



## Strategic Plan: 2015-2017

Approved for Distribution August 6, 2014

## **Part 1 – Introduction**

This strategic plan arises out of activities involving a number of different organizations, business leaders and individuals. In April 2014 a decision was made to create the Greater Oshkosh Economic Development Corporation (GO-EDC) as a new public-private organization to provide leadership and direction to support economic development activities in the greater Oshkosh Area. In addition to a group of business leaders from the community, individuals representing the following organizations have joined in this new effort: Chamco, Fox Valley Technical College, UW Oshkosh, Oshkosh Area School District, Wisconsin Public Service Corporation, Oshkosh Area Community Foundation, City of Oshkosh and Winnebago County.

GO-EDC was created to promote comprehensive and integrated economic development to the greater Oshkosh area. This focused leadership and advocacy will help support new efforts to expand and help diversify the regional economic base. As these efforts continue, GO-EDC will work in close partnership with a wide number of other existing organizations, such as The New North, Inc., Oshkosh Chamber of Commerce, Chamco, Wisconsin Public Service and Wisconsin Economic Development Corporation (WEDC) to achieve success for the GO-EDC and area.

As GO-EDC becomes developed as a public-private partnership, it fulfills the following objectives, but not be limited to this listing of intended outcomes:

- Receive broad recognition for success and effectiveness in providing comprehensive support for economic development and community-enhancement activities;
- Advance community-wide economic development efforts by building upon the record of past accomplishments;
- Take bold steps to attract new investment that strengthens and diversifies the economy;

- Anticipate, uncover and rapidly respond to existing business opportunities/challenges;
- Respond timely and effectively to inquiries from site seekers;
- Advance a comprehensive action plan that unifies and harmonizes actions of investors and private and public partners;
- Build strong support and consensus among all essential and involved parties;
- Promote public understanding while ensuring transparency and accountability;
- Generate additional financial commitment and in-kind support; and
- Use activities and accomplishments to build increasingly stronger sense of shared optimism for future economic development and enhanced quality of life

## **Part 2 – Greater Oshkosh Economic Development Corporation**

**Mission Statement:** To provide leadership, direction, coordination, and services to advance economic development in the greater Oshkosh area.

**Vision Statement:** The greater Oshkosh area and Winnebago County will build on its strong economic base of existing enterprises and industries, will diversify the economic base by encouraging new industries, and will further develop businesses that fills gaps and improve the regional quality of life – all aimed at raising the economic well-being of the greater Oshkosh area and County residents.

**Our Customers:** Our direct customers are local existing businesses, entrepreneurs, prospective businesses and those who serve them; and local governments and economic development organizations. Our ultimate customers are the citizens of the greater Oshkosh area and Winnebago County.

**Our Investors:** GO-EDC's existence is dependent on our ability to effectively address the needs of the people and businesses of the greater Oshkosh area as perceived by our investors – those businesses, individuals and governmental bodies who invest in us annually.

**Our Partners:** GO-EDC is successful because of the relationships it has or will have with educational entities, communities, and other business development resources.

**Our Values:**

- **Ethics** – we will act in professional ways as stewards of the public’s trust
- **Responsiveness** – we will serve with efficiency, effectiveness and with an orientation to achieving results
- **Accountability** – we will act in open and transparent ways to serve the public’s interests
- **Innovative** – we will act in creative and flexible ways to stimulate achievement
- **Community** – our community focus will be revealed in how we cooperate and collaborate with others.

**Our Foundation:** The Greater Oshkosh Economic Development Corporation will work in active partnership with our affiliated corporation, the GO-EDC Foundation, Inc. The Foundation, as an organization that will be recognized as exempt from taxation under section 501(1)(3) of the Internal Revenue Code, will develop and advance activities, initiatives, and priorities that further support and advance the cause of economic development in the Greater Oshkosh area.

### **Part 3 – Strategies for Success**

Strategy One:        **GO-EDC will be the leading economic development organization in the greater Oshkosh area driving existing business development, attraction, and business start-ups.**

1. Provide direct consulting services with skilled staff.
2. Implement a Business Retention and Expansion (BRE) program. Address issues identified and establish benchmarks for providing solutions to area businesses.
3. Comprise and maintain a comprehensive network of resources for businesses.

4. Establish and enhance relationships with those professional service providers within the referral network.
5. Promote international business opportunities.
6. Administer, maintain and seek creative ways to expand financing programs for all-sized businesses, including revolving loan funds and risk capital.
7. Build the capacity of the organization and partners to respond to business attraction efforts. (Note: Business Accelerator)
8. Maintain and increase relationship-based outreach strategy to site location consultants and realtors.
9. Create a marketing plan that utilizes media and public relations relationships designed to increase the awareness of GO-EDC's comprehensive services and to reflect a positive image of doing business in the greater Oshkosh area. (Note: Opportunity Oshkosh)
10. Ensure GO-EDC's website is a reflection of the collaborative and high quality organization GO-EDC will be as well as be client-centered containing quality information.
11. Provide comprehensive client tracking and follow-up, including site visits, and report appropriately.
12. Foster a safe, productive, high quality of life environment.

