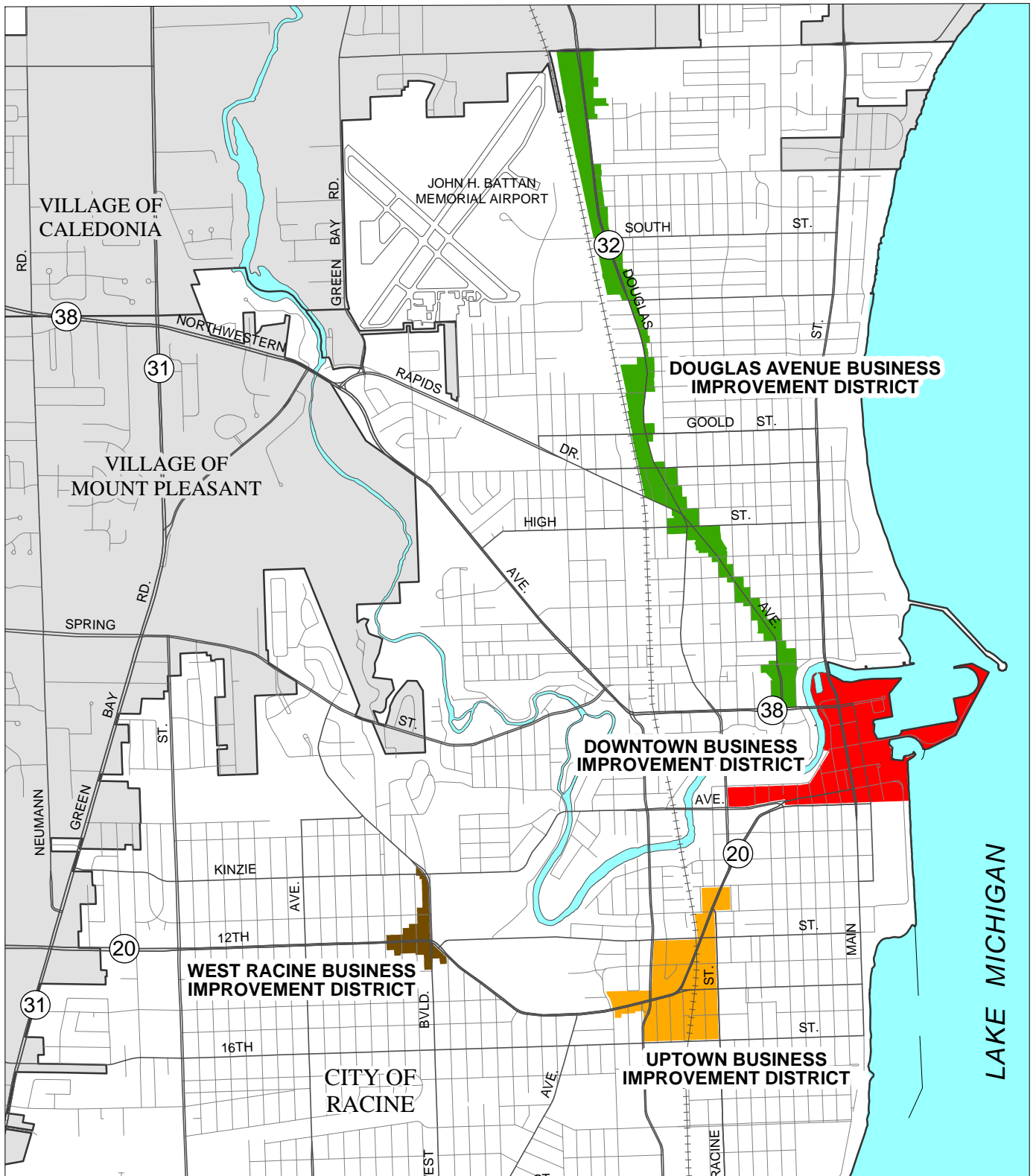
District Name	Acres	Year Created	Assessed Value ^a
Downtown Business Improvement District	150	2001	\$104,935,425
West Racine Business Improvement District	20	2006	\$10,625,400
Uptown Business Improvement District.....	90	2008	\$16,288,300
Douglas Avenue Business Improvement District	153	2008	\$16,710,400

Note: See Map XIV-3, City of Racine Business Improvement Districts.

^aAssessed value only includes non-residential properties.

Source: City of Racine, Racine County Economic Development Corporation, and SEWRPC.

CITY OF RACINE BUSINESS IMPROVEMENT DISTRICTS



FOR BUSINESS IMPROVEMENT DISTRICT
INFORMATION SEE TABLE XIV-4

Source: City of Racine, Racine County Development Corporation, and SEWRPC.

