



Strategic Plan 2018-2020

Mission:

To be the leading economic development organization in the Greater Oshkosh area driving collaboration, existing business development, attraction, and business startups.

Vision:

The Greater Oshkosh area and Winnebago County will build upon its strong economic base of existing industries, diversify the economic base by encouraging new industries, and improve the regional quality of life.

Values:

- **Leadership:** We will act be leaders in the community for economic growth and quality of life.
- **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.
- **Collaboration:** We will continually act as a connector in our community.

Executive Summary

Greater Oshkosh EDC launched in 2015 as the community's first true private-public nonprofit economic development corporation with a comprehensive strategy and community-wide investment from broad-based stakeholders. Having now completed an inaugural campaign, Greater Oshkosh EDC seeks to transform the regional business and economic conditions by increasing our region's overall personal wealth, our business profitability, community investments, and standard of living – measured against other regions.

This will happen by accomplishing a plan of work that is committed to creating an economically vital community, making development processes seamless for business, and maintaining and developing tools and resources to enhance business opportunities for success.

Greater Oshkosh EDC's performance will be measured in part by the improvements to our region via the following metrics:

1. Customer and Investor Testimonials
2. Finance Assistance Leveraged for Businesses Assisted
3. Labor Force (Monthly)

4. Labor Force Participation Rate (Annually)
5. Wages (Monthly)
6. Per Capita Personal Income (Annually)
7. Household Income (Annually)
8. Per Capita Real GDP (Annually)
9. Exports (Annually)
10. Net New Construction (Annually)
11. Private Business Revenue

Greater Oshkosh EDC will measure our rate of progress against other Wisconsin regions, particularly those along the Interstate 41 corridor (Fond du Lac, Fox Cities, and Green Bay).

INITIATIVE #1: BUSINESS RETENTION & EXPANSION

A healthy and vibrant local economy depends on the well-being of a community's existing firms. The reasons are many:

- Forty to eighty percent of all new jobs are created by existing firms.
- Businesses that stay competitive are more likely to remain in the community and expand.
- Retaining an existing business is generally easier than recruiting a new firm.
- Firms considering relocating to an area will talk with existing firms. Odds are better of attracting new firms if existing ones are happy with the community.

Strategies:

Action Item 1.1: Implement a coordinated business retention and expansion program that focuses on quality relationship building, following up on opportunities, and assisting with challenges businesses are experiencing. The organization's staff will conduct four to six in-depth visits on a monthly basis.

Action Item 1.2: On a continuous basis, gather intelligence about our existing businesses, better understanding their market, supply chain, customer relationships and other challenges and opportunities impacting their growth. The organization will seek to connect with 150 company CEOs or executive level leaders.

Action Item 1.3: Produce an annual "Status of Industry Report" on the greater Oshkosh region biannually. This report will be based on the intelligence gathered during formal business and industry 'calls', with responses aggregated and quantified based on issues facing the business community. A summary of responses will be reported ranging from topics such as business climate, workforce, finance, market, and real estate needs.

Action Item 1.4: Host quarterly lunch and learn events to feature a topic of interest, such as wetlands, finance tools for lenders, etc. to assist in overcoming regulatory hurdles and facilitating economic development deals.

Action Item 1.5: Form and facilitate an advisory team of business services resources who are prepared to act/respond on issues impacted the business community. Conduct such meetings on a quarterly basis.

Action Item 1.6: Greater Oshkosh EDC staff will be committed to being a knowledgeable and resourceful point of contact to any company seeking any type of development assistance, such as

international trade, government contracting, product innovation, supply chain development, and so on, either through direct assistance or connecting to an area, regional, or state partner.

Coordinating Entity: Industrial Development Committee, BR&E Advisory Task Force

INITIATIVE 2: WORKFORCE DEVELOPMENT (TALENT RETENTION & ATTRACTION)

The single greatest influencing factor as to how quickly the Greater Oshkosh economy will grow is workforce and talent development. The population of the Greater Oshkosh region is not growing at a fast pace, and a better match is needed for growing the pipeline of graduates entering into careers of demand by area employers. Due to its unique private-public collaborative structure, Greater Oshkosh is focused on being the connector among business, education and government in facilitating the solutions for our community's workforce needs.

Strategies:

Action Item 2.1: Conduct annual workforce study to assess workforce makeup, commuting patterns, and the needs of local businesses.

