

RACINE COUNTY ECONOMIC DEVELOPMENT PLAN (EDP 7.0)

Adopted by Racine County Board of Supervisors

August 8, 2017

Prepared by UW-Parkside Small Business Development Center, Racine County Economic Development Corporation, Real Racine, Racine County and Racine County Workforce Solutions



RACINE COUNTY ECONOMIC DEVELOPMENT PLAN (EDP 7.0)

INTRODUCTION

Racine County Executive Jonathan Delagrave and the Racine County Board along with the Racine County Economic Development Corporation (RCEDC) Board of Directors and the Economic Development Plan (EDP) 7.0 Lead Partners are pleased to present this updated Economic Development Plan for Racine County. This 7th edition of the EDP is a successor to the original EDP completed in April 2002 which included background information and analysis with a baseline economic assessment of the county including an examination of its strengths and weaknesses and an industry cluster analysis.

The original EDP and the subsequent updates were initiated in response to the following concerns in Racine County:

- The “New Economy” and its impact on Racine County;
- Company mergers, acquisitions and consolidations in the county;
- Evaluating RCEDC economic development services; and
- Determining the infrastructure that will be necessary to support future business development.

The purpose of the EDP 7.0 is to provide Racine County leadership with the compilation of challenges and strategies identified by the five lead partners that are specific *to the future economic vitality of the county*. This emphasis is of particular importance. There are community development issues (workforce development, land use and our community’s image) that have an economic impact on economic development but are not within the organizational purview of RCEDC. Identifying these concerns must be carefully distinguished from the specific economic development mission of the RCEDC. Because of the overlapping importance of many of the county’s most pressing issues, this distinction must be preserved throughout the implementation process.

The plan also represents a departure from traditional thinking. It does this in two ways; first, by linking economic development planning with comprehensive planning and second, by actively engaging all elements of the business and political leadership.

As a part of the development of the EDP 7.0, RCEDC compiled a number of datasets for Racine County and Southeast Wisconsin to review information from 2000 to 2015. Several comparative tables among geographies and timeframe have been included. This information is included as an Appendix to the EDP.

EDP 7.0 LEAD PARTNERS

James McPhaul, Director UW-Parkside, Small Business Development Center, Challenge One
Jenny Trick, Executive Director..Racine County Economic Development Corporation, Challenge Two
Dave Blank, President/CEO Real Racine, Challenge Three
Julie Anderson, DirectorRacine County Public Works and Development Services, Challenge Four
Hope Otto, Human Services Director Racine County Workforce Solutions, Challenge Five

**CHALLENGE ONE
SMALL BUSINESS DEVELOPMENT CENTER**

Bon Wikenheiser State Director
Neil Lerner..... Associate Director – Strategic Operations
Nate Gullick..... Associate Director – Strategic Data
Gina Ferraro..... Finance Manager

**CHALLENGE TWO
RACINE COUNTY ECONOMIC DEVELOPMENT CORPORATION
2017 BOARD OF DIRECTORS**

Sam Acker, Director, Field Service Case IH Agriculture
Mike Aimone, President Village of Union Grove
Julie Anderson, Director Racine County Public Works and Development Services
Laura Andis Bishop, Senior VP Finance Andis Company
Gregory Barron, Senior VP-New Business Development, North America..... SC Johnson
Bob Bradley, President Village of Caledonia
Russell Clark, County Board Chairman..... Racine County
John Crimmings, VP & General Sales Manager First Weber Real Estate
Deborah Davidson, Vice President-Business & Workforce Solutions Gateway Technical College
Jonathan Delagrave, County Executive City of Racine
John Dickert, Mayor City of Racine
Amanda Falvey, Director of Human Resources, MPS Division BRP US, Inc.
Dr. Eric Gallien, Chief of Schools Racine Unified School District
Peter Hansen, Chairman.....Town of Yorkville
Jeannie Hefty, MayorCity of Burlington

Denise Hegland, Area Manager, Vice President—Business Banking Chase Bank
 John Hewitt, Trustee Village of Mount Pleasant
 Jayme Hoffman, President Village of Sturtevant
 Scott Huedepohl, President..... Community State Bank
 Lisa Just, President..... Aurora Health Care
 Mel Klinkner, Vice Chancellor for Finance & Administration..... UW-Parkside
 Ian Lang, President & C.O.O..... A & E Tools
 Mark Lewis, Publisher Journal Times
 Tom Mahoney, Senior Vice President, Director of Mortgage Johnson Bank
 Michael McNeil, Manager, Southern Area..... We Energies
 James McPhaul, Director Small Business Development Center
 Jeff Molinski, Sr. Counsel..... CNH Industrial Capital
 Loretta Olson, General Manager..... Express Employment Professionals
 Elaine Sutton Ekes, Attorney..... Pruitt, Ekes & Geary, S.C.

**CHALLENGE THREE
 REAL RACINE
 2017 BOARD OF DIRECTORS**

Michael Cundari	Randy Isaacson
Jonathan Delagrave	Lori Jaime
Trevor Jung	Doug Nelson
Eric Olesen	Ken Otwaska
Brian Smith	Denise Roberts McKee
Ron Coutts	Pradeep Sharma
Dr. Art Cyr	Dave Titus
Laura D'Amato	Jeff Van Lysal
Rebecca Ewald	Amy Winter
Robin Garard	

**CHALLENGE FOUR
 2017 RACINE COUNTY BOARD**

Russell A. ClarkChairman
 Pamela Zenner-Richards Vice-Chairperson
 Donnie Snow..... District 1
 Kiana K. Johnson District 2
 Monte Osterman District 3

Melissa Kaprelian-Becker.....	District 4
David Cooke.....	District 5
Q.A. Shakoor, II.....	District 6
Russell A. Clark.....	District 7
Brett A. Nielsen	District 8
Pamela Zenner-Richards	District 9
Janet Bernberg.....	District 10
Robert N. Miller	District 11
Ronald Molnar	District 12
Mark M. Gleason	District 13
Katherine (Kay) Buske	District 14
John A. Wisch	District 15
Scott Maier	District 16
Robert D. Grove	District 17
Thomas E. Roanhouse	District 18
Tom Hincz.....	District 19
Thomas Pringle	District 20
Mike Dawson.....	District 21

<p style="text-align: center;">CHALLENGE FIVE RACINE COUNTY WORKFORCE SOLUTIONS 2017 BOARD OF DIRECTORS</p>
--

Thomas A. Burke	Modine Manufacturing Co.
Laura Cesar	LDV, Inc.
Shannon DiPietro	S.C. Johnson & Son, Inc.
Dr. Deborah L. Ford	University of Wisconsin-Parkside
Mark C. Geisler	Zahn Electronics, LLC
Zina Haywood	Gateway Technical College
David Hazen.....	Racine Unified School District
Lisa Just.....	Patient Service Market at Aurora Health Care
Jim Ladwig	S.C. Johnson & Son, Inc.
Matt Montemurro	Racine Area Manufacturers and Commerce
Jeff Neubauer.....	Kranz, Inc.
Loretta Olson.....	Express Employment Professionals
Hope Otto.....	Racine County Human Services Department
Rodney Prunty	United Way of Racine County

Tom Reiherzer Building Alliance Tri-County Assoc. & SEW Building and Construction Trades
Peter Smet Burlington Area School District
Terri A. Steidl HRCG Midwest
Jenny Trick..... Racine County Economic Development Corporation
Scott Wollenberg..... Modine Manufacturing Company

A VISION FOR RACINE COUNTY

Subsequent to the adoption of the original EDP, the strategic branding and marketing consulting firm of Prophet, Inc. was engaged to develop a vision for the Racine County EDP. The following is the adopted vision:

Racine County is the region's epicenter for personal and professional growth, providing a variety of recreational, cultural and business opportunities and resources. We encourage strong relationships, new ideas and new ways of doing business to drive community development.

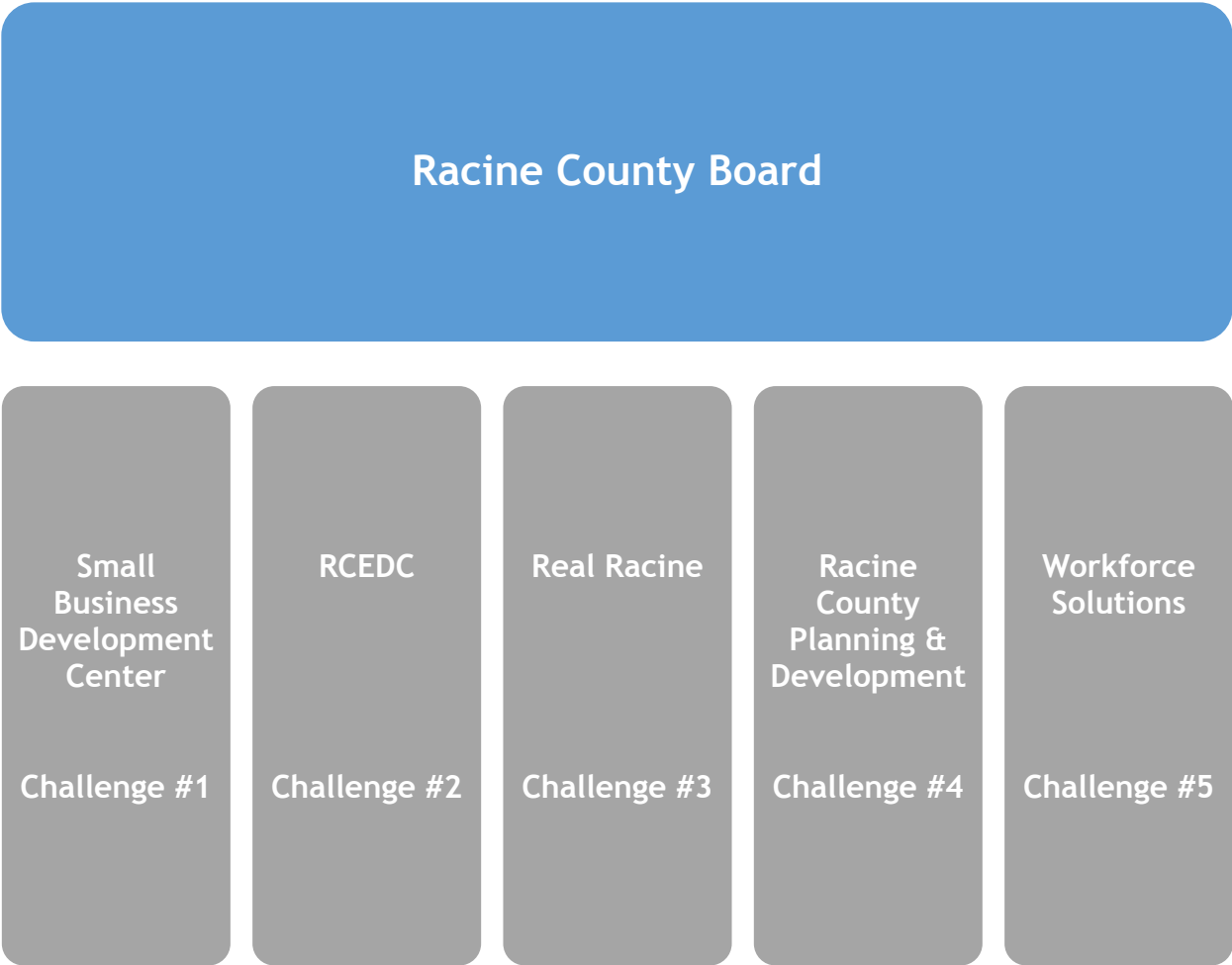
RACINE COUNTY CHALLENGES

The EDP 7.0 for Racine County is built around five challenges. ***These challenges represent the areas that most directly affect the economic vitality of the county.*** They were arrived at through the active involvement of the EDP Implementation Team and the Challenge Lead Partners. They form the core of the strategic plan. All of the strategies for the county, as well as the specific activities, are informed by these challenges:

- **Challenge One:** To create an entrepreneurial culture in Racine County.
- **Challenge Two:** To implement a proactive business development program that includes business retention and expansion and business recruitment activities that utilize local, State and Federal resources including financial, technical assistance and workforce resources that when successfully implemented, result in the creation and retention of jobs and increased tax base in Racine County.
- **Challenge Three:** 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 potential visitors.
- **Challenge Four:** 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 and industrial development county-wide.
- **Challenge Five:** 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 original EDP was completed in 2002 and included a significant collection and analysis of demographic and economic data and information, much of which remains relevant today. This information is available at the RCEDC offices.

As a part of the development of the EDP 7.0, Lead Partners engaged its Board of Directors, Committees and Focus Groups to update the challenges to ensure its focus on future economic development activities.



