

PO Box 2808
112 Otter Ave, 3rd Floor
Oshkosh WI 54903-2808



Oshkosh - 920-232-3340
Fox Cities - 920-727-2880
FAX - 920-232-3347

Winnebago County Industrial Development Board

The Wave of the Future

February 12, 2020

TO: IDB Members

FROM: Jerry Bougie, IDB Coordinator

RE: Amended Per Capita Funding Allocations

Due to the original total Per Capita Funding allocations exceeding the 2020 budget by \$1,390.00 it became necessary to reduce each allocation by small (prorated) amounts.

The attached shows the amended allocations, which are displayed in the far right-hand column under "Amended Allocations". The Board will need to take formal action on this at the meeting on February 19, 2020.

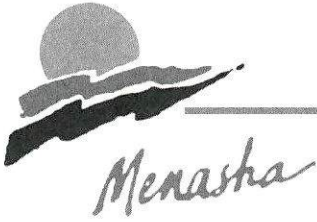
Thank you,

2020 Per Capita Funding Allocations (Proposed)

Amended: February 12, 2020

Municipality	2020 Allocations (\$1.12 per Capita)	Percent Share	Share Amt Decrease	Amended Allocations
City of Menasha	\$ 16,490.00	8.70%	\$ (121.00)	\$ 16,369.00
City of Neenah	\$ 29,608.00	15.60%	\$ (217.00)	\$ 29,391.00
City of Omro	\$ 7,387.00	3.90%	\$ (54.00)	\$ 7,333.00
City of Omro	\$ 3,994.00			
Town of Nekimi	\$ 1,598.00			
Town of Rushford	\$ 1,795.00			
Greater Oshkosh Economic Development Corp (GO-EDC)	\$ 90,286.00	47.60%	\$ (663.00)	\$ 89,623.00
City of Oshkosh	\$ 75,265.00			
Town of Algoma *	\$ 5,237.00			
Town of Black Wolf	\$ 2,746.00			
Town of Nepeuskun	\$ 834.00			
Town of Oshkosh *	\$ 1,388.00			
Town of Utica	\$ 1,500.00			
Town of Vinland	\$ 1,956.00			
Town of Winneconne *	\$ 1,360.00			
Oshkosh Chamber of Commerce	\$ 3,888.00	2.00%	\$ (28.00)	\$ 3,860.00
Town of Algoma *	\$ 2,500.00			
Town of Oshkosh *	\$ 1,388.00			
Village of Fox Crossing	\$ 21,374.00	11.30%	\$ (157.00)	\$ 21,217.00
Village of Winneconne	\$ 9,015.00	4.80%	\$ (67.00)	\$ 8,948.00
Village of Winneconne	\$ 2,793.00			
Town of Poygan	\$ 1,483.00			
Town of Winneconne *	\$ 1,360.00			
Town of Winchester	\$ 2,037.00			
Town of Wolf River	\$ 1,342.00			
Town of Clayton	\$ 4,688.00	2.50%	\$ (35.00)	\$ 4,653.00
Town of Neenah	\$ 4,053.00	2.20%	\$ (30.00)	\$ 4,023.00
Town of Omro	\$ 2,603.00	1.40%	\$ (20.00)	\$ 2,583.00
Total 2020 Allocation	\$ 189,392.00	100.00%	\$ (1,392.00)	\$ 188,000.00
Direct IDB Allocations	\$ 21,000.00			
East Central International Trade, Business & Economic Development Council (ITEC)	\$ 11,000.00			
Oshkosh Convention & Visitors Bureau	\$ 10,000.00			
GRAND TOTAL	\$ 210,392.00			\$ 209,000.00

* these communities have elected to share their allocations with more than one entity.



January 31, 2020

Industrial Development Board
Attn: Jerry Bougie
Winnebago County Planning Department
112 Otter Street
Oshkosh, WI 54903-2808

Re: Winnebago County 2020 Per Capita Economic Development Funding Program

Dear Mr. Bougie and Winnebago County Industrial Development Board,

Enclosed please find the City of Menasha's 2020 Per Capita Fund Expenditure Plan for the Winnebago County Industrial Development Board's review.

The City of Menasha looks forward to continuing our economic development efforts in 2020 and appreciates the support of the Industrial Development Board.

If you have any questions or concerns, please do not hesitate to contact me at by phone at 920-967-3651 or by e-mail at sschroeder@ci.menasha.wi.us.

Respectfully,

Sam Schroeder
Community Development Director
City of Menasha



**CITY OF MENASHA 2019 FUNDING REQUEST
Winnebago County Industrial Development Board
Per Capita Fund Expenditure Plan**

January 31, 2020

Requested Level of Funding:

\$16,490.00

Community Economic Profile

The City of Menasha continues to adapt, redevelop and build upon years of positive change. With the fairly recent incorporations of the Village of Harrison and the Village of Fox Crossing, Menasha continues to focus its attention on existing development and new infill development in the Appleton St/441 Corridor, Oneida Street Corridor and Lake Park Squares areas. In addition to marketing these corridors for new and redevelopment, Menasha also continues to revamp our downtown which has seen a drastic evolution over the past decade and will only continue with the City's the development of the former Brin Theater and the demolition of the former Banta RR Donnelley Publishing Facility.

2019 Economic Review

In 2019 the City of Menasha saw a growth of roughly \$11 million in new net construction with an overall increase equalized valuation of roughly \$80 million from 2018. The City of Menasha has 8 active TIF districts with Winnebago County. In 2019, the City closed one district adding roughly \$11 million in valuation back on the tax roll. This district was also used to create the Strong Neighborhoods Menasha Program, designed to tackle workforce housing to support the local industry in the area. In addition to managing the active TIF districts, staff worked with various organizations through several different mechanisms to continue to advertise, market, recruit and maintain businesses within Menasha. In a continuation of the Downtown Vision Plan, Menasha also completed our Water Street Corridor Study and a Hotel Study in 2019 to continue to proactively plan for our future in a practical and economic vital progression. All of these initiatives were made possible by the support of the Winnebago County Industrial Development Board Grant.

Economic Development Outlook 2020

Moving forward in 2020, with the help of Winnebago IDB, the City of Menasha will start to capitalize on the ground work that has been laid in previous years. Throughout this past year the City had worked to demolish the former Brin Theater building which now has a proposed \$10 million dollar mixed use development. The former Banta Publishing facility will also be demolished by WisDOT for the preparation of the new Racine Street Bridge. Following this, the property will be turned back over to the Redevelopment Authority to work towards a redevelopment of the property. Marrying these two key sites with past and present corridor studies, active marketing and capital opportunities such as TIF, Opportunity Zones, New Market, Menasha hopes 2020 to be a progressive year of positive change and growth. In addition, to these core sites, Menasha continues to see growth and interest within our existing TIF districts and the need to analyze the possibility of the creation of new TIF districts to spur new and further redevelopment within our Municipal boundaries. The following is a list of projected economic development undertakings that will be enriched with the supported by the IDB grant:

- Market the City of Menasha's brand as Your Place on the Water with both print and web based advertisement.

- Continue to implement the 2018 Downtown Vision Plan and the 2019 Water Street Corridor Study looking to enhance and expand the commercial impact of the adjacent Downtown with connectivity to the Loop the Lakes trail system.
- Market the 2019 Hotel Study for a future hotel development in Menasha to draw and keep tourist and business associates within our community.
- Market City/RDA owed properties for new high quality development.
- Strategically analyze the vacant Shopko building to ensure redevelopment with surrounding development.
- Continue to strategically manage and market the existing TIF districts and review the need for future TIF districts:
 - Close TIF 6 Early with the possibility of adding additional funds to the Strong Neighborhood Program to continue to support workforce housing for local industries.
 - Request a Project Plan Amendment to TIF 10, adding additional Projects to steer future growth of Downtown Menasha.
- Administer existing and future development agreements around large commercial development and new residential subdivisions.
- Analyze the former Whiting Paper Mill site for future development – 2020 marks three years in outstanding unpaid taxes whereas the City shall work with the County and prospective developers to redevelop the property.
- Work with the Fox Cities Regional Partnership and Menasha Utilities on business retention visits.
- Represent the City of Menasha regionally on various outside agencies and boards such as the Fox Cities Regional Partnership, the Fox Cities Economic Development Board, Neighborhood Partners, Menasha Business Group, NE Chapter American Planning Association, Fox Valley Transit Commission, Fox Cities Tourism Development Grants Committee, etc.
- Coordinate with the WisDOT on the reconstruction of the Racine Street Bridge.
- Continue to promote and create marketing materials directly targeting the use of Opportunity Zone Tax Credit for Menasha's redevelopment opportunities including: Brin Property and surrounding area, Water Street Corridor, Becher Electric, Germania Hall, former Anchor Bank building, Gunderson Cleaners, vacant downtown storefronts, former Fox Cinema Theater, Albany building and expansion of existing businesses.