Action Item 2.2: On a bi-annual basis, convene a meeting of area workforce development partners to share best practices, testimonials, and data about the workforce supply, needs, and quality and any collaborations which could occur to address gaps and/or opportunities for attracting talent.

Action Item 2.3: Launch a campaign to attract housing construction builders to greater Oshkosh, identifying lots, incentives, and unique selling points for developers to build in our region.

Action Item 2.4: Collaborate with area partners on early childhood development options with partners in the community (e.g. Oshkosh Area United Way) on programs such as Family Friendly workplace certification. Additionally, collaborate with these same partners and others on ways to expand daycare options to all hours of the day and night, accommodating all work shifts.

Action Item 2.5: Collaborate with private and public partners on initiatives to remove barriers to employment such as rural and community-based employee/employer transportation conversations.

Action Item 2.6: The organization will remain involved in a supporting or leadership role in promoting greater Oshkosh as a place for people to live, work, or attend school. Such efforts are important for positioning the community as a 'destination for talent.'

Action Item 2.7: Collaborate with area partners involved in efforts to build a community that appeals to people of many backgrounds and cultures. To attract people to greater Oshkosh, it is important that we continue to realize and celebrate what diversity means (and can mean) to our community.

Coordinating Entity: Workforce Task Force

INITIATIVE #3: ENTREPRENEURIAL GROWTH

Greater Oshkosh believes in helping our own businesses grow and striving to keep them here. Our region has many high-growth, high-value, and mature business and industry. To become a more sustainable region, however, the greater Oshkosh needs to continue cultivating a culture of

entrepreneurship and innovation, while growing a pipeline of new companies that want to start and grow in our community, including graduating students.

Strategies:

Action Item 3.1: Co-sponsor event held by area entrepreneurship mentoring organization to encourage startup entrepreneurs to get the counsel they need to successfully launch their business.

Action Item 3.2: Maintain, replenish and build the Revolving Loan Fund and Capital Catalyst programs so that no vetted business development opportunity is lost. Build the Revolving Loan Fund to over \$3 million (\$2.5 million now) and Capital Catalyst to \$1 million (\$250,000 now).

Action Item 3.3: Complete loan assistance of \$500,000 annually from the Revolving Loan Fund (RLF) and the Capital Catalyst funds combined. Continue to connect businesses to other funding opportunities when Greater Oshkosh EDC's programs do not prove to be a suitable match.

Coordinating Entity: Capital Investment Committee

INITIATIVE #4: TARGETED INDUSTRY DEVELOPMENT

In order to build upon the core strengths of greater Oshkosh and achieve diversity within the economic base of the community, Greater Oshkosh will lead targeted industry development, collaborate with complementary partners to achieve such aims, and be resourceful in anticipating new and innovative opportunity. The target segments primarily focus on manufacturing, IT, and aviation, but also downtown redevelopment, economic improvements in areas of economic distress, and blight elimination.

Strategies:

Action Item 4.1: Greater Oshkosh EDC will lead aviation cluster initiatives impacting greater Oshkosh and the I-41 corridor region with funding from the Department of Defense. The organization will also seek measures to create sustainability once government funding no longer exists.

Action Item 4.2: Greater Oshkosh EDC will serve as a development partner to those working with the IT industry, such as Amplify Oshkosh, which are working to create awareness of workforce opportunities with the IT industry.

Action Item 4.3: Greater Oshkosh EDC will respond to opportunities received from the New North, Wisconsin Economic Development Corporation, and other partners while maintaining a close alliance with the commercial real estate community to match the right opportunities to the right real estate.

Action Item 4.4: Greater Oshkosh EDC will continue to manage GO-EDC Foundation, Inc. to enhance areas of economic distress, such as the 54901 zip code, by making RLF loans to companies in the area, focus on helping companies create better paying jobs, and people in the area attain jobs. Greater Oshkosh EDC will also work to improve areas of designated blight in the region, as evidenced through the successful redevelopment of the Buckstaff property.

Action Item 4.5: Create a marketing and business development strategy around the role that the medical industry has in greater Oshkosh, the supplier/customer interactions within this sector, the talent required to build this sector, the possibilities for attracting complementary businesses and services, and the innovation/technology involved.

Coordinating Entity: Targeted Industry Task Force