CHALLENGE ONE: TO CREATE AN ENTREPRENEURIAL CULTURE IN RACINE COUNTY

LEAD PARTNER: UW-PARKSIDE SMALL BUSINESS DEVELOPMENT CENTER

Three Year Metrics:

1. SBDC Facebook “likes” to reach 600 fans;
2. Twenty-five articles (or posts) to appear on entrepreneurship activities in Racine County;
3. Thirty entrepreneurs to graduate from the “Small Biz” Business Plan writing class offered in partnership with WWBIC;
4. Twenty students to graduate from UW-Parkside Entrepreneur Certificate Program;
5. Twenty students to successfully complete the introductory online course;
6. Fifty existing firms and entrepreneurs to utilize components of SBDC or Specialty Center website to align ideas, business opportunities, technical and financial resources, student projects, and innovation requests;
7. Twenty-five inventors participate in “FastPitch” competitions; and,
8. Launch 20 high-impact companies.

Strategy A. The SBDC and its representative partners will continue to market and communicate entrepreneurship resources and services to Racine County businesses.

Activities:

1. Work with the media to educate/highlight the importance of entrepreneurship – sharing success stories;
2. Utilize all social media marketing platforms as innovative tools for outreach;
3. Encourage a partnership environment that provides links and outreach to each partners’ clients and respective contact lists;
4. Cooperate in the delivery of entrepreneurial services from regional partners including: iMET Center, BizStarts Milwaukee, the Wisconsin Entrepreneurial Network, UW-Extension, Gateway Technical College and the UW-Whitewater Six County Ingenuity Initiative; and,
5. Continue to develop the “CEO Roundtable” discussion group modeled after the Edward Lowe Foundation model with the goal of growing second stage high-growth companies.

Strategy B. Human capital will be cultivated and recruited as a strategy for new business creation.

Activities:

1. Develop a comprehensive network of entrepreneurship connection points, including business brokers, executive recruiters, academic entrepreneurship programs, and workforce development centers;
2. Create programs (both virtual and physical) linking entrepreneurs and opportunities;
3. Develop virtual web content for training and networking opportunities 24/7;
4. Develop a recruitment initiative aimed at northern Illinois entrepreneur talent;
5. Encourage and support institutions to develop K-12 and Post K-12 entrepreneurship programming and degrees; and,
6. Support entrepreneurial projects that leverage students for experiential learning opportunities.

Strategy C. Existing programs will be maintained and new financial capital programs and resources will be attracted which address fundamental gaps preventing the start and growth of Racine County entrepreneurs.

Activities:

1. Maintain existing small business financing tools from CEDCO, RCEDC, UW-Extension and WWBIC;
2. Develop a funding mechanism for new programs that will be developed;
3. Create a “seed or exploratory” capital pool aimed at the proof of concept stage of entrepreneurial development; and,
4. Explore additional “Angel Investment” groups to encourage participation in the county entrepreneurial efforts.

Strategy D. Target additional resources and capacity to building high-impact businesses within Racine County.

Activities:

1. Continue participation in the FastPitch business plan competition to promote entrepreneurship;
2. Develop web-based connections to technology opportunity marketplaces like Yet2.com; iMET Center; Universities, Federal Labs, etc.;
3. Identify existing businesses incubators and multi-tenant space and the square footage that is available for lease in these facilities; and,

4. Continue to monitor and evaluate the results of Erik Pages, City of Racine Entrepreneurial Analysis, coordinated by the Mayor's office of Strategic Partnerships. Organization partners include: UW-Parkside, SBDC, WWBIC and CEDCO.

SUPPORT PARTNERS: WWBIC, CEDCO, RAMAC, GTC, RCEDC, HBPA, AABPA, The Commons, Carthage College, BizStarts Milwaukee, WEN, UW-Whitewater Ingenuity Initiative and iMET Center.

CHALLENGE TWO: TO IMPLEMENT A PROACTIVE BUSINESS DEVELOPMENT PROGRAM THAT INCLUDES BUSINESS RETENTION AND EXPANSION AND BUSINESS RECRUITMENT ACTIVITIES THAT UTILIZE LOCAL, STATE AND FEDERAL RESOURCES INCLUDING FINANCIAL, TECHNICAL ASSISTANCE AND WORKFORCE RESOURCES THAT WHEN SUCCESSFULLY IMPLEMENTED RESULT IN THE CREATION AND RETENTION OF JOBS AND INCREASED TAX BASE IN RACINE COUNTY.

LEAD PARTNER: RACINE COUNTY ECONOMIC DEVELOPMENT CORPORATION

Three Year Metrics:

1. Target of completing 84 business expansion and recruitment projects that result in 1,650 full time jobs retained or created with an average wage not less than \$20/hour.
2. Target of leveraging \$213 million of private investment with \$27 million in RCEDC loans and \$10.5 million in local, State and Federal incentives.
3. Target to assist 75 companies with micro-funding programs in support of their growth needs.
4. Target to provide 78 business loans that result in 10 percentage increase in customer revenue after financing assistance is provided.
5. Target to complete 600 business outreach calls and visits to market Racine County and resources available from RCEDC and Partner Organizations.
6. Target to undertake 12 new programs with Partner Organizations that result in direct assistance to Racine County businesses.

Strategy A. RCEDC will develop and implement community and economic development programs, with priority on 1st (2-9 employees) and 2nd (10-99 employees) stage companies, which result in the retention and creation of jobs and increase the tax base in Racine County.

Activities:

1. RCEDC will implement a business retention and expansion program that includes industry and business stage specific priorities.
2. RCEDC will implement an industry targeted business recruitment program.
3. RCEDC will implement community development programs that include the development of new business park opportunities, brownfield remediation, infill development and redevelopment activities.

Strategy B. RCEDC will build and strengthen relationships with internal and external stakeholders.

Activities:

1. Collaborate with Partner organizations, including K-12, post-secondary education and workforce partners, to identify opportunities to support the needs of existing Racine County businesses.
2. Identify collaboration opportunities to increase the capacity of RCEDC resources for Racine County businesses.
3. Develop and present materials about economic development resources, local initiatives and success stories.
4. Establish, maintain and increase the number of relationships with real estate professionals, international chambers and lenders.
5. Develop and enhance relationships with potential and existing RCEDC investors.

Strategy C. RCEDC will measure the well-being of Racine County by compiling relevant data including demographic, development, workforce, other business related factors and work with Partners to mitigate challenges.

Activities:

1. Collaborate with Partner organizations and local businesses to identify barriers to growth and work toward solutions to mitigate challenges.
2. Collaborate with contract municipalities to assess their ease of doing business with and work toward solutions to reduce challenges.

Strategy D. RCEDC leadership will manage the efficacy of its activities to ensure that RCEDC is conducting the business of the organization that results in measurable outcomes.

Activities:

1. RCEDC leadership will provide guidance and mitigate barriers to result in the successful implementation of the RCEDC Challenge #2.
2. RCEDC leadership will oversee the financial activities of RCEDC including its loan programs, internal financial management, community contracts and private investor relations.

3. RCEDC leadership will seek to ensure committees, programs and services reflect the diverse needs of the communities served.
4. RCEDC leadership will develop and distribute survey information to determine satisfaction with programs, identify gaps and opportunities to improve;

SUPPORT PARTNERS: LOCAL GOVERNMENT ELECTED OFFICIALS AND STAFF, LOCAL CHAMBERS OF COMMERCE, BUSINESS ASSOCIATIONS, EDUCATIONAL ORGANIZATIONS, RACINE COUNTY WORKFORCE SOLUTIONS AND REGIONAL ECONOMIC DEVELOPMENT AND WORKFORCE AGENCIES.

CHALLENGE THREE: 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 POTENTIAL VISITORS.

LEAD PARTNERS: REAL RACINE

Strategy A. Engage the Community in a Celebratory Conversation about what it means to be Real Racine.

Activities:

1. Identify the brand identity of Racine County through consumer research:
 - a. Conduct research into both the local and external perceptions of Racine;
 - b. Identify potential partnerships with other local organizations for which this intelligence would be important;
 - c. Conduct research to identify the destination's strengths to be highlighted and the weaknesses to be mitigated; and,
 - d. Utilize findings to develop local and external marketing messaging and to advise community leaders on next steps in destination development.
2. Become the content curator for Racine County:
 - a. Compile information about events, hotels, restaurants and major corporations; and,
 - b. Use this information to be the lead storyteller for Racine County utilizing testimonials, tips from local residents, and development of itineraries.
3. Develop a Real Racine cheer squad:
 - a. Identify and engage those that contribute content into a group that serves as cheerleader for the county; and,
 - b. Develop events to celebrate Racine County, such as a scavenger hunt and a Racine County Open House.

Strategy B. Work to enhance the destination's appeal.

Activities:

1. Advocate for destination-enhancing development:
 - a. Encourage further development of amenities on lakefront;
 - b. Support efforts to develop the Fox River Trail with the ultimate goal of qualifying as a member of the National Water Trail System; and,

- c. Consider opportunities to partner with other destinations to develop a Frank Lloyd Wright Trail.
2. Support efforts to develop destination-defining events and festivals:
 - a. Analyze opportunities to assist existing producers to grow their events into ones that will attract people from outside the county;
 - b. Continue to pursue sports events that are appropriate to the destination's infrastructure and culture; and,
 - c. Research opportunities to develop the pre-eminent Kringle Festival.
3. Capitalize upon the consensus that developing wayfinding signage and welcoming entrances into the destination should be a county-wide priority:
4. All printed promotional visitor guides and quality of life pieces should be available in a downloadable/page turning format online as well.

SUPPORT PARTNERS: RACINE COUNTY, RACINE COUNTY ECONOMIC DEVELOPMENT CORPORATION, RACINE COUNTY WORKFORCE SOLUTIONS, RACINE AREA MANUFACTURERS AND COMMERCE, DOWNTOWN RACINE CORPORATION, UNION GROVE AREA CHAMBER OF COMMERCE, BURLINGTON AREA CHAMBER OF COMMERCE, WATERFORD AREA CHAMBER OF COMMERCE, WIND LAKE AREA CHAMBER OF COMMERCE, AND ABSOLUTELY WATERFORD.

CHALLENGE FOUR: 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 AND INDUSTRIAL DEVELOPMENT COUNTY-WIDE.

LEAD PARTNER: RACINE COUNTY

Strategy A. Support the extension of utilities to make vacant lands more accessible and viable for industrial and commercial development along the I-94 Corridor.

Activities:

1. Define the preferred market;
2. New, improved I-94 interchanges and access by 2021;
 - a. Prioritize CTH K & I-94 interchange
 - b. STH 11 & I-94 interchange, 7 Mile Road & I-94 Interchange
3. Water and sewer install north from STH 20 along CTH V to I-94 and CTH K interchange by 2018;
4. Revise legislative languages about watershed boundaries as they affect developments, such as the Des Plaines watershed; and,
5. Continue to update various ordinances to accommodate developments and to create jobs.

Strategy B. Use the adopted Multi-Jurisdictional Comprehensive Plan for Racine County: 2035 to properly guide growth and development in Racine County.

Activities:

1. Revisit the overall plan for any land use/zoning updates in 2019 with assistance from SEWRPC and other municipalities;
2. Redefine areas of proposed commercial and industrial growth based on updated facilities and infrastructure plans; and,
3. Participate in the VISIOIN 2050 Transportation and Land Use Plan with SEWRPC as lead agency for region, with plan completion by 2017.

Strategy C. Facilitate cooperation between eastern and western Racine County relative to jobs and housing balance and transportation to employment opportunities.

Activities:

1. Jobs are in Racine County, as well as along interstate in adjoining counties and northern IL; and,
2. Housing inventory for various income levels, along with transportation issues need to be addressed.

SUPPORT PARTNERS: STATE OF WISCONSIN, LEGISLATORS AND WISDOT, RACINE COUNTY ECONOMIC DEVELOPMENT CORPORATION AND LOCAL MUNICIPALITIES

CHALLENGE FIVE: 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.