2020 IDB Per-Capita Fund Award Utilization

\$2,000	Print Advertisement
\$0	Economic Development Programs
\$5,000	Economic Development Studies
\$1,000	Promotional Material
\$4,000	Business Retention and Expansion
\$4,490	Administrative Activities
\$0	Membership and Dues
\$16,490	TOTAL

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials	\$4,000	\$2,000
2. Seed Money for Econ. Dev. Financing Programs(s)	\$150,000	\$0
3. Studies directly related to Econ. Dev. Programs/Projects	\$30,000	\$5,000
4. Other Promotional Programs (example: trade show booths)	\$2,000	\$1,000
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	\$32,000	\$4,000
6. Funding of Administrative Activities and/or Positions	\$63,000	\$4,490
7. Membership dues in Econ. Dev. Organizations	\$17,748	\$0
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$294,752	\$16,490



February 1, 2020

**CITY OF NEENAH 2020 FUNDING REQUEST
WINNEBAGO COUNTY INDUSTRIAL DEVELOPMENT GRANT**

Requested Level of Funding: \$29,608

Community Economic Profile

Neenah has built a strong economic base, supported by a good business mix. Prominent companies dealing in paper products, printing, electronics, flexible packaging, cast metals, insurance, finance, and health care lead our economy. Construction activity in 2019 declined slightly from 2018 with a total of just over \$35 million of new tax base added. This new investment tracks below the five-year average of \$47 million.

The City continues to market industrial sites in the fourth expansion area of the Southpark Industrial Center and assists with expansion efforts in all areas of the City. Industrial growth in 2019 was led by a number of smaller remodels and small additions that continue to expand Neenah's strong industrial base. Staff responded to over a two dozen inquiries through the year in addition to conducting a ½ dozen on-site retention visits. The City also facilitated the location of a new start up, Void Technologies, to Neenah's Southpark Industrial Center.

The City's Green Bay Road/Winneconne Avenue corridor is providing growth opportunities for commercial and residential development. In 2020, a new multi-tenant office building will be constructed along Green Bay Road on the former Burger King site and a D&D Car Wash has opened a new \$600,000 facility this past fall in the Westowne Redevelopment Area. A significant challenge to this area of the community continues to be the reutilization of the former Shopko property at the US 41/Green Bay Road Interchange.

Lastly, Neenah continued to experience growth in its multi-family market in 2019 with continuation of the Pendleton Park Apartments project, which saw the construction of 9 additional 8 unit apartment buildings with an estimated cost of \$6,813,000 and two pending development agreements for multi-family buildings in the downtown.

All of these business growth initiatives were supported by funds from the Winnebago County IDB. These funds supported professional economic development efforts in marketing, advertising, and business recruitment. In 2019, the IDB funds assisted with administrative tasks associated with economic development including IEDC training, retention visits with area businesses, response to site information requests from a number of businesses, economic development studies and expansion projects for several manufacturing and commercial facilities.

2020 Economic Development Strategy

By creating an environment for growth, progress, and opportunity, the City of Neenah and its partner organizations have been successful in attracting high quality development projects to the greater Neenah community. Resourceful planning and management at the local government level should continue to produce excellent economic results in the future. Economic development activities in 2020, which will be enhanced with the funding made possible from the Winnebago County IDB, include:

- Support of economic development and marketing programs for all commercial and industrial business neighborhoods.
- Marketing industrial sites for sale in the fourth expansion of the Southpark Industrial Center.
- Managing capital development and marketing programs in all Tax Increment Districts and in the Neenah Central City Business Improvement District.
- Managing Downtown redevelopment initiatives; continuing a business recruitment program aimed at attracting residential, office, retail, and dining/entertainment uses, particularly in the Gateway Redevelopment Area.
- Managing the Downtown parking system and evaluating options to improve parking supply specifically for the Downtown employment centers.
- Promoting sustainable practices in all economic development projects.
- Producing collateral materials to be used in community promotion and marketing efforts.
- Working cooperatively with our economic development partners on area-wide promotion and marketing efforts.
- Complete wetland mitigations of City-owned land in Southpark Industrial Center in order to improve the marketability and development potential of those sites.
- Commissioning several economic development studies including an overall economic development strategy for the Department, market research along the S. Commercial Business Corridor and possible ingress/egress improvements to the Southpark Industrial Center.
- Continue towards the implementation of a municipally owned wetland bank.

2020 City of Neenah Industrial Development Grant Budget

• Print Advertising	\$ 2,000.00
• Economic Development Studies	\$ 12,108.00
• Promotional Materials Design/Printing	\$ 2,000.00
• Business Recruitment/Retention Expenses	\$ 5,500.00
• Economic Development Administrative Activities	\$ 4,500.00
• Membership Dues	\$ 3,500.00
Total	\$ 29,608.00

With a successful track record from past partnership efforts and with the continued support of the Winnebago County Industrial Development Board, the City of Neenah is committed to furthering the economic growth and vitality of our county. We look forward to working together with you in the coming year.

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials	\$4,000	\$2,000
2. Seed Money for Econ. Dev. Financing Programs(s)	\$25,000	
3. Studies directly related to Econ. Dev. Programs/Projects	\$50,000	\$12,108
4. Other Promotional Programs (example: trade show booths)	\$2,000	\$2,000
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	\$40,000	\$5,500
6. Funding of Administrative Activities and/or Positions	\$29,000	\$4,500
7. Membership dues in Econ. Dev. Organizations	\$28,000	\$3,500
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$178,000	\$29,608

City of Omro



February 3, 2020

Winnebago County Industrial Development Board
c/o Jerry Bougie, Planning Department
PO Box 2808
Oshkosh, WI 54903-2808

Dear Jerry,

Attached you will find the City of Omro's 2020 Per Capita Fund Expenditure Plan for review and consideration by the Industrial Development Board.

Should you have any questions regarding the application, please feel free to contact me directly.

Sincerely,

A handwritten signature in cursive script that reads "Stephanie Hawkins".

Stephanie Hawkins
Community Development Director
shawkins@omro-wi.com
920.685.7005 ex.22
130 W. Larrabee St.
Omro, WI 54963



2020 Per Capita Funding Summary

The Omro Area Development Corporation (OADC) will be responsible for the Per Capita Funding received from the following communities in 2020:

<u>Municipality</u>	<u>Per Capita*</u>
City of Omro	\$3,994.00
Town of Nekimi	\$1,598.00
Town of Rushford	\$1,795.00

These communities have a combined population that results in a total Per Capita eligible funding amount of \$7,387.00*. This money will be used to promote the Omro Industrial Park, Omro's downtown commercial development, as well as market the overall city of Omro.

*This amount subject to approval by the Industrial Development Board

Intentions for the 2019 Budget

The Omro Area Development Corporation will be focusing on the following objectives in 2020:

1) Promote the Industrial Park; 2) Continue to work at filling any current vacancies in commercial and industrial buildings; 3) Continue to promote tourism and traffic along the Fox River and in Downtown Omro; 4) Support Future Omro, Chamber-Main Street program's objectives of economic restructuring, organizing, design, and promotions to revitalize and reinvest in Omro which will strengthen overall economic growth in the entire city.

The following is how we intend to achieve our objectives:

- Keep informed on existing business needs in Omro to nurture future expansion plans.
- Market existing buildings and sites which are for sale or lease.
- Market the Omro Industrial Park's expansion both within and outside Omro.
- Provide a revolving loan program to assist businesses with development needs.
- Market and promote Omro through a multimedia campaign that involves on-line advertising, printed advertising, flyers, brochures, billboards and media advisories.
- Continue to work with the City of Omro, Future Omro Chamber-Main Street Program, Omro Business Improvement District, surrounding communities and Winnebago County to enhance the economic development picture in the community.
- Continue to utilize City of Omro, OADC, and Future Omro's websites as a recruitment tool for new businesses and as a source of information for existing businesses.
- Update the Omro Industrial Park's covenants to help City Council, the OADC board and prospective buyers understand the development process and standards.
- Revise the agreement between the OADC and the City Omro.