**Strategy Two: GO-EDC will pursue a targeted industry approach to strengthen the competitiveness of core industries in the greater Oshkosh area.**

1. Identify and evaluate market opportunities and requirements in the local and regional supply chains for the identified industry clusters.
2. Implement a targeted marketing effort to companies inside and outside the area to fill supply gaps.
3. Collaborate with industry experts, including educational partners, to form or enhance targeted industry roundtables, councils or other initiatives.

4. Collaborate on targeted industry efforts with appropriate partners including, but not limited to, the Wisconsin Economic Development Corporation (WEDC), the New North, and Northeast Wisconsin Regional Economic Partnership (NEWREP).

**Strategy Three: GO-EDC will engage local, regional, and statewide partners to ensure a technically educated, diverse and skilled workforce to support the businesses in the greater Oshkosh area.**

1. Ensure collaboration at all levels of education within the area.
2. Encourage and support business/education partnerships and apprenticeships (Note: Northeast Wisconsin Educational Resource Alliance (NEWERA) Applied Engineering program, Junior Achievement, School to Work, Oshkosh 4 Education)
3. Participate in committees and boards that strive to address area workforce development needs.
4. Assist partners in the identification of the future skills sets needed by area employers.
5. Engage local and national union leadership to understand and address workforce needs.
6. Collaborate with state and other organizations to increase tracking of trends in workforce diversity.
7. Support diverse, youth, disabled, and veteran initiatives aimed at ultimately providing participants with viable quality employment opportunities in the greater Oshkosh area.

**Strategy Four: GO-EDC will provide the tools and resources to ensure that the greater Oshkosh area is prepared to address economic development opportunities.**

1. Build strong community partnership with a wide variety of organizations.

2. Partner with communities and partners to establish community or location-specific tools for economic development purposes.
3. Provide support for investor communities in regards to economic and community development initiatives as appropriate.
4. Support “place-based” economic development initiatives such as riverfront development and redevelopment efforts.
5. Facilitate and encourage training for local elected and appointed officials.
6. Create and market an inventory of available sites and buildings in the greater Oshkosh area. Review sites for enhanced marketing opportunities (Note: Certified Sites)

**Strategy Five: GO-EDC will be an innovative, flexible and entrepreneurial organization that provides results and value to stakeholders.**

1. Identify similar areas and undertake an analysis comparing the greater Oshkosh area with those identified areas. Report and track those benchmarks identified.
2. Establish a scorecard for internal utilization and education focused on quantifiable and measurable outcomes as well as provide results-oriented data to investors.
3. Ensure all-sized businesses, community partners, and investors understand the value and equitable resources GO-EDC brings using educational and marketing measures. Using educational and marketing measures, GO-EDC will recognize, engage and recruit investors including the conversion of clients to investors and active participants within the organization.
4. Be proactive in accessing relevant, accurate and current information for our clients and communities.
5. Conduct an economic impact analysis for all decisions and investments.
6. Aggressively leverage local, state and federal resources.
7. Develop risk evaluation process with identifiers of risk level, potential return on investment, and exit timing for new initiatives.

8. Provide opportunities and funding for staff development and growth.
9. Ensure the Board of Directors is educated and evaluated on economic development issues and its role.
10. Partner and provide technical assistance to economic development organizations within the greater Oshkosh area, Northeast Wisconsin, statewide, and nationally.
11. Develop, implement and maintain marketing and communication plans.
12. Generate return on investment measures for marketing campaigns.

#### **Part 4 – External Goals**

GO-EDC has established several strategies with this document. The successful implementation of the strategies, with specific priorities and activities outlined via an annual operations plan, will result in the following anticipated outcomes for the greater Oshkosh area. It should be noted that these are stretch goals for the start-up public-private partnership as there is no baseline data available to build upon.

1. Complete, either directly or with partners, 150 company visits and calls annually.
2. By the end of 2017, assist existing businesses so that they may increase capital investment by \$75 million.
3. Assist businesses in creating 1,000 new jobs by the end of 2017, matching the greater Oshkosh area's labor force and training capacity. Targeted wage rates will exceed the median hourly wage. (The median hourly wage was \$16.45 according to the May 2013 Metropolitan and Nonmetropolitan Area Occupational Employment and Wage Estimates. [http://www.bls.gov/oes/current/oes\\_36780.htm#otherlinks](http://www.bls.gov/oes/current/oes_36780.htm#otherlinks))



4. Create a balanced industry mix targeting identified industry clusters and companies in the greater Oshkosh area. Targeted clusters and companies are:
  - Information Technology
  - Manufacturing
  - Aviation/Aerospace
  - “Second Stage” Growth Companies
  