LEAD PARTNER: RACINE COUNTY WORKFORCE SOLUTIONS

Three Year Metrics:

1. Improve educational attainment rates in Racine County as measured by nationally normalized tests;
2. Increase number of graduates and improved graduation rates across all county high schools;
3. Improve achievement on key standardized tests;
4. Benchmark results from dual-purpose tests (i.e. WorkKeys);
5. Increase number of county high school students earning college credit while in high school;
6. Increase number of county high school graduates enrolled at Gateway Technical College, UW-Parkside, and Carthage College;
7. Increase 1st year retention rate of Pell-eligible students at GTC and UWP;
8. Reduce remedial requirements for students entering post-secondary institutions;
9. Distribute monthly newsletter (Talent Connections) with businesses to share exceptional work-ready customers with barriers to employment;
10. Three additional educational outreach programs to expand engagement with populations with significant barriers to employment, ex: Juntos program engaging Spanish-speaking students and their families;
11. WIOA participants:
 - a. 78% will gain employment earning an average of \$12.50 per hour;
 - b. Once employed 89% will retain employment for at least 9 months;
 - c. 50 placed youth interns in 2016 and 75 in 2017;
12. Children First participants:
 - a. 90% will be engaged within 24 hours of referral;
 - b. 70% will obtain employment within three months;
13. Increase repeat business customers, i.e. number of businesses served within reporting period out of total number of businesses served within three years (Specific goal TBD per WIOA);
14. Increase market penetration in key industries, i.e. number of businesses served out of total number of businesses in Racine County (specific goal TBD per WIOA);

15. 100 employers participate in hiring and recruitment events;
16. 50 placed internships;
17. 400 customers achieve employment through intensive workforce services programs;
18. Secure completion of at least 20% of all employer surveys;
19. Implement a data tracking system for Racine County Workforce Development Center customers by close of 2016;
20. Facilitate career fair with at least 50 employers open to candidates with criminal backgrounds;
21. 500 candidates and 10 employers participate in Workplace Excellence Series training to address soft-skills barriers of current workforce as well as the unemployed;
22. 10 business members recruited for industry partnership(s);
23. 100 individuals age 17-29 with barriers to employment receive IT training and job placement via TechHire Grant;
24. 35 placed internships in high-growth, in-demand occupations and/or industries;
25. 5 partnerships with school-based initiatives, ex: Knapp Elementary, Bronco Business and Career Expo, See Your Future Expo;
26. 5 new partners on A3 GED Committee;
27. 100 Racine County residents assisted with attaining GED (2017); and
28. 75 customers cross-recruited for WIOA youth internship opportunities to develop additional skills and training.

Strategy A. Ensure that the educational content provided in the county's Pre/K-12 system is personalized, allowing for rigorous learning by students and engagement based on possible career aspirations.

Activities:

1. The county's school districts will use labor market data in Pre/K-12 education curriculum, and provide professional, industry-based learning for educators;
2. Create career academies focusing on high demand employment/career areas; and,
3. Implement student engagement activities (internships, job site tours, business presentation to students, etc.

Strategy B. As a foundation for ensuring more reliable, productive employees and with a focus on geographic pockets of concentrated poverty, assist and empower low-income residents to function well in their day-to-day lives and to take responsibility for themselves and their families.

Activities:

Workforce Innovation and Opportunity Act (WIOA) Case Managers and Children First Case Managers will:

1. Develop relationships with participants;
2. Assess participants needs and develop strategies for addressing challenges; and,
3. Equip participants with knowledge, skills, credentials, and employment opportunities.

Strategy C. Develop diversified approaches to meet the workforce needs of employers within Racine County.

Activities:

1. Investigate and implement alternative recruitment and marketing venues to connect skilled workers to employers;
2. Design services to connect unemployed residents to area employers;
3. Develop unified marketing products;
4. Design community-based workshops to meet current customer needs;
5. Implement a research based labor market data survey in conjunction with the Department of Workforce Development (DWD);
6. Centralize the intake process for the Racine County Workforce Solutions Center customers to increase accountability; and,
7. Educate employers on how to assess and mitigate barriers of the unemployed, including background (criminal record, drug testing, etc) and lack of experience and/or training.

Strategy D. In partnership with Higher Expectations, align educational, business, and community partners and resources to foster talent pipeline in high-growth, in-demand occupations and industries.

Activities:

1. Develop IT industry partnership model that can be replicated in education, healthcare, and other industry sectors;
2. Create business-led work groups to identify workforce needs and challenges of our employers;
3. Align existing resources and initiatives to address and meet employer workforce needs;
4. Foster industry pathways and partnerships within K-12 and post-secondary educational systems, such as the UW-Parkside IT Practice Center and Gateway Technical College IT Industry Advisory Boards; and,
5. Expand career opportunities available to “non-traditional” candidates, thereby diversifying the industry workforce.

Strategy E. Align and expand existing resources and efforts within Workforce Solutions and across partnering organizations to increase GED attainment in Racine County.

Activities:

1. Actively participate in A3 GED Committee with RUSD, Gateway, Department of Corrections, Racine Literacy Council, and additional partners;
2. Conduct research on best and local practices in GED programs and attainment;
3. Target key neighborhoods, demographics, and community organizations to strategically engage non-attainer populations;
4. Recruit Racine County residents without a High School Diploma or GED equivalent to participate in GED services and WIOA youth internships;
5. Hire GED Outreach Coordinator to conduct outreach to residents and organizations to increase community engagement around GED attainment;
6. Foster education, training, and employment opportunities for customers beyond GED attainment; and,
7. Support needs and demands of business community via GED attainment.

SUPPORT PARTNERS: UNITED WAY OF RACINE COUNTY, RACINE COUNTY ECONOMIC DEVELOPMENT CORPORATION, OFFICE OF THE RACINE COUNTY EXECUTIVE, REAL RACINE, LOCAL CHAMBERS OF COMMERCE, LOCAL SCHOOL DISTRICTS AND PRIVATE SCHOOLS, UW-PARKSIDE, AND GATEWAY TECHNICAL COLLEGE

RACINE COUNTY ECONOMIC DEVELOPMENT PLAN 7.0 APPENDIX DATA

RACINE COUNTY POPULATION CHANGES

Racine County with 195,080 people is the 3rd largest county by population in Southeast Wisconsin behind both Milwaukee and Waukesha County. Racine County population increased modestly by 3.3% between 2000 and 2015, lagging both the state of Wisconsin and the United States. Between 2000 and 2015, population growth across the region and the U.S. slowed with Racine experiencing a 0.2% decrease in population.

Table 1: Population Growth

	2000	2010	2015	% Change 2000 -2015	% Change 2010- 2015
Racine County	188,831	195,408	195,080	3.3%	-0.2%
M7 Region	1,932,908	2,019,970	2,042,068	5.6%	1.1%
Wisconsin	5,363,675	5,686,986	5,771,337	7.6%	1.5%
United States	281,421,906	308,745,538	321,418,820	14.2%	4.1%

Source: US Census Bureau

Table 2: Southeast Wisconsin Counties

County	2000	2010	2015	% Change 2000 -2015	% Change 2010- 2015
Kenosha	149,577	166,426	168,437	12.6%	1.2%
Milwaukee	940,164	947,735	957,735	1.9%	1.1%
Ozaukee	82,317	86,395	87,850	6.7%	1.7%
Racine County	188,831	195,408	195,080	3.3%	-0.2%
Walworth	93,759	102,228	102,804	9.6%	0.6%
Washington	117,493	131,887	133,674	13.8%	1.4%
Waukesha	360,767	389,891	396,488	9.9%	1.7%

Source: US Census Bureau

During 2000 to 2015, Racine County municipalities experienced a shift in population with some municipalities gaining residents while others lost population, including Yorkville, Elmwood Park, and Windpoint. The City of Racine continues to be the County's largest municipality. However, the City of Racine experienced a large outmigration of residents (4,113 people) during the period. The Village of Mount Pleasant experienced the largest total gain in population with the Villages of Sturtevant and Waterford benefitting from the largest percentage increase in population.

Table 3: Racine County Municipalities Population

	2000	2015	% Change 2000 - 2015	% of County 2015
Racine County	188,831	195,080	3.3%	NA
Racine, City	81,855	77,742	-5.0%	39.9%
Burlington, City	9,936	10,650	7.2%	5.5%
Caledonia, Village	23,694	24,684	4.2%	12.7%
Elmwood Park, Village	474	448	-5.5%	0.2%
Mount Pleasant, Village	23,104	26,272	13.7%	13.5%
North Bay, Village	260	263	1.2%	0.1%
Rochester, Village	3,395	3,706	9.2%	1.9%
Sturtevant, Village	5,287	6,983	32.1%	3.6%
Union Grove, Village	4,322	4,891	13.2%	2.5%
Waterford, Village	4,048	5,348	32.1%	2.7%
Wind Point, Village	1,853	1,749	-5.6%	0.9%
Burlington, Town	6,384	6,498	1.8%	3.3%
Dover, Town	3,908	4,055	3.8%	2.1%
Norway, Town	7,600	8,025	5.6%	4.1%
Raymond, Town	3,516	3,908	11.1%	2.0%
Waterford, Town	5,938	6,403	7.8%	3.3%
Yorkville, Town	3,291	3,097	-5.9%	1.6%

Source: US Census Bureau

GEOGRAPHIC MIGRATION

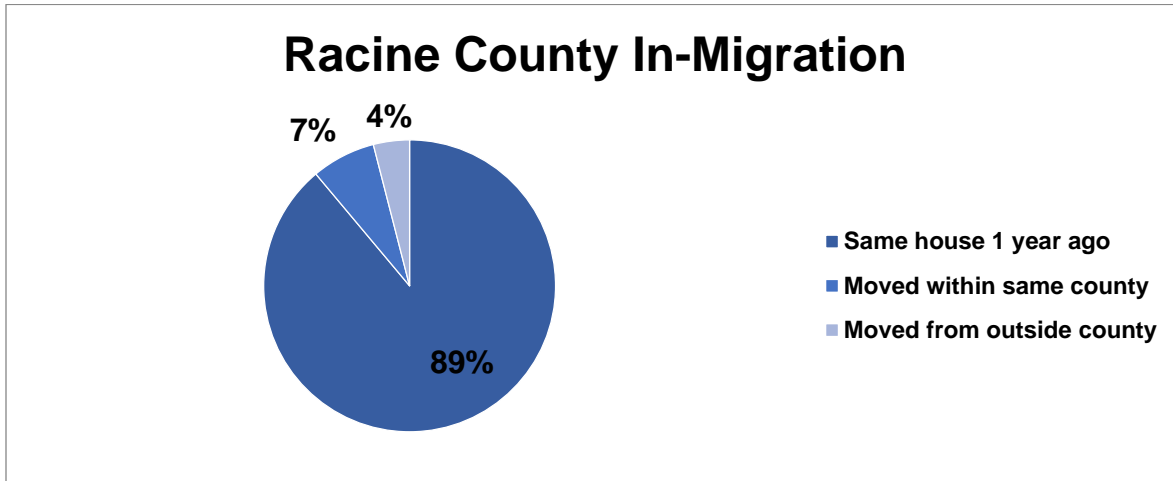
Looking more closely at the underlying data, Racine County experienced a natural increase of residents with births greater than deaths. Outmigration of population from Racine County outweighed the natural increase, resulting in a net decrease in population between 2010 and 2015.

Table 4: Racine County Source of Population Change

2010-2015						
Total Population Change	Vital Events			Net Migration		
	Natural Increase	Births	Deaths	Total	International	Domestic
-348	3,794	12,624	8,830	-4,011	710	-4,721

Source: US Census Bureau

96% of Racine County's population remained in Racine County in 2015 (staying in the same house or moving within the County). This percentage is higher than the State and the US (94%). At the same time, a lower percentage of residents moved into Racine County (4%) than the State (5.6%) and the US (6.1%).



In 2014, Racine County experienced a net loss of population due to population outmigration exceeding in-migration. Over 6,500 Racine County residents moved in 2014 to other locations within Wisconsin (71% within the M7 Region) while just over 5,300 individuals moved into Racine County.

Table 5: Racine County Population Migration Destinations

Mobility 2014	Net	Outbound	Inbound
Racine County to Other States	(290)	2,558	2,268
Racine County to WI State	(1,272)	6,598	5,326
Racine County to M7 Region (Included in WI State)	(708)	4,745	4,037

Source: US Census Bureau

Mobility of residents out of and into Racine County may be due to any number of reasons including availability of jobs, retirement decisions, and quality of life. Residents that are leaving Racine County and moving into the County are not going far. Milwaukee and Kenosha Counties are the top destination locations for residents relocating out of Racine County and are also the primary source of residents moving into Racine County. More broadly, Illinois was a source of net increase in Racine County residents in 2014, with more Cook and Lake County residents relocating to Racine County than relocated to Cook and Lake Counties.