Budget for 2020 Winnebago County Per Capita Funding Program

Project Description	Total Cost	Cost Covered by IDB Funding	Other Funding Sources
Tourism Ads in Visitors Guides, Welcome Bags for New Residents and Visitors, Information Booth Materials	\$5,000	\$1000	OADC, Future Omro Chamber-Main Street Program, Business Improvement District, City of Omro
Marketing of Omro -Industrial Park Mailings and Post Cards -In Person Visits to Developers/Planners -Info Packets to Prospective Buyers -Print Ads in Trades Publications -Include Properties on-line www.futureomro.org/available-properties and Google Ads	\$10,000	\$2,187	City of Omro, OADC
Community and Economic Development Position (Support to Market the Industrial Park and the City of Omro)	\$47,368 +benefits	\$4,200	OADC, Future Omro Chamber-Main Street Program, Business, Improvement District, City of Omro
TOTAL COSTS	\$62,368	\$7,387	

Past Use of Funds and Results

The Omro Area Development Corporation (OADC) was generously granted \$11,395.00 from the Winnebago County Industrial Development Board in 2019. These funds enable us to meet economic development and tourism goals of the OADC, City and Downtown organizations.

In 2019 the City hired a new Economic and Community Development Director. This position is unique to Omro as it is a city position, but the employee and her 2 assistants have partial funding, and work on behalf of 3 business related organizations and their boards, including the Omro Area Development Corporation, the Business Improvement District, and the "Future Omro" Main Street/Chamber Organization. The collaboration of these 4 entities enables Omro

to move forward in a cohesive manner that is envied by other communities and organizations. The funding from the Winnebago County Industrial Development Board is crucial in continuing this special partnership.

Downtown storefront vacancy has continued to be a key issue for Omro, with one third of the entry level buildings sitting empty. In an effort to improve the business environment the creation of a business repository which lists the inventory and status of each commercial and industrial parcel was developed in prior years and is continually updated.

With the help of the Economic and Community Development Department, Omro held close to 30 events with an estimated 18,000 of people in attendance. These events continue to bring visitors to Omro and provide area businesses additional exposure to a larger market. Omro also provides a visitors' guide, 2 city wide newsletters, advertising in several area magazines, newspapers and guides, and joint business advertising.

Thanks, in-part to the Per Capita Funding Program, progress throughout Omro continues to advance in a positive manner with more opportunities available to all each year. We look forward to continuing successful development projects and making Omro a "Great Place to Live, Work and Do Business" throughout 2020 and beyond.

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials	\$5,000	\$1,000
2. Seed Money for Econ. Dev. Financing Programs(s)		
3. Studies directly related to Econ. Dev. Programs/Projects		
4. Other Promotional Programs (example: trade show booths)	\$10,000	\$2,187
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)		
6. Funding of Administrative Activities and/or Positions	\$47,368	\$4,200 ⁰⁰
7. Membership dues in Econ. Dev. Organizations		
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$62,368	\$ 7,387

Town of Clayton

Bougie, Jerry

From: Public Works Director, Town of Clayton <PWDirector@townofclayton.net>
Sent: Monday, February 3, 2020 1:31 PM
To: Bougie, Jerry
Cc: Town Administrator, Town of Clayton
Subject: CY 2020 IDB Funding Application from the Town of Clayton
Attachments: CY 2020 IDB Application REVISED.pdf; Town of Clayton Public Works Director Job Description.pdf; Town of Clayton Economic Development Director Job Description.pdf

Hello Jerry:

Attached please find a copy of the Town's CY 2020 IDB Funding Application. Also attached are the job descriptions for the Town's Public Works Director and Economic Development Director. As explained in the Funding Application the Town intends to use the IDB Funding to partially offset the for the Economic Development Director. Should you have any questions relative to these documents please feel free to call or e-mail me, additionally would you please confirm the receipt of this e-mail.

Sincerely,

Richard

P.S. do you need a hard copy of the Town's IDB Funding Application?

Plan Submittal Form

Column 1	Column 2	Column 3
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures/Marketing Materials		
2. Seed Money for Econ. Dev. Financing Programs(s)		
3. Studies directly related to Econ. Dev. Programs/Projects		
4. Other Promotional Programs (example: trade show booths)		
5. Interaction with Business Prospects (i.e. Meeting/Visiting/Hosting)		
6. Funding of Administrative Activities and/or Positions	In the Town's CY 2020 Budget the Town Board funded a fulltime Public Works and Economic Development Director Position at a full burden rate of \$110,000.00. The budget is split equally between the two positions. The Economic Development Director position funded at \$55,000.00.	The Town Board intends to use \$4,688.00 or 100% of the Town's IDB Funding to offset the cost of funding the Economic Development Director Position.
7. Membership dues in Econ. Dev. Organizations		
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1-8) (note: total in Column 3 should equal your Per Capita Funding Request from [DB])	The Economic Development Director position funded at \$55,000.00.	\$4,688.00 or 100% of the Town's IDB Funding will be used to offset the cost of funding the Economic Development Director Position

1. Prior Year use of funds: Summarize prior year use of funds and tangible economic development results such as jobs, tax base, tourist/consumer spending, etc. (please provide the best information you have available).

In CY 2019 the Town Board split the Town's IDB Funding equally between the two regional Economic Development Agencies in Appleton (Fox Cities Regional Partnership) and Oshkosh (Greater Oshkosh Economic Development Corporation). The division of the funds was based on the fact that the Town had no real economic development function and limited economic development. In CY 2019 the Town did not provide either municipal sanitary sewer or municipal water, both services that are needed for high value added commercial and industrial development. The Town Board took the position that regional economic development will benefit the region and by definition that development would provide a benefit for the Town. As the Fox Valley and Oshkosh Region develop some of that benefit will filter down to the Town in the form of residential development.

2. 2020 use of funds: Detail intended use of funds for the current year and the strategy and objectives to accomplish including potential tangible economic impacts (i.e. jobs, tax base, consumer spending, etc.) from the funding allocation for your proposed project and program(s) for the current year.

As part of the Town's efforts to protect itself from annexation by the newly created Village of Fox Crossing, the Town purchased approximately \$7,000,000.00 of land on the east end of the USH 10 corridor. Over the past 3 years the Town has negotiated access to municipal sanitary sewer and municipal water on the east side of the Town. With the advent of Inter-municipal agreements with the Village of Fox Crossing that will allow the Town to provide municipal sanitary sewer and municipal water to the east side of the Town the Board is now intent on fostering economic development along the USH 10 corridor. The first step in fostering commercial and industrial development was to create a Tax Increment Finance District (TID) which was approved by the State Department of Revenue with an effective date of January 1st, 2019. The next step the Board took was to fund the Public Works Director/Economic Development Director Position with the intent of selling the approximately \$7,000,000.00 in land it owns. The provision of municipal utilities and the sale of the land will allow for development that will fund the TID development costs. The Economic Development Director will be charged with selling the land and soliciting development that will create tax base for the Town. The tax base developed in the TID will allow the Town to fund the costs of extending utilities in the TID. The tax base developed outside the TID will allow the Town Board to fund infrastructure maintenance and development projects outside the TID.

TOWN OF CLAYTON

ECONOMIC DEVELOPMENT DIRECTOR

JOB DESCRIPTION

The Economic Development Director provides leadership and direction for Economic Development, Planning, Building Services, and Project Management. Provides leadership to the physical development of the Economic Development of the Town. Provides guidance to the Town Board, Town Administrator, Commissions, Committees and staff as they direct the plans for the Economic Development of the Town. A significant part of the job is serving in a leadership role in pursuit of assigned initiatives. The Economic Development Director position establishes functional policies, makes tactical decisions within overall strategic directions, and provides oversight for the budget of the departments that are assigned. As an active member of the Town's Executive Leadership Team this position maintains strong, productive, and cooperative relationships with other Town Departments to maximize use of Town resources and talent.