5. GO-EDC will track key measurements to garner an overall sense of how the greater Oshkosh area is doing. Such measurements may include, but are not limited to:
  - a. Commercial and industrial vacancy rates
  - b. Number and square footage of buildings and sites available
  - c. Number and square footage of buildings and sites sold as well as comparisons to other communities within Wisconsin
  - d. Change in number of businesses and diversity by type or industry
  - e. Change in per capita household income
  - f. Change of families below poverty level or on public assistance
  - g. Total unemployment and unemployment rate
  - h. Equalized property values and change in tax base
  - i. New construction values
  - j. Change in average housing value
  - k. Gross County Product
  - l. Industry employment by sector
  - m. Retention of post-secondary graduates in the area

## **Part 5 – Internal Goals**

1. Increase the awareness of GO-EDC among stakeholders.
2. Increase the number of clients served by GO-EDC by 25% annually through year end 2017. Clients will be classified as existing businesses, attraction, and business start-ups, and a client is defined as someone receiving substantive assistance from GO-EDC.
3. Achieve a high client satisfaction rate (per direct client survey responses) so that at least 90% of GO-EDC clients will be satisfied or extremely satisfied with the service they receive.
4. Ensure that GO-EDC has the resources available to continue to be the leader in economic development for the area as well as enhance the image of the organization.
  - a. Target private sector investment to be at least 60% of all funding.
  - b. Target public sector investments at \$2.00 per capita for local partners and at least \$.50 per capita from Winnebago County. Population will be derived for calculation purposes from the Department of Administration estimates as published annually.  
<http://www.doa.state.wi.us/divisions/intergovernmental-relations/demographic-services-center/estimates#final>
  - c. Administer the City of Oshkosh Revolving Loan Fund so that at least 2.5% of revenues are generated from that fund.
  - d. Pursue sponsorship opportunities for projects as appropriate.
  - e. Pursue grant opportunities and new funding sources.
5. Build a strong organization with strong core competencies so that GO-EDC will be able to attain accreditation as an Accredited Economic Development Organization (AEDO) through the International Economic Development Council (IEDC) by the end of operations year five.

## **Addendum - Sources**

This document represents a compilation of strategies and recommendations from a number of studies, reports and collaborative committee efforts. These include:

- Business and Industry Cluster Study, 2013
- City of Oshkosh Strategic Plan 2012 – 2014
- Economic Development Organizational Analysis and Direction, 2012
- GO-EDC Collaborative Projects, 2013
- Organizational Analysis and Direction, November 2012
- Oshkosh Economic Study Group, 2013
- Partners in Development, 2011

### **GO-EDC Board Members – As of August 6, 2014**

1. Ms. Diane Abraham, President/CEO, Oshkosh Area Community Foundation (6/30/16)
2. Mr. Kenneth D. Arneson, President/CEO Evergreen (6/30/17)
3. Ms. Karen Befus, General Manager, Oshkosh Northwestern (6/30/16)
4. Mr. Tom Belter, Representing the Oshkosh Chamber of Commerce (6/30/15)
5. Mr. Thomas W. Castle, CEO CastlePierce Corporation (6/30/16)
6. Ms. Hallie Detjen, Impromed, LLC (6/30/17)
7. Mr. Andy Dumke, Alliance Development (6/30/15)
8. Ms. Sue Drexler, Treasurer, Town of Algoma [Representative – Winnebago County Towns] (2-year term 6/30/16)
9. Mr. Mark Harris, County Executive, Winnebago County (6/30/17)
10. Ms. Elizabeth Hartman, CEO, Chamco, Inc. (6/30/15)
11. Ms. Wendy K. Hielsberg, Executive Director, Oshkosh Convention & Visitors Bureau (6/30/15)
12. Mr. Matthew D. Jameson, President/COO, Jay Manufacturing Oshkosh, Inc. (6/30/15)
13. Ms. Melissa Kohn, Oshkosh Campus Administrator, FVTC (6/30/16)
14. Mr. Stan F. Mack, II, Superintendent, Oshkosh Area School District (6/30/16)
15. Mr. Jeremy T. Monnett, CEO, Sonex Aircraft, LLC (6/30/15)
16. Ms. Diane Penzenstadler, President/Owner, 44<sup>o</sup> North Advertising & Design (6/30/15)
17. Mr. Mark A. Rohloff, City Manager, City of Oshkosh (6/30/17)
18. Mr. Tom Sonnleitner, Vice Chancellor, UW Oshkosh (6/30/16)
19. Dr. Burk Tower, Mayor, City of Oshkosh (6/30/17)
20. Ms. Debra Wirtz, Manager Customer Service, Wisconsin Public Service Corporation (6/30/17)
21. Mr. Bill Wyman, The Waters (President) (6/30/17)