Table 6: Racine County Source of In-Migration 2014

Top 15 Counties

County	State	Population
Milwaukee County	Wisconsin	1,694
Kenosha County	Wisconsin	1,519
Cook County	Illinois	462
Waukesha County	Wisconsin	456
Washington County	Wisconsin	197
Lake County	Illinois	190
Walworth County	Wisconsin	156
Dane County	Wisconsin	119
Maricopa County	Arizona	117
McHenry County	Illinois	116
Dodge County	Wisconsin	113
Fond du Lac County	Wisconsin	95
Monroe County	Wisconsin	93
Rock County	Wisconsin	93

Source: US Census Bureau

**Table 7: Racine County Out Migration 2014
 Top 15 Destination Counties**

County	State	Population
Milwaukee County	Wisconsin	1,850
Kenosha County	Wisconsin	1,547
Walworth County	Wisconsin	592
Waukesha County	Wisconsin	536
Dane County	Wisconsin	408
Cook County	Illinois	227
Winnebago County	Wisconsin	184
Lake County	Illinois	131
Dodge County	Wisconsin	121
Lee County	Florida	115
Washington County	Wisconsin	115
Pinal County	Arizona	105
Ozaukee County	Wisconsin	105
Fond du Lac County	Wisconsin	91

Source: US Census Bureau

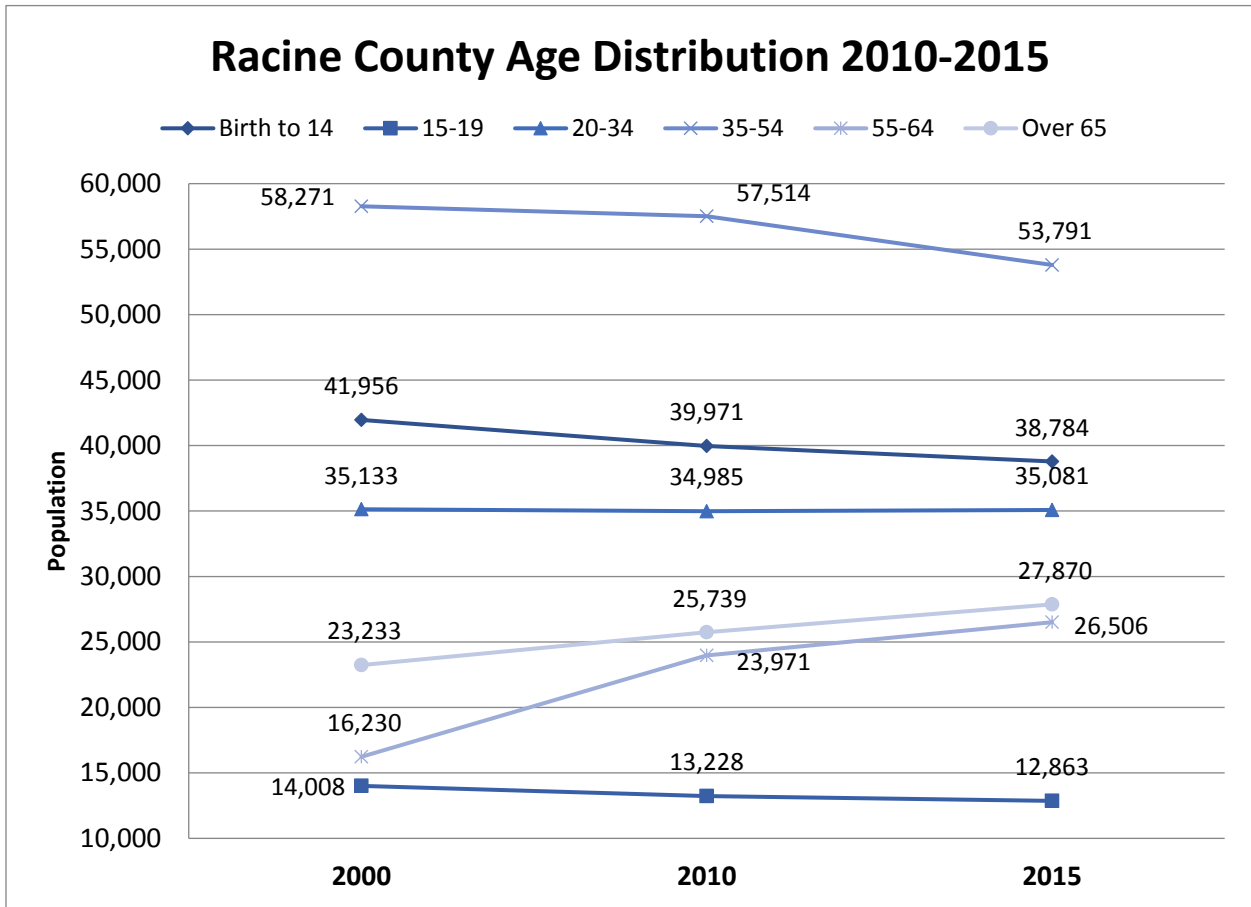
POPULATION CHARACTERISTICS

Racine County like many communities is experiencing an aging of its population. The population ages 55-64 increased 63% and over 65 residents increased by 20% between 2000 and 2015.

At the same time, Racine County experienced an erosion of population in all age groups below age 54. Similarly, Wisconsin experienced shrinking among age groups below age 54 with the exception of ages 20-34 which grew at 5.4%. In contrast, the US population as a whole grew showed growth across age categories. In comparison, Racine County's 20-34 population fell 0.1% between 2000 and 2015.

In Racine County, the loss of younger populations and the simultaneous aging of the population causes concerns for economic development. Workforce remains a top consideration of employers (existing and new) considering investing in a community. Attracting and maintaining a robust available and trained workforce will be imperative to maintaining an active local economy. Between 2000 and 2015, Racine County experienced a modest increase of the working age population (ages 20-64), primarily due to increases in the population ages 55-64.

Racine County Age Distribution 2010-2015

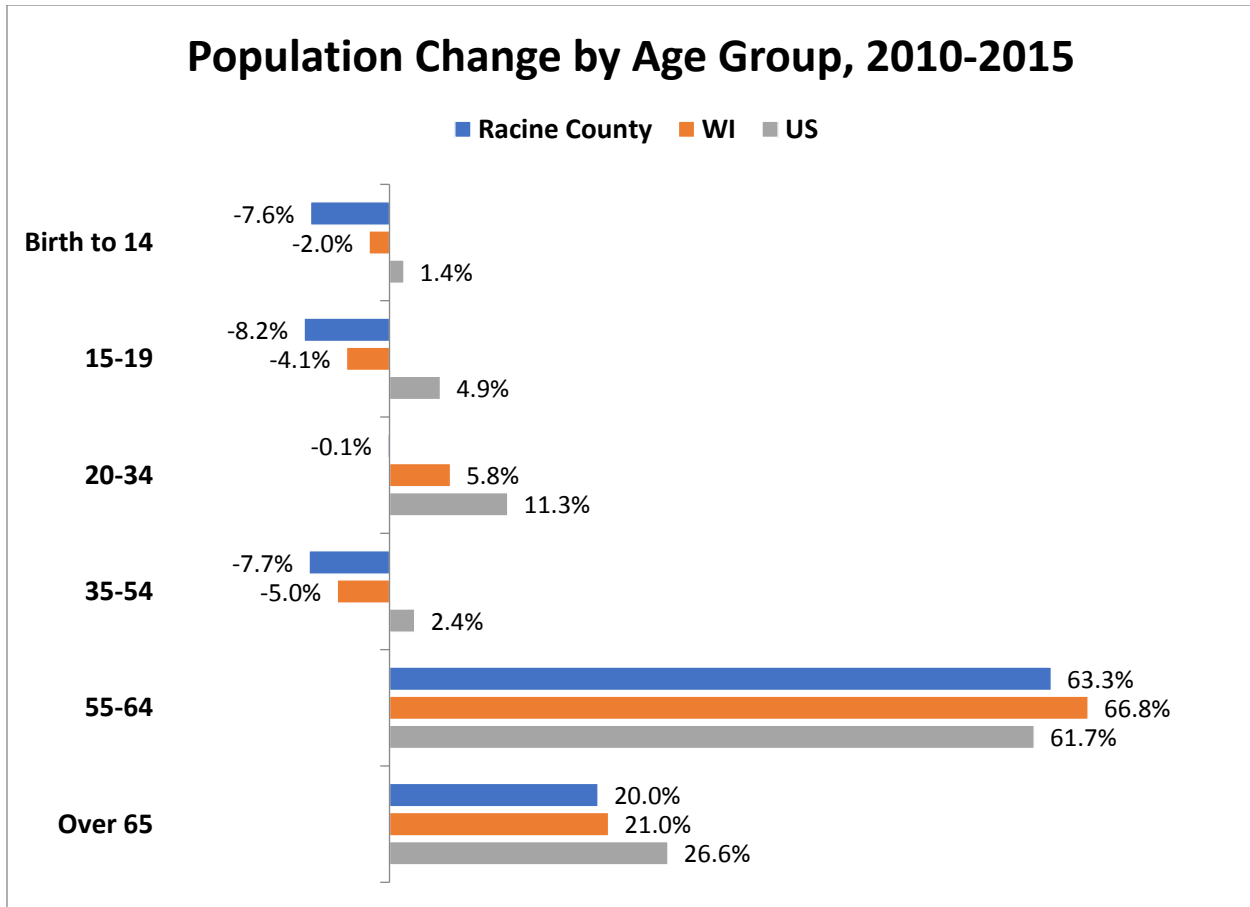


Source: US Census Bureau

Table 8: Percent of Total Population 2015 by Age Group

	Racine County	WI	US
Birth to 14	19.90%	18.90%	19.32%
15-19	6.60%	6.80%	6.71%
20-34	18.00%	19.60%	20.72%
35-54	27.60%	26.60%	26.83%
55-64	13.60%	13.30%	12.41%
Over 65	14.30%	14.80%	14.01%

Source: US Census Bureau



Source: US Census Bureau

Racine County's population is more racially and ethnically diverse than the State of Wisconsin. While the majority of the County's population is white, blacks constitute 11.1% of the County's population. In contrast, the State's black population is 6.3%. In both the State and Racine County, individuals identifying as Hispanic (of either a single or multi-race) are growing. Racine County's Hispanic population grew by 13%, making up 12.3% of the County's population in 2015.

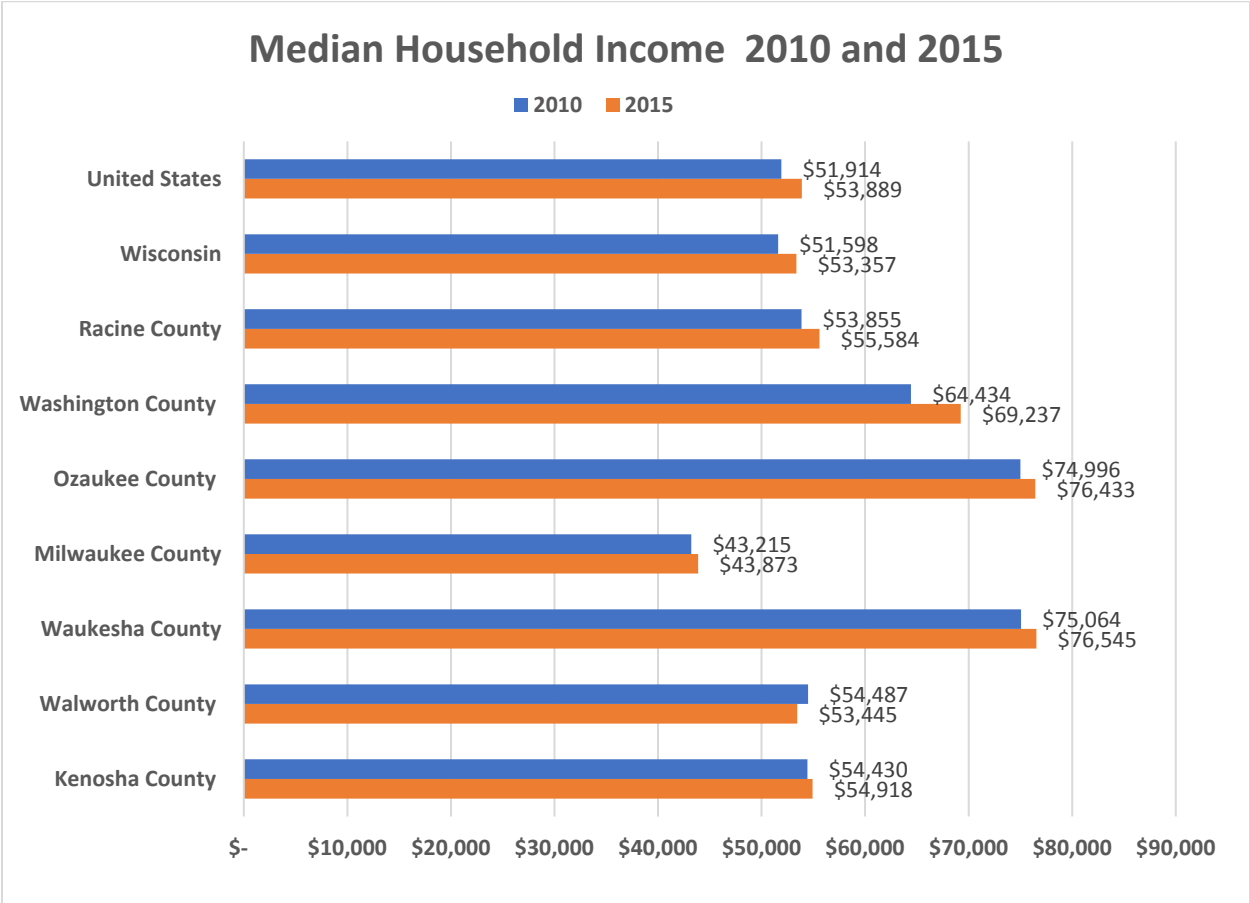
Table 9: Race and Ethnic Distribution

	Racine County				Wisconsin			
	2010	2015	% Population 2015	% Change 2010-2015	2010	2015	% Population 2015	% Change 2010-2015
White	155,731	157,544	80.8%	1.2%	4,902,067	4,967,124	86.5%	1.3%
Hispanic	21,155	23,900	12.3%	13.0%	310,549	364,558	6.3%	17.4%
Black	21,767	21,574	11.1%	-0.9%	359,148	360,792	6.3%	0.5%
Asian	2,121	2,316	1.2%	9.2%	129,234	143,732	2.5%	11.2%
Other	10,897	7,678	3.9%	-29.5%	192,929	148,013	2.6%	-23.3%