The Economic Development Director must be creative and engaging with the ability to build trusting relationships. This position will be considered an integral part of the Economic Development of the Town who will engage the Town Board, Town Administrator, Town Staff, The Public and Economic groups. Duties are performed with significant latitude for independent judgment in accordance with Department and Town Policies, Federal, State and Local Regulations.

Essential Job Functions (under the direction of the Town Board and/or Town Administrator):

- Serves as a point of contact for businesses, developers and contractors who use Town Economic Development services including financial assistance, site selection assistance, tax increment financing, and other municipal actions and services related to a specific project.
- Promotes economic development in the Town of Clayton through personal contacts with existing/new businesses and professional development groups.
- Direct the Town's overall built environment and long-range plan through Town Policies, Town Ordinances, building inspections, property inspections and zoning, updates to the Comprehensive Plan.
- Provide land use planning and development expertise to the Town and stakeholders.
- Conducts negotiations with developers, businesses, and others regarding the public participation necessary for desired economic development.
- Negotiate large scale development contracts including both residential and commercial projects.
- Establish and maintain business and other outside relationships for the Town.

- Coordinates input from neighborhood and economic stakeholder groups on a wide variety of issues.
- Analyzes both short-term and long-term opportunities and constraints facing the local economy.
- Monitors project schedules, project budgets, and compliance requirements.
- Works with others to assemble cost estimates for various public actions such as land acquisition, relocation, demolition, and public improvements.
- Manages the preparation of Development Agreements.
- Provides input in the refinement of the Town's development-related standards, procedures, and ordinances to help meet the needs of business and industry.
- Manages the oversight of developing and maintaining a comprehensive inventory of available buildings and sites for economic development purposes.
- Seeks, prepares and implements grants and/or funding sources for economic development projects.
- Demonstrate excellent problem solving, public presentation, communication and organizational skills.
- Prepares memoranda, reports and other documents for a range of audiences and present recommendations to policy making bodies.
- Serves as a liaison on wide variety of public boards dealing with economic issues and a liaison to a variety of departments. Specifically, the Town Plan Commission, and Board of Appeals.
- Performs work in a confidential nature.
- Performs other related duties as necessary to forward the mission of the Town.

Knowledge, Skills and Abilities:

- Supports the Town's Mission/Vision/Values by personal example and encourages other staff to do so.
- Is a proactive visionary who thinks globally, sees the "big picture" and serves as a "salesperson" for the Town.
- Knowledge of current principles and practices involved in the operations of land use planning, housing, neighborhood development, permitting and inspections.
- Is a personable individual with excellent communication skills and the ability to facilitate dialogue.
- A respectful, approachable leader who listens carefully and thoughtfully to others.
- An effective manager able to offer and execute practical ideas while fostering a climate/culture of innovation.
- A person of empathy who is a good listener, shows compassion, and creates an inclusive environment that values everyone.
- Able to prepare and present accurate and reliable reports containing findings and recommendations.
- Strong research, analytical, and problems solving skills.
- Able to inspire confidence in citizens, staff, and Town Board.
- Able find a balance point for conflicting political goals and directions with an outcome of positive direction for the organization.

- Able to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines.
- Able to demonstrate integrity, ingenuity and inventiveness in the performance of assigned tasks.
- Able to maintain highest confidentiality when dealing with sensitive or private information.

Qualifications & Working Conditions:

Minimum

- Bachelor's Degree from an accredited college or university in Business Administration, Real Estate, Marketing, Economics, Public Administration, Finance, Economic and Regional Planning or related field
- Three years' experience in supervision and/or administration
- Eight years' experience in the field of Economic Development, redevelopment, real estate, business financing, or related field.
- Valid driver's license

Desirable

- Master's degree in Business Administration, Marketing, Economics, Public Administration, Finance, Economic and Regional Planning or related field.
- Certified Economic Developer (CED), graduate of the Economic Development Institute, National Development Council certification.
- ICMA-CM/AICPA Certification.

WORKING CONDITIONS/PHYSICAL DEMANDS

- Work is primarily performed indoors. Occasional work outdoors which would involve working in all weather conditions (cold, rain, humidity) to multiple locations in the Town.
- Physical effort is light, with lifting or carrying limited to 25 pounds intermittently.
- There is a need to deliver information, which may involve public speaking in front of groups impacted by projects.
- Report preparation and writing will at times require extended use of a keyboard.
- Work interruptions are frequent.
- The job may involve dealing with and calming individuals who are emotionally charged over an issue.
- Requires a high-degree of skill in conflict/resolution and an ability to deal with developers and the general public.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

TOWN OF CLAYTON
PUBLIC WORKS DIRECTOR
JOB DESCRIPTION

Position Responsibilities:

The Public Works Director is responsible for planning and managing the activities and operations of the Public Works Department; developing plans, goals, objectives and action steps for the Department; advising the Town Administrator on matters pertaining to departmental functions; and contributing to overall Town management as a member of the Town's Executive Leadership Team.

Essential Duties and Responsibilities:

Assume full management responsibility for all Public Works Department services, activities, divisions and sections including administration, engineering, streets, water, sewer, storm water, sanitation, fleet/facility; recommend and administer policies and procedures.

The Public Works Department:

The Department of Public Works is responsible for maintenance of Town streets and rights-of-way, as well as operation of the sanitary sewer, storm water and water utilities. The Department is staffed by a Director, a Utility Superintendent, a Public Works Superintendent and three fulltime laborers. The Department operates out of centralized garage facility. The main office is located at 8348 CTR "T", equipment maintained and operated includes seven dump trucks with snow plowing and salting attachments, a backhoe, street sweeper and various other vehicles and small equipment.

Water Utility:

The Town's (Village of Fox Crossing) Water Utility is responsible for the maintenance, repair, replacement and operating services for the Town's Water system. Water is purchased from the Village of Fox Crossing Water Utility through an Intermunicipal Agreement with the Village of Fox Crossing. The Town (Village of Fox Crossing) ensures that the Utility's assets are all functioning properly.

Sanitary Sewer Utility:

The Town is committed to maintaining a sanitary sewer system by using proper equipment and well-trained employees to provide efficient operation of the sewer system. The Sanitary Sewer Utility is responsible for the maintenance, repair, replacement and operating services for the Town's system. The Town ensures that the sanitary mains and manholes remain clear of obstructions and pipe integrity is maintained.

Storm Water Utility:

The Storm Water Utility maintains the Town's storm water system including storm sewers, drainage ditches, and ponds. Objectives are to achieve and maintain compliance with Federal and

State water quality regulations; to protect wildlife, and protect private property through erosion control efforts and floodplain management.

Engineering:

- Represent the Public Works Department and provide engineering consulting to other Town departments, Elected Officials, Contractors, and outside agencies.
- Performs or provides direct oversight of the review of site plans, engineering plans, subdivision plats for compliance with Town standards.
- Coordinate and oversee any contracted Town engineering services.
- Create, review and implement agreements between parties regarding engineering, construction, development and future maintenance.

Community & Board Relations:

- Resolve citizen inquiries, complaints or problems concerning activities of the Department that cannot be handled by other staff; keep the Town Administrator advised on Departmental activities through oral and written reports.
- Participate on a variety of Boards and Commissions; attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of public works.
- Prepare and present staff reports and other necessary correspondence.
- Oversee and implement Public Works communication and outreach plans.

Team Management

- Select, train, motivate, and evaluate Public Works Department personnel; provide or coordinate staff training; work with employees to manage their talent, coach/correct deficiencies; recommend discipline and termination procedures when necessary.
- Provide leadership and coordination with supervisors in the evaluation process for new developments to include working with developers to provide guidance on design requirements for public facilities or utility systems which protect the public interest.
- Plan, direct, and coordinate the Public Works Department's operating and strategic plans; meet with management staff to identify and resolve problems; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures.
- Monitor and oversee employee safety programs, procedures, training and implementation.

General Management

- Manage the development and implementation of Public Works Department goals, objectives, policies, and priorities for each assigned service area; establish, within Town policy, appropriate service levels; allocate resources accordingly.
- Manage and participate in the development and administration of the Public Works Department budget and capital improvement plan; direct the forecast of additional funds needed for staffing, equipment, materials and supplies; direct the monitoring of and approve expenditures; direct the preparation of and implement budgetary adjustments as necessary.
- Create and evaluate bids, requests for proposals and contracts for services and equipment.
- Manage the emergency management preparedness of the Department and implementation of any emergency response.
- Perform related duties and responsibilities as required and assigned.