Source: US Census Bureau

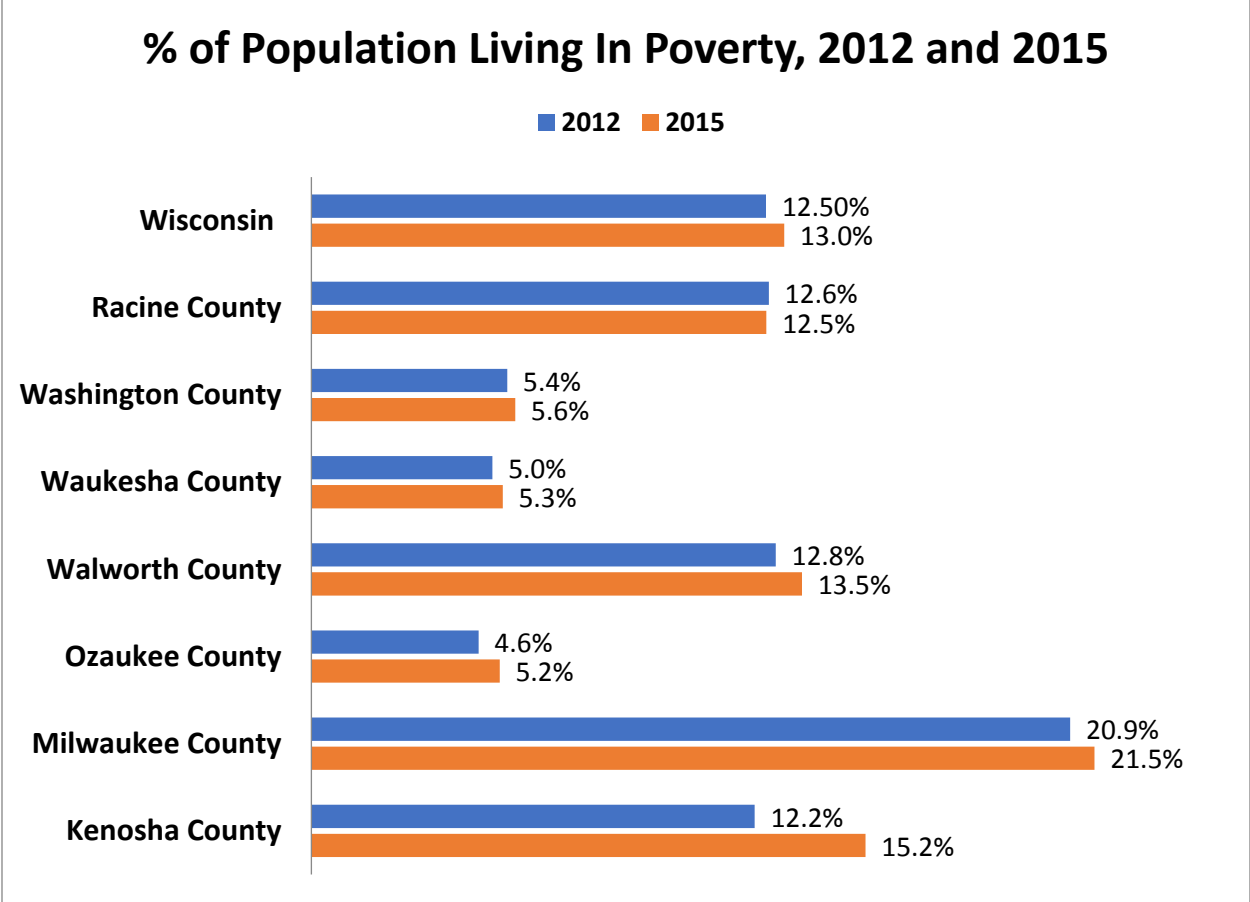
INCOME LEVELS

The median household income increased in the U.S., Wisconsin, and most of southeast Wisconsin between 2010 and 2015, including Racine County. Racine County’s median household income grew by 3.2% over 2010 to \$55,584 in 2015. The rate of growth was just behind that of the Wisconsin and the U.S. Within southeast Wisconsin, Washington County experienced the largest increase (7.3%) in median income with Racine County coming in 2nd among the 7 county region.



Source: U.S. Census Bureau

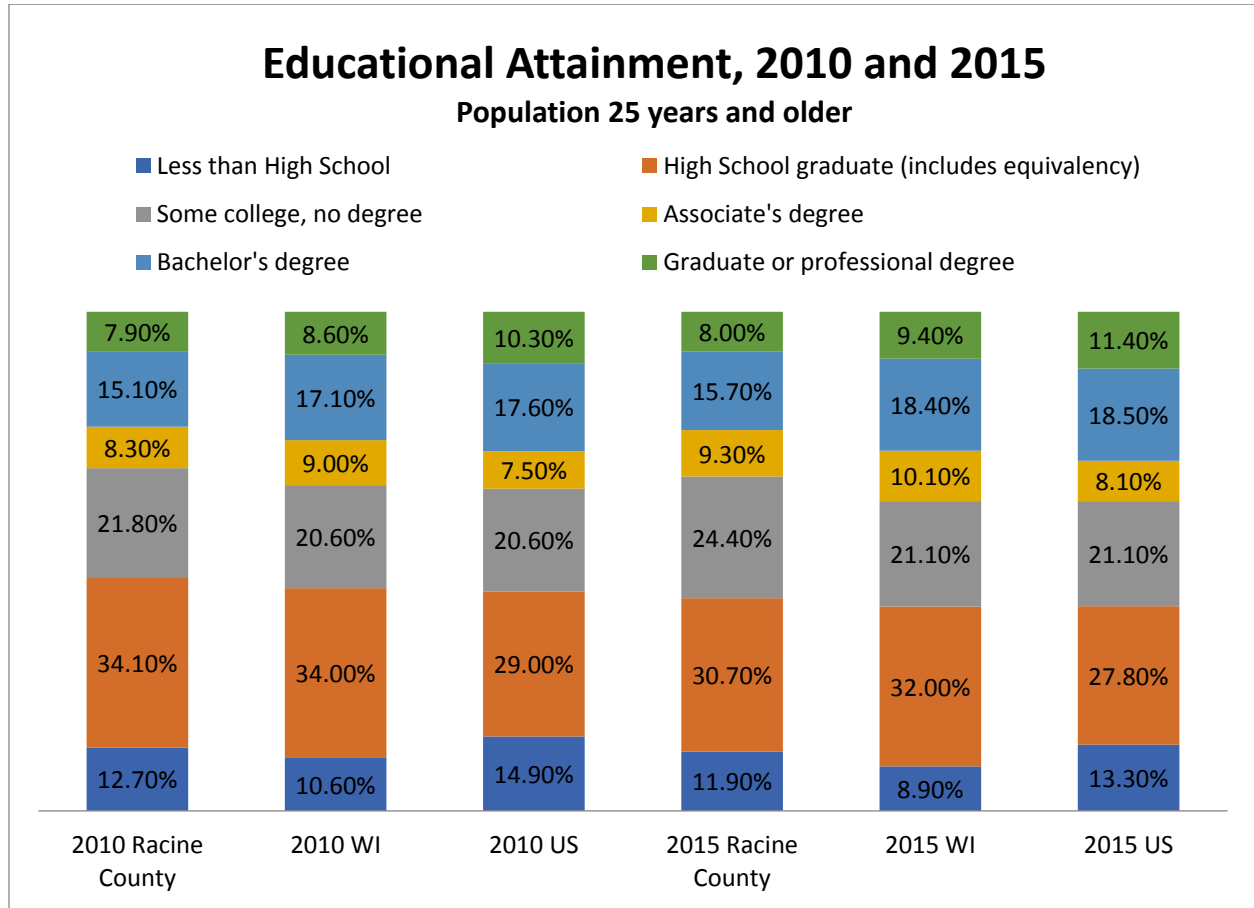
The number of individuals living below the poverty level declined slightly between 2012 and 2015 in Racine County by 0.5%. In comparison, other communities across southeast Wisconsin saw an increase in the number of individuals and the percentage of population living below the poverty level. Individuals in Racine County living in poverty primarily live in the City of Racine with 70% of those living below the poverty level concentrated in the City of Racine.



Source: U.S. Census Bureau

EDUCATIONAL ATTAINMENT

Educational attainment levels improved in Racine County between 2010 and 2015 for individuals age 25 and older. In the County, the percentage of individuals with a high school diploma or less decreased between 2010 and 2015. At the same time, the percent of individuals with an associates or higher college degree increased modestly or remained flat. The largest gain was among individuals that attended some college. While there have been gains, attainment of higher education degrees (4 year college or advanced degrees) are lower among Racine County residents than Wisconsin or the U.S.



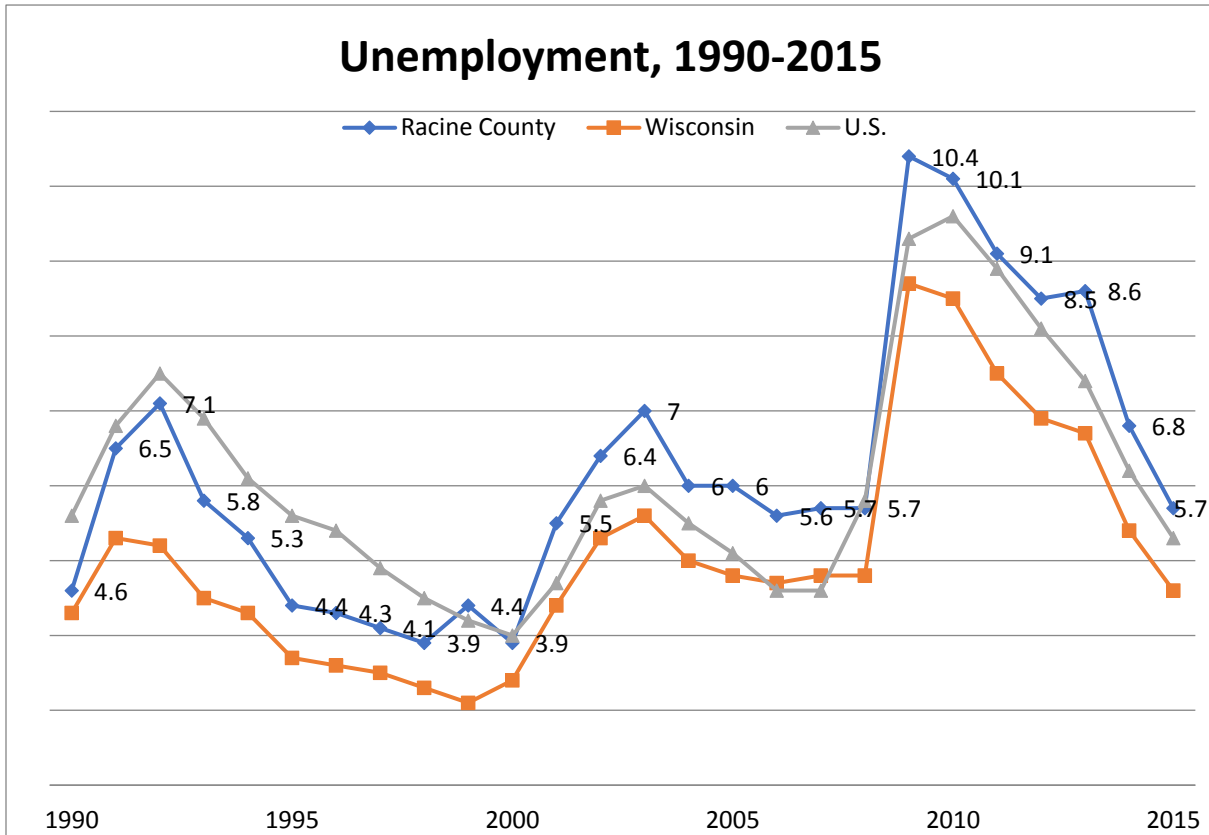
Source: U.S. Census Bureau

INDUSTRY AND WORKFORCE TRENDS

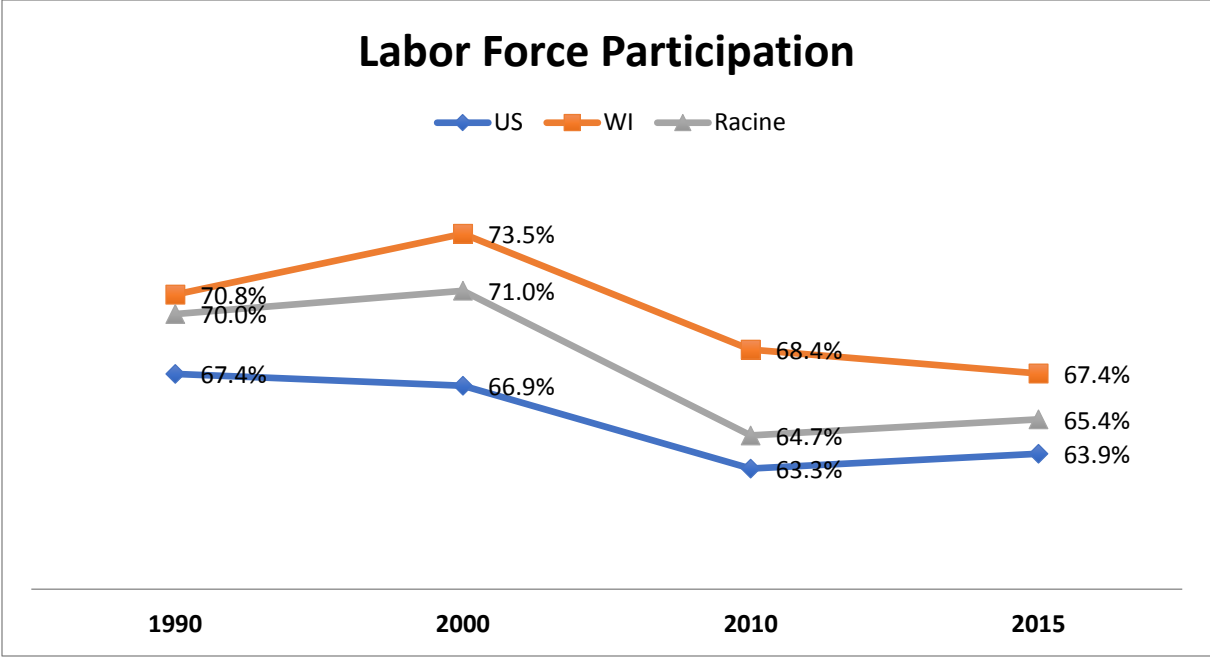
Racine County's industry and its local workforce are not immune to the national and global economic trends. Due to the industry concentrations noted in export industries such as manufacturing, economic forces have resulted in high unemployment rates, slower job growth, and changing industry mix in Racine County.

Prior to 1998, Racine County's unemployment rate was below the U.S. rate. In 1999, the trend changed with Racine County's unemployment rate exceeding both the Wisconsin and U.S. rate, climbing to a peak of 10.4% in 2009. With improved economic conditions, the county unemployment rate fell to 5.7% in 2015.

As the unemployment rate climbed in 2009 and 2010, the number of individuals participating in the labor force (holding a job or actively seeking a job) fell to 64.7% in Racine County. Racine County's labor participation rate increased in 2015 to 65.4%, but has not recovered to the higher rates experienced in 1990 (70%) and 2000 (71%).

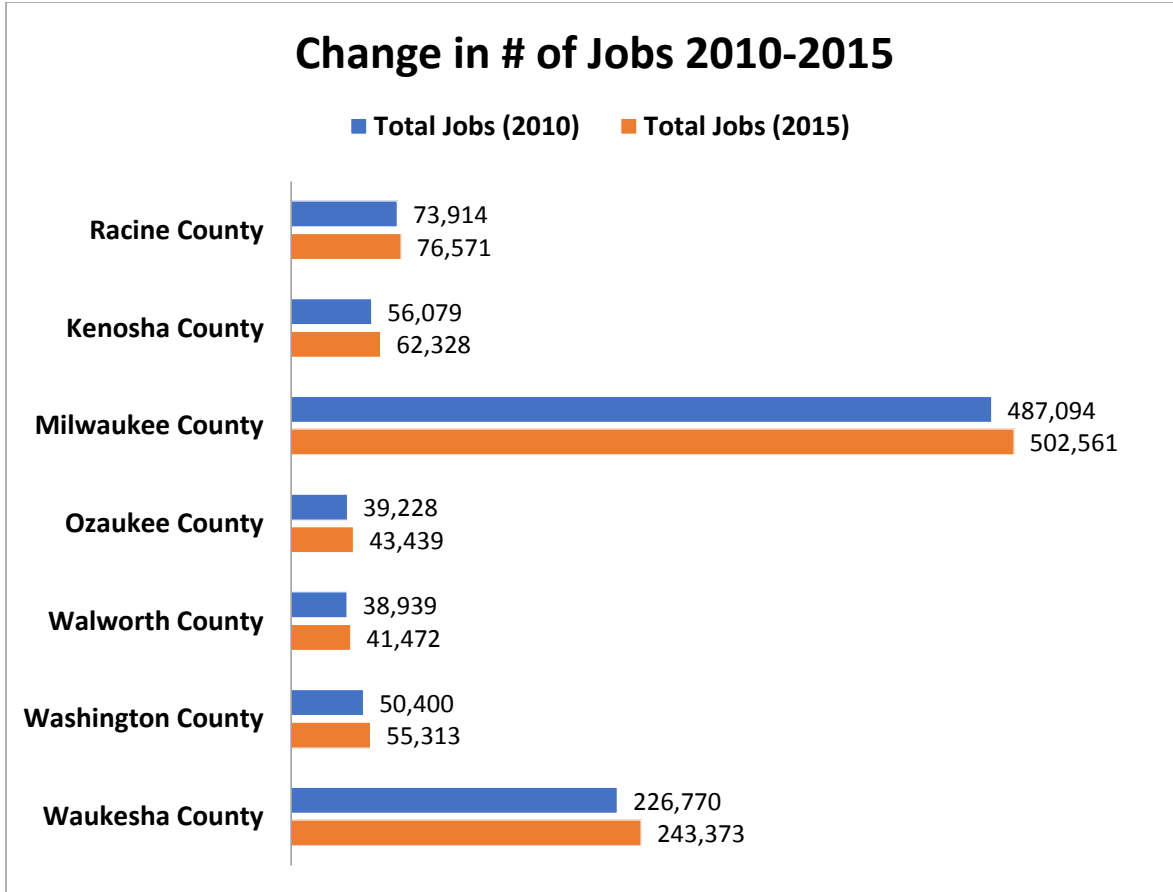


Source: U.S. Bureau of Labor Statistics, Wisconsin Department of Workforce Development

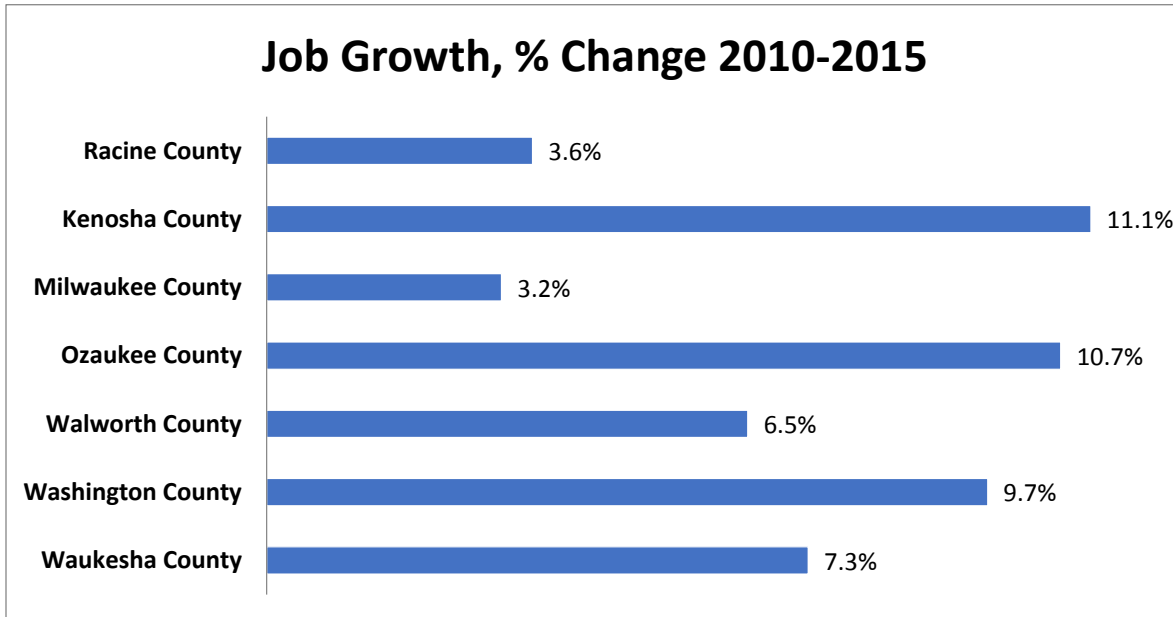


Source: Bureau of Economic Analysis, U.S. Census Bureau, and Wisconsin Department of Workforce Development

The number of jobs in Racine County, like many within Southeast Wisconsin, increased between 2010 and 2015. The rate of growth in Racine at 3.6% was smaller than neighboring Kenosha County (11.1%) and Ozaukee (10.7%) and Washington Counties (9.7%).



Source: EMSI



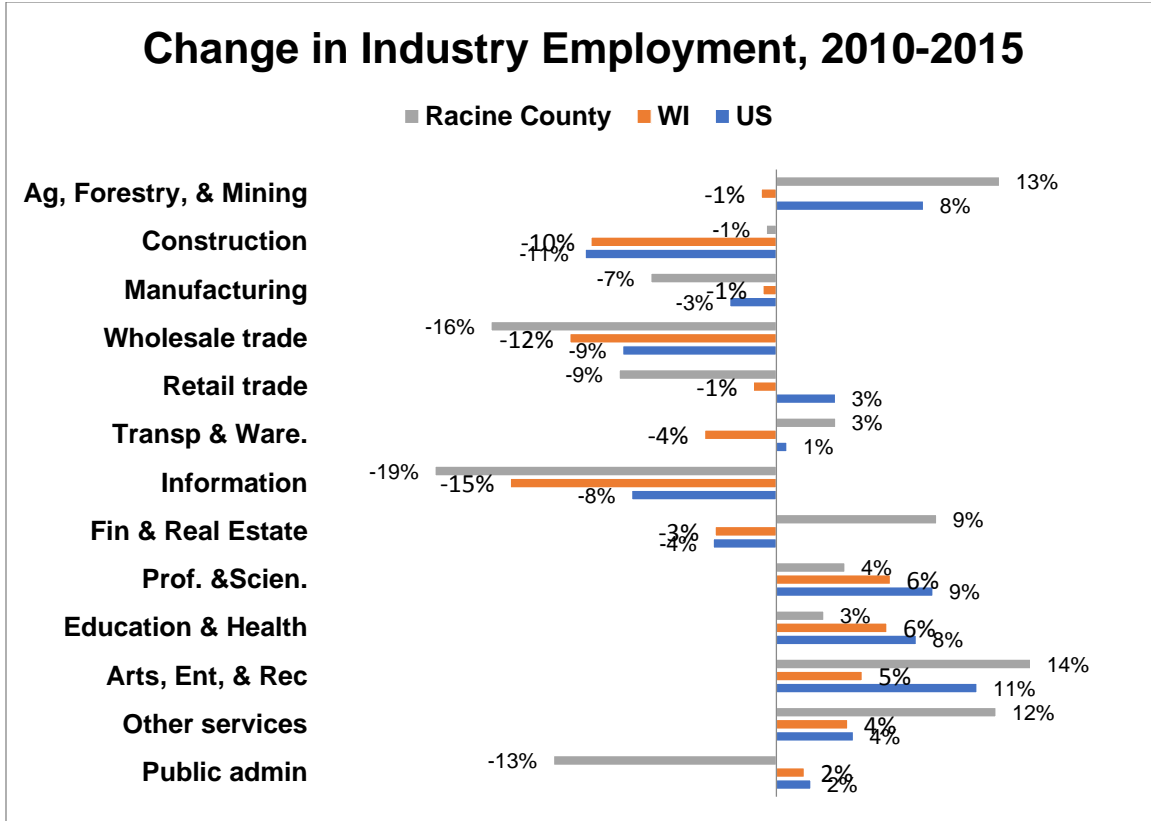
Source: EMSI

The dominant industry sector in Racine County remains manufacturing, providing 22.4% of total Racine County jobs in 2015 with health and education following close behind at 21.7%. The percentage of Racine County exceeds manufacturing jobs in the U.S. economy by 10 percent.

Between 2010 and 2015, Racine County experienced a shift in its employment base, with high percentage drops in jobs in the information, whole sale trade, public administration, and manufacturing sector. In each sector with the exception of public administration, the percentage drop in these Racine County sectors exceeded the decrease in Wisconsin or the U.S. Conversely, Racine County sectors with job growth included agriculture, arts & entertainment, other services, and finance and real estate during the same period.