Required Knowledge:

- Operational characteristics, services, and activities of a comprehensive public works program.
- Organizational and management practices as applied to the analysis and evaluation of programs, policies, and operational needs.
- Modern and complex principles and practices of program development and administration.
- Knowledge of municipal engineering principles and practices.
- Thorough knowledge of the theories, principles, and practices of public administration.
- Advanced principles and practices of municipal budget and capital project preparation and administration.
- Principles of supervision, mentoring, training, and evaluating the work of others.
- Ability to plan, organize, direct, and coordinate the work of management, supervisory, professional, and technical personnel; delegate authority and responsibility.
- Provide administrative and professional leadership and direction for the Public Works Department.
- Allocate resources in a cost-effective manner.
- Analyze problems, identify alternative solutions, project consequences of proposed actions and implement recommendations in support of goals.
- Research, analyze, and evaluate new service delivery methods, procedures, and techniques.
- Prepare clear and concise reports.
- Interpret and apply pertinent Federal, State, and local policies, procedures, laws, and regulations.
- Communicate clearly and concisely, both orally and in writing.
- Follow safety procedures.
- Effectively utilize computer applications and technology related to the work.
- Establish and maintain effective working relationships with those contacted in the course of work, including Town and other government officials, community groups, the general public, media representatives, and Strategic Government Resources.

Job Requirements:

The position requires a Bachelor's Degree in Engineering, Public Works Management, Public Administration, Business Administration or a minimum of three years' experience in public works management or a supervisory role; and a valid Wisconsin CDL driver's license.

PHYSICAL DEMANDS

- Some duties require employee to work under extreme weather conditions and environmental conditions of work sites; be exposed to hazardous work environments; to work outdoors as well as in an office.



January 30, 2020

Jerry Bougie
IDB Coordinator
Winnebago County Planning Department
112 Otter Avenue
Oshkosh, WI 54903-2808

RE: Winnebago County 2020 Per Capita Economic Development Funding Program

Dear Mr. Bougie,

This letter serves as the application and supportive documentation for Greater Oshkosh Economic Development Corporation's request for funding from the Winnebago County Industrial Development Board. Our application is for the 2020 Winnebago County Industrial Development Per Capita Funding in the amount of \$90,286.00.

Our mission and objective as an organization is *to be the leading economic development organization in the Greater Oshkosh area driving collaboration, existing business development, attraction, and business startups*. This is completed by our five values we use as guideposts which were set forth in our updated three-year strategic plan in 2017. These values are listed below and expanded upon in the enclosed documents.

- **Leadership:** We will act as 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.

While our board members and staff remain encouraged with projects and efforts already achieved to date, we recognized there is more to be accomplished within the region. As we begin calendar-year 2020; our fifth year since the organization's inception, the Board of Directors is defining strategic goals and initiatives for the next 3-5 years to advance the business community, enhance workforce/retention initiatives, and lead northeast Wisconsin in Targeted Industry Development; with a primary focus on manufacturing, IT, housing and downtown revitalization.

The investments Greater Oshkosh EDC received last year were put towards initiatives that moved economic development forward in Winnebago County. The work Greater Oshkosh EDC accomplished in 2019 is detailed in the 2019 Highlights (enclosed), but some of the key items that were accomplished that the IDB Funds were used for include:

- Marketing, planning and promotional materials to promote Greater Oshkosh EDC and our surrounding communities.
- Retention and addition of key employers in Winnebago County.



- Continued execution of the Catch-A-Ride program to assist in workforce transportation issues.
- Promotion of our area Industrial Parks.
- Continual study of economic impact, workforce, trends, and issues in our area.

Intended Use of Funds: In 2020, Greater Oshkosh EDC will apply Winnebago County Per Capita Industrial Development funds of \$90,286.00 to support the following economic development activities:

- Marketing of our area as a strong place to live, work, and build your business and supply chain. (\$1,500 – staff time and materials)
- Increasing access to capital by continuing to find ways to support our established businesses and startup businesses in Winnebago County. (\$10,000 - staff time and loan management)
- Implementation and training on Business Retention & Expansion, Customer Resource Management, and Project Management Software (\$10,000 - staff time and software renewal)
- Business retention and expansion activities for existing, local industries and manufacturers, prospecting new businesses to our area, workforce recruitment/quality of life initiatives and diversification of new industries and manufacturers. (\$15,000 - staff time)
- Maintaining administrative support of current and developing programs. (\$39,714 – staff time)
- Membership and engagement in economic development organization. (\$500 – membership dues)
- Continued involvement in workforce initiatives from education and assessing employer needs, addressing employment barriers, such as lack of transportation, through the Winnebago Catch-A-Ride program, as well as analyzing regional's trends and needs through studies and interviews. (\$5,286 - staff time)
- Expanding the area and their strengths by continuing development and assisting the towns in Winnebago County. (\$8,286 - staff time)

In the enclosed document you will find our 2019 Highlights and the many ways in which the 2019 IDB funds were utilized. The staff at Greater Oshkosh and myself would like to thank you and the members of the Winnebago County Industrial Development Board for supporting our organization and working with us to drive the economy in our area forward.

Please let me know if you have any questions at (920) 230-3321 or jason.white@greateroshkosh.com

My Best,

A handwritten signature in black ink that reads "Jason E. White". The signature is written in a cursive, flowing style.

Jason E. White
President & CEO

Encl: Greater Oshkosh EDC 2017-2020 Strategic Plan
Encl: Greater Oshkosh EDC 2020 Objectives
Encl: Greater Oshkosh EDC Ongoing Initiatives
Encl: Greater Oshkosh EDC 2019 Highlights
Encl: Links to Annual Report, Midyear Report, Brochures, and 2019 Videos



Greater Oshkosh Economic Development Corp. *2017 – 2020 Strategic Plan*

The following initiatives were set forth in the 2017-2020 Strategic Plan:

Initiative One: 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.

Initiative Two: 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 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.

Initiative Three: 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.

Initiative Four: 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.



Greater Oshkosh Economic Development Corp. *2020 Objectives*

1. Continue expansion of an internal Business Retention and Expansion (BR&E) process with a client tracking and follow up system. (#1)
2. Complete distribution of our second round of Greater Oshkosh Capital Catalyst funding for local startups in high-tech growth sectors, apply for a third round in Q2 2020. (*Specifically: Advanced manufacturing, IT/Software Development, Medical Devices/Research, Energy/Biosciences, Aviation/Aerospace, and Agriculture/Food Processing.*) (#3)
3. Continue prospecting for potential businesses for the Industrial Parks through requested RFIs, and outreach. (#4)
4. Supported quality of life initiatives to brand the area as a prime destination to attract talent, selling the various selling attributes for people to want to move here. (#3)
5. Facilitate conversations and offer solutions to downtown parking concerns for employers/workers. (#3)
6. Partner with stakeholders to continue to execute a successful Catch-A-Ride program in Winnebago County to help people get to work. (#3)
7. Continued involvement with poverty-reduction initiatives and partnerships such as POINT. (#3)
8. Continue to support the international export assistance for businesses by partnering with Global New North and other regional partner resources. (#1)
9. Continued execution of 2018-2020 GROW EDC Capital Campaign for Greater Oshkosh's operating and program budget. (OD)
10. Expand development of a scorecard for internal utilization and education focused on quantifiable and measurable outcomes as well as provide results-oriented data to investors.* (OD)
11. Continue to utilize cutting edge marketing resources (i.e. social media channels) and keep strong relationships with local and regional media. (OD)
12. Implement a process to evaluate the return on investment and exit timeline for new local and regional initiatives proposed for Greater Oshkosh's involvement. (OD)

**Continued development of an impact scorecard includes, but not limited to: Projects completed/in progress; Jobs added; Jobs retained; Capital investment made; Commercial and Industrial properties sold; Business visits (BR&E); Current business; growth investments made; Entrepreneurial assistance provided; Entrepreneurial investments made; Prospect site visits made to Greater Oshkosh; Open projects by sector & type; Completed projects by sector & type; Paid and organic marketing impact*