Table 10: 2015 Employment by Sector				
	Racine County	Racine County	Wisconsin	United States
	Estimate	Percent	Percent	Percent
INDUSTRY				
Civilian employed pop (16 years and up)	91,796	91,796	2,883,390	145,747,779
Agriculture, forestry, and mining	1,246	1.40%	2.50%	2.00%
Construction	5,531	6.00%	5.30%	6.20%
Manufacturing	20,544	22.40%	18.50%	10.40%
Wholesale trade	2,340	2.50%	2.70%	2.70%
Retail trade	9,648	10.50%	11.30%	11.60%
Transportation and warehousing	5,108	5.60%	4.30%	5.00%
Information	1,139	1.20%	1.70%	2.10%
Finance and ins. and real estate	4,835	5.30%	6.10%	6.60%
Professional, scientific, and mang.	7,536	8.20%	8.10%	11.00%
Educational, health care and social	19,936	21.70%	23.30%	23.10%
Arts, entertainment, and recreation	7,017	7.60%	8.70%	9.60%
Other services, except public admin	3,927	4.30%	4.20%	4.90%
Public administration	2,989	3.30%	3.50%	4.80%

Source: U.S. Census Bureau; ACS Data

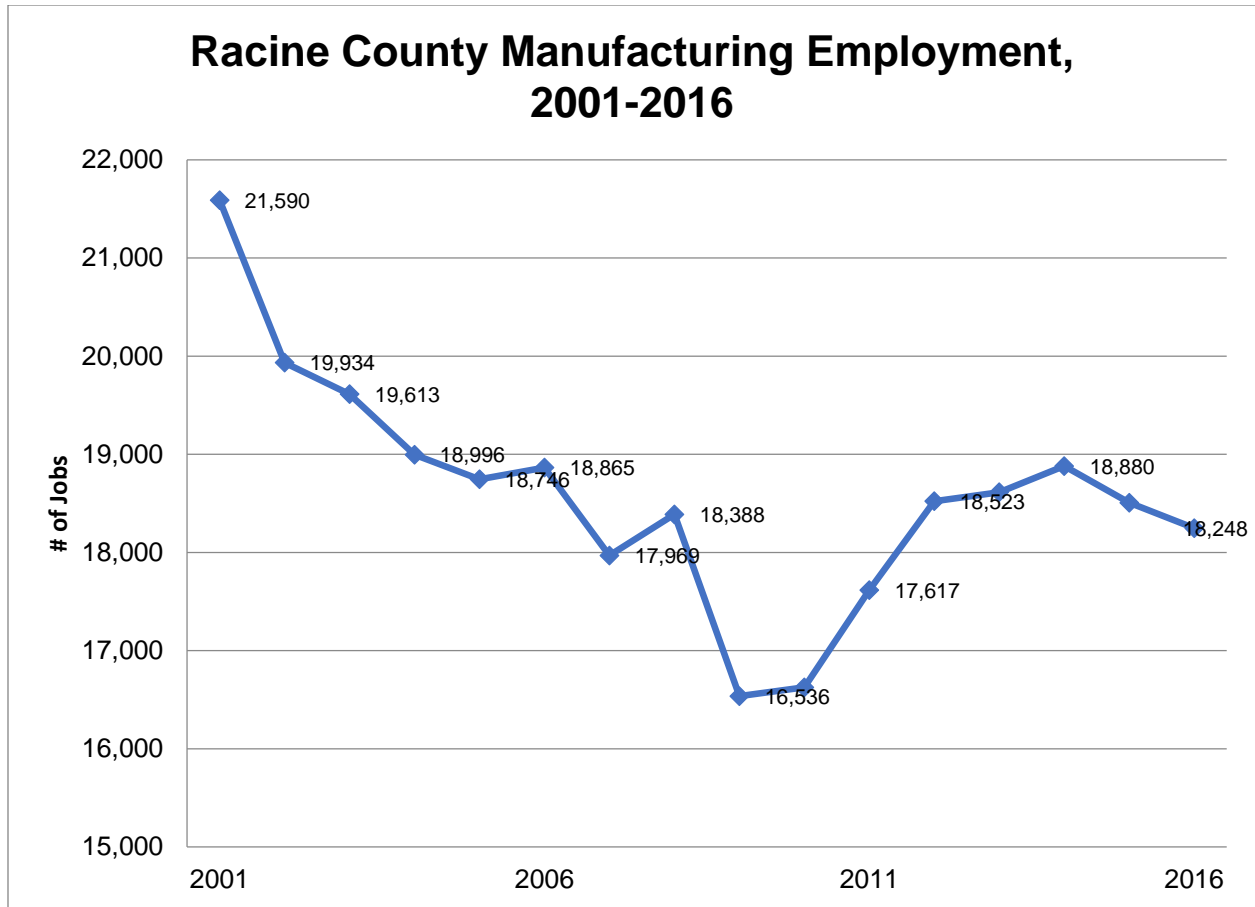


The manufacturing sector, while still the primary source of jobs in Racine County, has seen a downsizing in the number of jobs providing in Racine County from 21,590 in 2001 to a low of 16,536 in 2009. With improved economic conditions, manufacturing jobs rebounded to 18,248 in 2016 according to EMSI.

Racine County benefits from high concentrations within manufacturing industries denoting a local specialization in comparison to the U.S., ranging from household appliance manufacturing to electric lighting equipment manufacturing to sugar and confectionary product manufacturing (Table 11). Unfortunately, the data shows job declines in Racine County in industry specializations between 2001 and 2016 with the exception of electric lighting equipment manufacturing and glass and glass product manufacturing.

Not unexpectedly, only two manufacturing industries are included in the top 10 fastest growing industries in Racine County (electric lighting equipment manufacturing and motor vehicle body and trailer manufacturing (Table 12).

Changes in industry sectors are accompanied by changes in occupations within the community. Manufacturing occupations are still represented among the largest occupational categories in Racine County (Table 13). However, manufacturing occupations are not among the fastest growing occupation categories (Table 15). It should be noted that the fastest growing occupations tend to be lower paying. Other personal care and service workers make an average wage of \$10.66 per hour and food and beverage serving workers make \$8.47 per hour. In addition, the highest paying occupations in Racine County occupations (Table 14) are seeing a reduction in total jobs within the County. The trend of lower paying jobs being added and hiring paying positions being reduced may negatively affect median household income and poverty levels in Racine County.



Source: EMSI

Table 11: Racine County Industry Specializations

Industry Description	2016 Estab	2016 Location Quotient	2016 Jobs	2001 - 2016 % Change	Avg. Earnings Per Job
Household Appliance Manufacturing	3	50.21	1,616	(15%)	\$81,027
Soap, Cleaning Compound, and Toilet Preparation Manufacturing	5	47.72	2,620	(22%)	\$192,474
Electric Lighting Equipment Manufacturing	2	45.95	1,153	153%	\$59,483
Engine, Turbine, and Power Transmission Equipment Manufacturing	3	15.26	785	(45%)	\$87,382
Sugar and Confectionery Product Manufacturing	3	12.12	461	(23%)	\$74,694
Agriculture, Construction, and Mining Machinery Manufacturing	3	8.93	986	(16%)	\$80,827
Glass and Glass Product Manufacturing	2	8.50	375	18%	\$86,874
Rubber Product Manufacturing	5	7.43	515	(8%)	\$57,836
Electrical Equipment Manufacturing	11	5.82	423	(58%)	\$79,976
Motor Vehicle Body and Trailer Manufacturing	3	5.66	445	Insf. Data	\$69,176

Source: EMSI, NAICS 4 Digit Level

Note: Location quotient (LQ) identifies how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. LQ's above 1.0 indicate a relative specialization in the region in comparison to the national average.

Table 12: Racine County Fastest Growing Industries

Industry	2001 Jobs	2016 Jobs	% Change	2016 Earnings Per Worker
Restaurants and Other Eating Places	4,073	4,996	23%	\$16,526
Individual and Family Services	471	1,330	182%	\$23,284
Electric Lighting Equipment Manufacturing	456	1,153	153%	\$59,483
Grocery and Related Product Merchant Wholesalers	160	830	419%	\$62,722
Retirement Communities and Assisted Living Facilities	384	961	150%	\$24,584
Motor Vehicle Body and Trailer Manufacturing	4	445	11969%	\$69,176
Education and Hospitals (Local Government)	4,191	4,630	10%	\$76,835
Other General Merchandise Stores	500	888	78%	\$26,375
Specialty (except Psychiatric and Substance Abuse) Hospitals	0	388	123096%	\$43,828
General Freight Trucking	397	658	66%	\$68,552

Source: EMSI, 4 digit NAICS Code

Table 13: Largest Occupation Categories in Racine County

Occupation	2001 Jobs	2016 Jobs	% Change	2015 Median Hourly Earnings
Retail Sales Workers	5,506	4,886	(11%)	\$9.29
Other Production Occupations	4,212	3,691	(12%)	\$15.27
Metal Workers and Plastic Workers	3,762	3,095	(18%)	\$17.67
Material Moving Workers	3,628	3,527	(3%)	\$14.02
Assemblers and Fabricators	3,241	3,041	(6%)	\$14.59
Food and Beverage Serving Workers	3,214	3,914	22%	\$8.74
Other Office and Administrative Support Workers	2,996	2,811	(6%)	\$14.36
Preschool, Primary, Secondary, and Special Education Teachers	2,913	3,254	12%	\$25.53
Material Recording, Scheduling, Dispatch, and Distributing Workers	2,608	2,302	(12%)	\$14.32
Information and Record Clerks	2,506	2,401	(4%)	\$14.80

Source: EMSI, 3 Digit Occupation Code

Table 14: Highest Paying Occupations in Racine County

Occupational Category	2001 Jobs	2016 Jobs	% Change	2015 Earnings Per Worker
Advertising, Marketing, Promotions, Public Relations, and Sales Managers	283	250	(12%)	\$53.10
Operations Specialties Managers	846	788	(7%)	\$44.98
Health Diagnosing and Treating Practitioners	2,186	2,239	2%	\$39.83
Top Executives	1,089	921	(15%)	\$38.40
Supervisors of Protective Service Workers	165	163	(1%)	\$36.63
Engineers	1,004	774	(23%)	\$36.20
Social Scientists and Related Workers	48	31	(35%)	\$36.02
Lawyers, Judges, and Related Workers	191	153	(20%)	\$35.26
Other Management Occupations	1,047	1,041	(1%)	\$33.69
Life Scientists	40	42	5%	\$32.75

Source: EMSI, 3 Digit Occupation Code

Table 15: Fastest Growing Occupations in Racine County

Occupational Category	2001 Jobs	2016 Jobs	% Change	2015 Median Hourly Earnings
Other Personal Care and Service Workers	1,718	2,871	67%	\$10.66
Food and Beverage Serving Workers	3,214	3,914	22%	\$8.74
Motor Vehicle Operators	2,472	2,846	15%	\$16.61
Preschool, Primary, Secondary, and Special Education School Teachers	2,913	3,254	12%	\$25.53
Cooks and Food Preparation Workers	1,380	1,608	17%	\$10.33
Grounds Maintenance Workers	366	486	33%	\$13.56
Other Protective Service Workers	507	615	21%	\$10.45
Counselors, Social Workers, and Other Community and Social Service Specialists	745	833	12%	\$19.87
Building Cleaning and Pest Control Workers	1,512	1,595	5%	\$10.55
Supervisors of Food Preparation and Serving Workers	279	341	22%	\$12.59

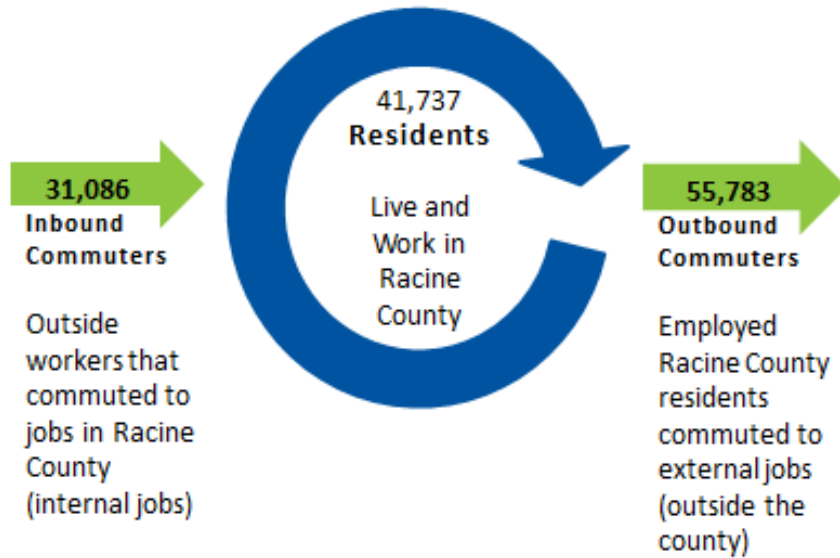
Source: EMSI, 3 Digit Occupation Code

COMMUTING PATTERNS

Racine County is a net exporter of labor, with over 24,000 more residents leaving the community for work than outside residents commute in for work. Nearly 43% (41,737) of Racine County residents with jobs live and work in Racine County. The balance Racine County workers commuted in to Racine County. Over (57% or 55,783) leave Racine County for work.