Greater Oshkosh Economic Development Corp. *Ongoing Activities*

1. Consistent focus on the values upon which the organization was founded: leadership, responsiveness, accountability, innovative, and collaboration.
2. Continued effective outreach to all public stakeholders – the City of Oshkosh, Towns, Village of Winneconne, Winnebago County and others defined as part of the Greater Oshkosh region.
3. Committed to continue to achieve the goal of connecting with 150 companies annually to address issues identified and establish benchmarks for providing solutions to area businesses.
4. Administer, maintain and seek creative ways to expand financing programs for all-sized businesses, including, but not limited to, the Greater Oshkosh Revolving Loan Fund and Greater Oshkosh Capital Catalyst Fund.
5. Identify and evaluate market opportunities and requirements in the local and regional supply chains for identified industry clusters.
6. Continued collaboration with and recognition of the value and respective niches of all our education and workforce-based partners.
7. Greater Oshkosh will continue to take an active interest in seeking ways to connect employers to their various services as well as assist in developing innovative and forward thinking programs to develop the workforce needed for Greater Oshkosh businesses.
8. Greater Oshkosh will continue to quantify the present workforce needs of area employers.
9. Continued evaluation of the changing demographics and diversity in Greater Oshkosh and the region, as well as its impact on workforce and employer demands.
10. Partner with commercial real estate brokers, developers, and property owners to consistently be aware of available commercial/industrial sites and buildings available within the region.
11. Partner with organizations to remove blighted properties and restore such properties to more attractive and better uses for the community, particularly within areas of economic distress.
12. Retention and growth of staff to accomplish the organization's goals and objectives.
13. Develop, implement and maintain marketing and internal and external communication plans.
14. Utilize developed marketing plans and organic media to increase the awareness of Greater Oshkosh's comprehensive services and to reflect a positive image of doing business in our region.
15. Through updated marketing materials and online resources, Greater Oshkosh will utilize Locate in Wisconsin and network with our list of nearly 100 real estate professionals to market an inventory of available sites and buildings in the Greater Oshkosh area.
16. Promote all modes of transportation for Winnebago County, from highways, to rail (like the transload), to transit, to commuter bus, to aviation.
17. Recognize the role, purpose and involvement of Greater Oshkosh EDC in participating in NEWREP and other regional initiatives.



Greater Oshkosh Economic Development Corp. *2019 Highlights*

Initiative One: Business Retention & Expansion

- Business Retention and Expansion (BR&E) outreach: Greater Oshkosh EDC exceeded the organization's goal of 150, by connecting with 204 companies in 2019.
- With the conclusion of the Initiative 41 Department of Defense grant, Greater Oshkosh EDC's Director of Strategic Initiatives has a new role focused on Business Retention & Expansion efforts, as well as the organization's fundraising efforts. The team consists of four full-time staff and two part-time staff.
- Continued availability of gap financing to second stage businesses through the Greater Oshkosh Revolving Loan Fund. Greater Oshkosh EDC administers, maintains and seeks creative ways to assist businesses in their growth and expansions through the Greater Oshkosh Revolving Loan Fund and other available financing options throughout the state. More Revolving Loan Fund support was distributed to greater Oshkosh businesses in 2019 than any year prior.
- Partnered with 121 real estate brokers and developers to identify commercial and industrial sites and buildings around our area.
- Received 30 requests for property searches in 2019.
 - Total Properties Submitted: 98
 - Total Buildings Submitted: 50
 - Total Sites Submitted: 54
- Very involved in projects with, but not limited to, MToxins, New Hydraulics, Extreme Customs, Wittman Regional Airport developments, Oshkosh Food Co-op, and Alro Steel. The organization has also started work on several business expansions and relocations in 2019 that carry over into 2020.



Initiative Two: Workforce Development (Talent Retention & Attraction)

- Performed analysis on an ongoing basis related to area economic and employment trends.
- Greater Oshkosh EDC has ongoing collaborations with and recognizes the value and respective niches of all our education and workforce-based partners. The organization continues to connect employers and workforce to their various services.
- Held recurring meetings with Fox Valley Technical College Business & Industry Services staff to discuss opportunities and employment needs of companies and discussed ways to troubleshoot these issues and connect FVTC staff as appropriate.
- Represented Oshkosh on the Poverty Outcomes Initiatives (POINT) task force to help nonprofit organizations take a more data driven approach to reducing poverty in our region.
- Continue to partner with the Oshkosh/Winnebago County Housing Authority to assist in opportunities to utilize either their facilities or partner with other organizations to create daycare options for second shift workers with young children.
- Share neighboring office space with Greater Oshkosh Healthy Neighborhoods to ensure that we have strong quality of life for workforce attraction.
- Facilitating the Winnebago Catch-A-Ride program to ensure that those with transportation limitations can reliably get to work and maintain a living wage. In late 2019, Greater Oshkosh Economic Development received a Basic Needs Giving Partnership grant to continue this work for the next three years throughout Winnebago County.
- The GO-EDC Foundation, Inc., a 501(c)(3) charitable nonprofit organization, is continually focused on creating economic opportunity in distressed parts of Oshkosh, including removing blight, engaging in workforce development, and extending financial capital for businesses looking to invest or locate in such areas. Partnered with organizations to remove blighted properties and restore such properties to more attractive and better uses for the community, particularly within areas of economic distress.
- Joined the board of Wave Robotics to assist in developing a future hands-on and innovative workforce that is needed in our community.
- Joined the New North Talent Council and CESA 6 apprenticeship advisory task force.



Initiative Three: Entrepreneurial Growth

- Worked with the UW Oshkosh Small Business Development Center to assist entrepreneurs in necessary business and financial resources. This partnership is key to the success of the Greater Oshkosh Capital Catalyst fund and to keeping our entrepreneurial spirit strong in the greater Oshkosh community.
- Supported the gBeta accelerator program in northeast Wisconsin. A program that is part of the nationally ranked gener8tor program, based out of Madison and Milwaukee.
- Greater Oshkosh EDC continues to administer the first entrepreneur focused financing program in the New North, developed in July 2016. The Greater Oshkosh Capital Catalyst program makes \$250,000 available to start ups in high technology growth sectors via loans and grants.
- Since the Greater Oshkosh Capital Catalyst fund began, the program has supported nine startup companies through \$410,000 in loans and grants.
- Startups assisted include: Fifth Ward Brewery (agriculture/food processing), Mission Move (IT), Upright Kids (advanced manufacturing), ICARUS Devices (aviation/aerospace), Bee Bella (agriculture/food processing), RG Manufacturing (advanced manufacturing), Roberts Defense (advanced manufacturing), Thunderbird Bakery (Food Processing/Agriculture), and MToxins Venom Lab (Biosciences/Research).
 - With the Greater Oshkosh Capital Catalyst funding received, the above businesses have: purchased equipment, expanded their products nationally to nearly 500 retailers – including Whole Foods, been featured on the cover of national industry magazines, surpassed distribution expectations, acquired the two largest school districts in the country as their customers, become the second largest biosciences laboratory in the world (in their field), and developed key partnerships to move their products forward.
- The Greater Oshkosh Revolving Loan Fund continues to support business expansions and relocations in the greater Oshkosh area. Three loans were made from this program in 2019.



Initiative Four: Targeted Industry Development

- Work closely with the Village of Winneconne on outreach for their additional industrial park land, as well as entrepreneurial development growth plans.
- Continued involvement in the facilitation of the Wittman Regional Airport Tenant Advisory Group. This group consists of airport stakeholders, tenants, and businesses and acts as a representation of all the tenants on the airport.
- Advocated for the funding of the taxiway spur to the Aviation Business Park and the development of a new general aviation terminal at Wittman Regional Airport.
- Worked collaboratively with the City of Oshkosh to complete objectives as a part of the DoD/OEA Initiative I-41 Aerospace-Aviation Grant, we catalogued our final update in March 2019 regarding work affiliated with Initiative 41 - DoD Aviation Grant:
 - We met project objectives completed by Greater Oshkosh Economic Development Corporation. As planned, eight (8) best practice Lunch n' Learn seminars were hosted throughout the Fox Valley/New North Region from April 2017 thru December 2019, to assist employers and regional business partners learn about best practices in the field of additive manufacturing, MRO and aviation and aerospace.
 - Additionally, two (2) Talent recruitment events were hosted/completed in 2017 and 2018, to promote and increase awareness of aviation and aerospace careers as well as promote workforce development initiatives in general aviation. The primary focus was concentrated on NE Wisconsin four-year, two-year and technical colleges and schools for employee recruitment efforts.
 - Finally, the recruitment of local companies and businesses for the creation of a Maintenance, Repair, and Overhaul (MRO) Cluster and an Additive Manufacturing Cluster were created to help increase capacity for regional networking among businesses, airports, aerospace manufacturers and aviation-based corporations.
 - Several components of the DoD/OEA grant were deemed highly successful/transformational and GO-EDC continued the following initiatives after the grant concluded:
 - Talent Take Off: 2019 EAA AirVenture:
 - Like the 2018 event, the 2019 Job Fair will provide local companies an opportunity to meet potential employees for this event which helps connect job seekers and employers within the industry from a diverse audience attending AirVenture 2019. We had 8 companies sign up for Talent Take Off 2019.
 - Additionally, Greater Oshkosh is also considering the following initiatives/programs in the future to enhance workforce opportunities for job seekers and job hiring professionals:
 - Talent Take Off STEM Hiring Event: Host another STEM event to help expand/fill currently open positions with local manufacturers, as well as recruit



and retain High School and local College talent to bridge the jobs gap in Winnebago County/ NE Wisconsin.

- Retiree Talent Recruitment Event: While NE Wisconsin joins other regions in the state experiencing a shortage of qualified workers, the concept has been proposed to recruit “Retirees” as a suitable and qualified labor source to meet local companies looking to fill part-time talent from an experienced work pool. Several businesses and companies have asked Greater Oshkosh to consider this concept/program to help address the skills shortage throughout the region.
- Lunch n’ Learn for Business Development Series: In 2019, Greater Oshkosh Economic Development Corporation hosted several Lunch n’ Learn programs focused on key business needs in our area. These events have proven to be a strong avenue to engage local business owners and service providers on a recurring basis. Greater Oshkosh has identified a few key programs that we will consider hosting in 2020. Specifically, topics regarding Business Culture and Talent Recruitment/Workforce Panel, Business Finance and newly created Opportunity Zones, an Educational Session (with WEDA) on Economic Development 101, Financial Opportunities with Capital Catalyst and Revolving Loan Fund and Exporting from the Fox Valley utilizing Federal Trade Zones.
- Collaboration Manufacturing Event(s) with regional partners: Greater Oshkosh EDC and Envision Greater Fond du Lac will continue, for a third year, to collaborate hosting regional events designed for senior-level manufacturing representatives or suppliers of manufacturing companies to foster networking opportunities. Additionally, Greater Oshkosh will also continue collaboration with WEDC and ECWRPC as requested/needed.



Organizational Outreach & Development

- A total of over 81 organizations have invested approximately \$538,126 in the fifth year of Greater Oshkosh Economic Development Corporation's existence. New commitments for the GROW EDC campaign, as well as 96% retention rate of our partners renewing their investment, represents outstanding support for our programmatic efforts and activities focused on business growth, expansion and retention within the greater Oshkosh region.
- With 60% of our investment support received from private partners and 40% from public partners, support for Greater Oshkosh will total over \$1.7 million from investors over the next three years.
- Social media:
 - Facebook: 1,006 (19.8% increase over the prior year)
 - Twitter: 510 followers (19.2% increase over the prior year)
 - LinkedIn: 565 followers (17.7% increase over the prior year)
- Continue to partner and contract with a marketing agency to further build brand awareness, reach targeted audiences and communicate our message effectively.
- Continually deliver e-Newsletters that goes out to nearly 300 investors and 947 stakeholders and partners.
- Represented Greater Oshkosh EDC at a booth at the Oshkosh State of the City Event – March 18th, 2019 and Insight's InDevelopment Conference – March 19th, 2019.
- Hosted the following events:
 - Focus group with homebuilders and residential developers in Winnebago County (in partnership with WHBA)
 - Opportunity Zone Workshop (in partnership with the City of Oshkosh)
 - Entrepreneurship Breakfast (in partnership with the UWO SBDC and FVTC)
 - gBeta Practice Pitch Event (in partnership with gener8tor/gBeta)
 - Exporting Workshop (in partnership with UWO SBDC)
 - Greater Oshkosh EDC Year End Event at The Waters
- Developed and distributed a midyear report. Annual report will be available soon.
- Created a video highlighting business growth and expansion.
 - Trio Academy
 - Thunderbird Bakery
 - Basler Turbo Conversions
 - Lakeside Plastics



Links to:

2018 Annual Report: <https://greateroshkosh.com/wp-content/uploads/Greater-Oshkosh-EDC-Annual-Report-2018.pdf>

2019 Midyear Report: https://greateroshkosh.com/wp-content/uploads/GreaterOshkosh_2019MidyearReport_PRINT.pdf

GO-EDC Foundation, Inc. Brochure: https://docs.google.com/viewerng/viewer?url=http://greateroshkosh.com/wp-content/uploads/FoundationBrochure_online.version.pdf&hl=en

GROW EDC Campaign Brochure: https://docs.google.com/viewerng/viewer?url=http://greateroshkosh.com/wp-content/uploads/InvestLevelsDoc_Pro.pdf&hl=en

GROW EDC Capital Campaign Video: <https://www.youtube.com/watch?v=E37ONooPk9w&t=2s>

2019 Greater Oshkosh Highlights Video: https://www.youtube.com/watch?v=Oq_eFKr3lso

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials	\$7,500	\$1,500
2. Seed Money for Econ. Dev. Financing Programs(s)	\$30,000	\$10,000
3. Studies directly related to Econ. Dev. Programs/Projects + BRET DIGITAL	\$20,000	\$10,000
4. Other Promotional Programs (example: trade show booths)	MANAGEMENT + TRAINING	
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting) + BUSINESS RETENTION + EXPANSION ACTIVITIES	\$45,000	\$15,000
6. Funding of Administrative Activities and/or Positions	\$120,000	\$39,714
7. Membership dues in Econ. Dev. Organizations	\$1,200	\$500
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.	\$30,000	\$5,286
8b.	\$15,000	\$8,286
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$268,700	\$90,286



January 30, 2020

Jerry Bougie, IDB Coordinator
Winnebago County Planning Department
112 Otter Street
Oshkosh, WI 54903-2808

Dear Jerry:

Per your letter relating to the County's Per Capita funding program designating the Oshkosh Chamber of Commerce as the recipient of funds from the Town of Algoma and the Town of Oshkosh, the following outlines our intended use of these funds. The Town of Algoma allotment is for a total of \$2,500 and the Town of Oshkosh is for \$1,388.

Intended Use of Funds

This funding will be utilized to support ongoing activities relating to accomplishing our economic development objectives and more specifically our trade show and prospect development efforts. The Oshkosh Chamber economic development staff works with over 500 clients that include nearly 100 business cases on an annual basis. These clients require specific economic development staff support relating to site selection, market analysis, business plan counseling, business financing support, and demographic informational needs. We have attached our 2020 Economic Development Program of Work detailing work plans to be accomplished. We will allocate this IDB funding specifically to help us accomplish our trade show and prospect marketing activities.

Scope and Objective

Our program focuses on a number of key economic development components to accomplish its objectives including:

- **Business Attraction**
- **Existing Business Development**
- **Marketing and Promotion**
- **Entrepreneurship**
- **Digital Technology Cluster Development**
- **Regional Partnerships**
- **Workforce Development**

Our economic development staff attends trade shows, including the ICSC Real Estate Trade Show to market our area, the Commercial Association of Realtors of Wisconsin (CARW) Event, provides access to incentives and other business financing programs,

A Five Star Accredited Chamber of Commerce

manages the Oshkosh Area Economic Development Corporation's (OAEDC) Small Business Revolving Loan Fund, manages and supports a number of targeted industry cluster initiatives including Digital Technology (Amplify Oshkosh), Advanced Manufacturing, and Workforce Development.