In comparison, 62% of Kenosha County residents commute outside of Kenosha County for work with 38% of residents living and working within Kenosha County.

Milwaukee County is the primary beneficiary of Racine County’s residents to fill jobs, with Kenosha and Waukesha County also benefiting (Table 16).



Racine County is a net exporter of labor. About 24,000 more residents leave the county for work than commute into the county.

Source: U.S. Census Bureau, OnTheMap Application, 2014

Table 16: Racine County Commuter Destination and Source

Primary Destination Racine County Outbound Commuters			Primary Source of Inbound Commuters		
	Count	Share		Count	Share
Milwaukee County, WI	22,959	23.5%	Kenosha County, WI	8,899	12.2%
Kenosha County, WI	8,461	8.7%	Milwaukee County, WI	6,988	9.6%
Waukesha County, WI	8,268	8.5%	Waukesha County, WI	2,819	3.9%
Lake County, IL	2,607	2.7%	Walworth County, WI	2,474	3.4%
Walworth County, WI	2,116	2.2%	Lake County, IL	1,169	1.6%
Dane County, WI	2,096	2.1%	Dane County, WI	926	1.3%
Cook County, IL	1,541	1.6%	Rock County, WI	618	0.8%

Source: OntheMap 2014

SMALL BUSINESS TRENDS

Small (2-9 employees) and mid-sized (20-99 employees) businesses continue to be an important part of Racine County's economy. Between 2001 and 2015, data indicate fewer self-employed individuals and decreases in the number of businesses and the jobs provided by companies with more than 100 employees (Table 17 and 18). Conversely, business with fewer than 10 employees increased in number by 28% and employed 19,440 employees (20% of Racine County jobs in 2015). While fewer in number of establishments companies (17.7%) with 10-99 employees, provide 35.2% of Racine County jobs in 2015.

Research suggests that success of small business and mid-sized business are the source of new ideas that will spur economic growth within the community.

Table 17: Racine County Businesses by Employment Size

	2001	% of TOTAL	2015	% of TOTAL	% Change 2001-2015
TOTAL ESTABLISHMENTS	7,358	100	8,396	100	14%
Self Employed	1,332	18.10%	1,105	13.20%	-17%
2-9 Employees	4,419	60.10%	5,650	67.30%	28%
10-99 Employees	1,441	19.60%	1,486	17.70%	3%
100-499 Employees	145	2%	136	1.60%	-6%
500+ Employees	21	0.30%	19	0.20%	-10%

Source: YourEconomy.org

Table 18: Racine County Employment by Business Size

JOB	2001	% of TOTAL	2015	% of TOTAL	% Change 2001-2015
ALL	103,269	100	102,091	100	-1.1%
Self-Employed (1)	1,332	1.30%	1,105	1.10%	-17.0%
2-9 Employees	17,491	16.90%	19,440	21.00%	11.1%
10-99 Employees	36,804	35.60%	36,362	35.20%	-1.2%
100-499 Employees	24,176	23.40%	23,760	22.90%	-1.7%
500+ Employees	23,466	22.70%	21,898	19.90%	-6.7%

Source: YourEconomy.org

Table 19: Racine County Business Revenue by Size

SALES	2001	% of TOTAL	2015	% of TOTAL
ALL	\$16.4B	100	\$21.8B	100
Self Employed	\$244.2M	1.5	\$208.5M	1
2-9 Employees	\$3.1B	19.2	\$4.5B	20.8
10-99 Employees	\$5.8B	35.7	\$7.4B	34
100-499 Employees	\$2.4B	14.9	\$6.3B	28.8
500+ Employees	\$4.7B	28.7	\$3.4B	15.5

TAX CLIMATE

In addition to market access, cost of doing business plays an important role in a business location decision. The State Business Climate Index produced by the Tax Foundation ranks Wisconsin 43 overall. Wisconsin's frequent competitors, Illinois and Indiana rank much better in the composite index. Looking more closely at individual components, Wisconsin ranks better than Illinois and Indiana on sales tax and better than Illinois on unemployment insurance and property taxes.

Table 20: State Business Climate Index 2017

	Wisconsin	Illinois	Indiana
Composite Index	43	23	8
Corporate Income Tax	30	26	23
Individual Income Tax	43	10	10
Sales Tax	7	35	10
Unemployment Insurance Tax	36	38	10
Property Tax	34	46	4

Source: Tax Foundation 2017

Note: The State Business Tax Climate Index measure's how each state's tax laws affect economic performance. A rank of 1 means the state's tax system is more favorable for business; a rank of 50 means the state's tax system is less favorable for business. Component rankings (Corp, Ind, Sales, etc.) do not average to the total.

Table 21: Tax Rates Comparison

	Wisconsin	Illinois	Indiana
Top Individual Income Tax Rate	7.65%	3.75%	3.30%
Top Corporate Income Tax Rate	7.90%	7.75%	6.50%
State Sales Tax Rate	5.00%	6.25%	7.00%
Average Local Sales Tax Rate	0.41%	2.39%	-
Combined State and Average Local Sales Tax Rate	5.41%	8.64%	7.00%
State Gasoline Tax Rate (Cents per gallon)	32.90¢	34.01¢	33.59¢

Source: Tax Foundation 2017

CRIME RATES

Racine County experienced a 25% drop in reported crimes between 2012 and 2016. The largest reduction was in burglary and larceny theft. In comparing offences per 1,000 population, Racine County crime rate is similar to that of Kenosha County.

Table 22: Crime Incidents 2012-2016

Crime Type	Racine County			Kenosha County		
	2012	2016	% Change	2012	2016	% Change
Homicide	6	8	33%	2	3	50%
Rape	40	29	-28%	50	46	-8%
Robbery	226	148	-35%	117	126	8%
Aggravated Assault	212	242	14%	168	263	57%
Simple Assault	1,340	1,165	-13%	1,382	1,168	-15%
Burglary	1,430	875	-39%	910	514	-44%
Larceny Theft	3,672	2,715	-26%	3,288	2,457	-25%
Motor Vehicle Theft	187	158	-16%	148	129	-13%
Arson	26	13	-50%	20	6	-70%
Total Offences	7,139	5,353	-25%	6,085	4,712	-23%
Offences Per 1,000	37	27		36	28	

Source: Wisconsin Department Of Justice; EMSI

TAX BASE

Racine County equalized property values increased to over \$14 billion in 2016, a 57% increase over 2000 values and a 6.9% decrease from 2010. Several counties across Southeast Wisconsin experienced a similar pattern, including Kenosha, Milwaukee and Walworth.

Seventy-five percent of Racine County property values are in residential properties (Table 23). While manufacturing is an important source of jobs in Racine County, commercial properties which include a variety of properties including retail and distribution, represent 18% of Racine County's property values.

Concentrations of Racine County property value are aligned with the population centers of the community. The City of Racine (23%), the Village of Mount Pleasant (18%) and the Village of Caledonia (14%) are the largest contributors to the total equalized property value in the County.

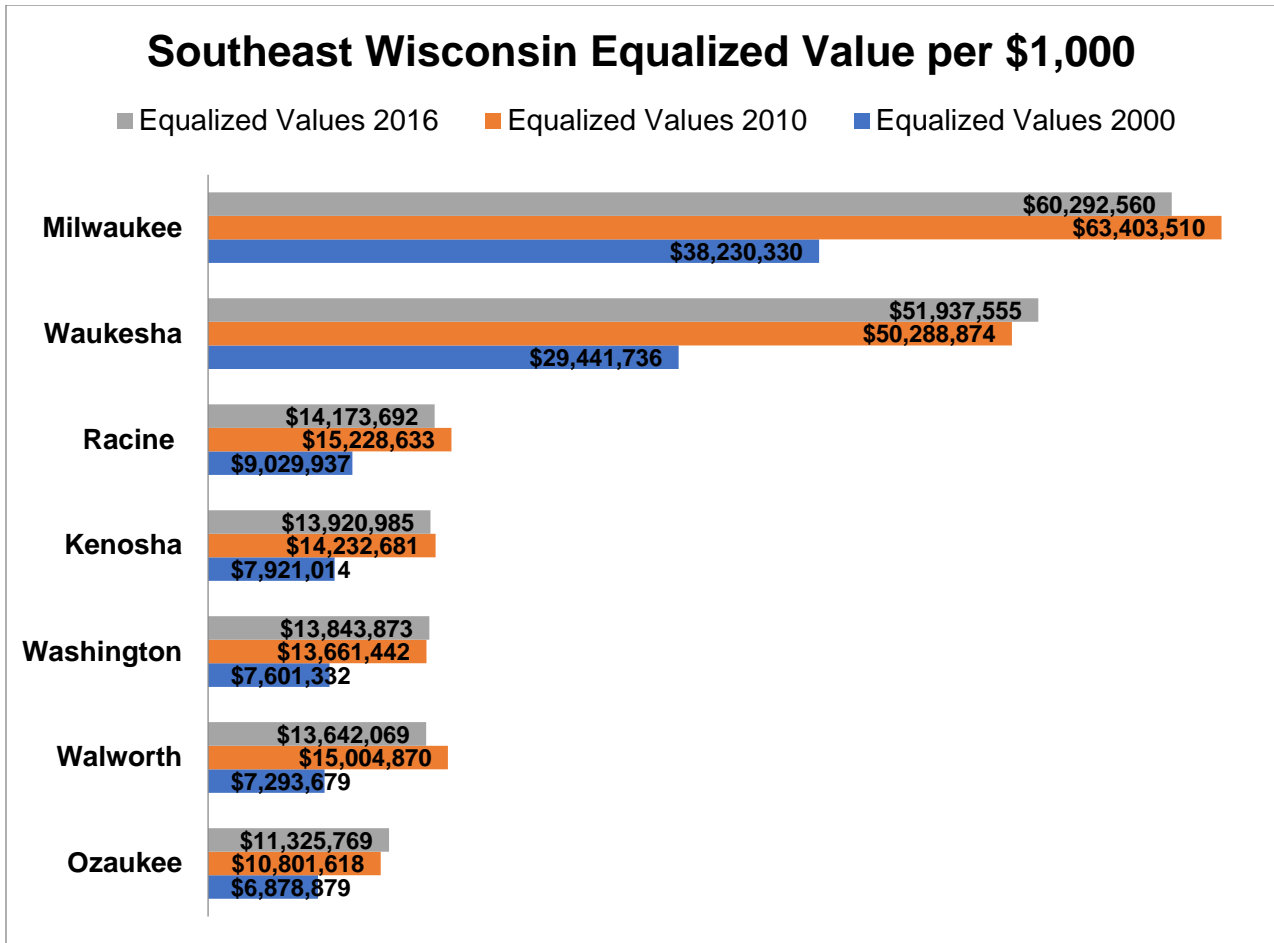


Table 23: 2016 Racine County Communities Equalized Values per \$1,000

	Residential	% Res.	Commercial	% Com.	Mfg.	% Mfg.	Total
Racine, City	\$2,179,362	68%	\$806,089	25%	\$127,399	4%	\$3,212,360
Burlington, City	\$525,040	62%	\$249,394	29%	\$49,663	6%	\$853,422
Burlington, Town	\$606,336	90%	\$25,305	4%	\$174	0%	\$671,709
Dover, Town	\$288,882	84%	\$27,963	8%	\$2,702	1%	\$342,058
Norway, Town	\$750,823	91%	\$35,125	4%	\$4,602	1%	\$822,047
Raymond, Town	\$346,420	75%	\$52,882	11%	\$7,896	2%	\$463,590
Waterford Town	\$724,313	93%	\$16,940	2%	\$1,128	0%	\$774,872
Yorkville, Town	\$249,282	50%	\$162,637	32%	\$27,182	5%	\$501,979
Mount Pleasant, Village	\$1,730,672	69%	\$589,420	23%	\$94,050	4%	\$2,516,623
Caledonia, Village	\$1,704,220	85%	\$195,001	10%	\$34,470	2%	\$2,000,661

Table 23: 2016 Racine County Communities Equalized Values per \$1,000							
	Residential	% Res.	Commercial	% Com.	Mfg.	% Mfg.	Total
Sturtevant, Village	\$265,538	45%	\$203,220	34%	\$86,433	15%	\$592,370
Elmwood Park, Village	\$35,881	97%	\$900	2%	\$0	0%	\$36,984
Wind Point, Village	\$224,163	95%	\$7,961	3%	\$2,033	1%	\$235,724
North Bay, Village	\$34,317	100%	\$0	0%	\$0	0%	\$34,319
Waterford, Village	\$333,146	76%	\$93,545	21%	\$7,523	2%	\$440,045
Union Grove, Village	\$227,449	74%	\$59,247	19%	\$14,387	5%	\$306,627
Rochester, Village	\$336,958	91%	\$18,229	5%	\$2,273	1%	\$368,305
Total County	\$10,562,801	75%	\$2,539,509	18%	\$461,915	3%	\$14,173,692

Source: Wisconsin Department of Revenue