We also work closely with regional and statewide partners such as New North, Inc., the Fox Valley Workforce Development Board, Inc., the Northeast Wisconsin Regional Economic Development Partnership (NEWREP), the Wisconsin Economic Development Corporation (WEDC), the Wisconsin Economic Development Association (WEDA), the New North IT Alliance, The Northeast Wisconsin Chambers Coalition (NEWCC) and the I-41 Corridor Partners to deliver needed resources to area businesses. Our overarching goals are to expand the local tax base and create jobs. Our area has been a leader in the region in new construction and low unemployment rates for many years. See attached.

Proposed Budget

The Oshkosh Chamber economic development budget for 2020 is \$202,500. Attached is a copy of the economic development section of our 2020 Program of Work and related Budget. This outlines specific activities that the Oshkosh Chamber plans to implement, along with economic and business development services provided.

Prior Year's Use of Funds

Attached is a copy of the Oshkosh Chamber annual report of economic and business development activities for 2019 summarizing specific results.

Should you need additional information, please feel free to contact me directly at 920-303-2265, extension 14.

Sincerely,



Rob P. Kleman
Senior Vice President, Economic Development
Oshkosh Chamber of Commerce

Cc: John Casper, President and CEO, Oshkosh Chamber of Commerce
Tom Belter, Chairman, Oshkosh Chamber Economic Development Advisory Council

Oshkosh Chamber of Commerce

2020 Economic Development

Program of Work

- **Strategic Objective – Continue efforts of the Economic Development Advisory Council to focus specifically on projects and locations within the area that will enhance the community’s appeal as a desirable place to do business and help drive future business success.**

Programs/Tactics:

1. Provide support and assistance to existing Oshkosh area companies.
2. Monitor the progress of economic development program activities, deliverables, metrics and tactics.
3. Organize semi-annual investor relations progress/update events.
4. Conduct annual economic development fund-drive with the goal of raising \$70,000.

- **Strategic Objective – Promote local economic growth through new business recruitment, expansion and retention including start-up and entrepreneur support needed to make Oshkosh a great place for business.**

Projects/Tactics:

1. Trade Shows:
 - Annual ICSC Spring RECON event.
 - CARW (Commercial Association of Realtors of Wisconsin) annual event.
2. Be an active partner in the I-41 Corridor Marketing Collaborative.
3. Participate in Initiative 41 activities being led by the East Central Regional Planning Commission.
4. Continue the Oshkosh Chamber’s web-enabled building and sites database.
5. Sponsor monthly Oshkosh Chamber “Taking Care of Business” promotional radio show on WOSH.
6. Provide financial resources and support to area businesses.
 - Ensure that “gap” financing is available for new and existing businesses to foster investment and job growth.
 - Continue to administer the OAEDC Revolving Loan Fund.
 - Explore opportunities with the OAEDC RLF Committee to develop a plan to further capitalize the fund
 - Work closely with Winnebago County IDB relating to the CDBG-RLF Close Out program and the potential development of a new County RLF Program which could possibly managed and administered by the Oshkosh Chamber/OAEDC RLF Committee
 - Coordinate marketing, assist with loan applications, loan review committee meetings, loan documents, monitoring loan payments, monitoring loan recipient financial status, monitoring fund balance, and

- other reporting requirements for OAEDC.
 - Work closely with the Wisconsin Economic Development Corporation (WEDC), WHEDA, DOA, and other state and federal sources that can provide support and assistance to Oshkosh area companies.
- 7. Provide direct consultative services to over 100 businesses annually.
- 8. Coordinate the activities of the Amplify Oshkosh Information Technology Consortium
 - Continue to refine and implement a long-term funding plan:
 - Membership & Investor system including corporate and individual memberships and a payment structure for Ideas Amplified events.
 - Explore potential grant opportunities.
 - Amplify BIG EVENT conference that is scheduled for November 15, 2019.
 - Ideas Amplified speaker/networking series.
 - Provide support and coordination activities for the Amplify Consortium and Committees:
 - Skills and Talent
 - Marketing and Events
 - Website/Social Media
 - Fundraising
 - Implement the Amplify IT Leadership Academy scheduled to begin in October 2019.
 - Complete development activities for new Amplify website.
 - Attend, support and participate in Strategic Partner initiatives such as Women in Technology (WIT), Northeast Wisconsin IT Alliance, and Association of Information Technology Professionals (AITP).
 - Lead efforts for Amplify (IT) and support Workforce/Talent Development Initiatives.
- **Strategic Objective - Work with key stakeholders to establish an image that tells the business story focusing on why the area is a great place to conduct and grow business.**

Programs/Tactics:

 1. Continue to be an active member of the 18 County Northeast Wisconsin Regional Economic Partnership (NEWREP) and continue membership on the NEWREP/New North Advisory Committee.
 2. Support NEWREP and Chamber Coalition efforts to develop a Northeast Wisconsin International Trade Conference on October 25, 2019.
 3. Sponsor the InDevelopment Conference hosted in Oshkosh in February 2020.
 4. Continue to be an active member of the Wisconsin Economic Development Association (WEDA) and continue as a member of the WEDA Board, Legislative Committee and Chairmanship of the Wisconsin Economic Development Institute Board of Directors.
 5. Provide financial support to the Community Image Campaign.
 6. Continue to support the efforts of the newly formed Oshkosh Chamber

Housing Task Force designed to explore avenues to support new and innovative housing development options in Oshkosh.

7. Support and participate in the planning activities for the City's Sawdust District Strategic Plan.
8. Continue to support the activities of the City's Downtown Oshkosh Business Improvement District (BID) by providing office space and administrative support to the BID and its staff.

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials		
2. Seed Money for Econ. Dev. Financing Programs(s)		
3. Studies directly related to Econ. Dev. Programs/Projects		
4. Other Promotional Programs (example: trade show booths)	CSL REALTY TRADE SHOW \$2,500	
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	CARL REAL ESTATE EVENT \$1,000 PROSPECT DEVELOPMENT \$500	
6. Funding of Administrative Activities and/or Positions		
7. Membership dues in Econ. Dev. Organizations	NEWARK DUES \$250 WEDA DUES \$325	
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$7,025	\$3,888

Village of Fox Crossing



Community Development Department
2000 Municipal Drive, Neenah, WI 54956
www.foxcrossingwi.gov
Phone (920) 720-7105 Fax (920) 720-7116

January 30, 2020

Mr. Jerry Bougie
IDB Coordinator
Winnebago County Planning Department
448 Algoma Blvd
Oshkosh, WI 54903-2808

RE: 2020 Winnebago County Per Capita Funding Program

Dear Jerry:

The Village of Fox Crossing appreciates the continued foresight of the County in providing IDB funding for local economic development efforts in 2020. The funding, for this year is \$21,374 and it will allow the Village to enhance its economic development efforts. These funds are combined with other Village funds to promote and support economic development in the Village of Fox Crossing, Winnebago County and the region. These efforts have resulted in both the expansion of existing, and the attraction of new, industries and businesses including a new motel, office building and other major business expansions.

The Village of Fox Crossing adopted, as a part of its 2020 Annual Operating Budget, various fund accounts for economic development including, a specific account for the IDB per capita allocation. The IDB funds are an integral part of this effort. The Village was very successful last year in creating new jobs in the Village and surrounding areas. The Village will continue to use its website to provide information on industrial sites within the Village. The Community Development Department intends to update its market analysis and conduct an accompanying survey in 2020. The Village will also continue to be directly involved in regional economic development efforts in Winnebago County and the Fox Cities. The Village feels that these regional organizations, as well as others of regional import, help to promote the region and maximize the impact of the limited funds available for economic development promotion.

Some of the examples of success in 2019 include the completion and occupancy of Community First Credit Union, Wisconsin Institute of Urology, Department of Corrections, Copart Incorporated Vehicle Auction Facility, Cobblestone Hotel, and other small additions and remodeling projects for commercial and industrial development. The above development has created over 92 million dollars of new development in the Village not including new residential development, which totaled over 12 million dollars of development.

Staff will continue to prepare appropriate grants, create new TIDs, utilize low interest loans and grants when appropriate and provide regulation flexibility to assist existing and attract new businesses and industries. The full completion of the new full 10/41/441 interchange

January 31, 2020

and second bridge structure has fostered increased interest in economic development in the Village and the region. The Village will work with all regional economic development entities to promote new development opportunities in the Village and the region.

The Village of Fox Crossing appreciates its allocation of IDB Funds for economic development. These funds always leverage a substantial amount of additional funds that jointly promote the entire region. The award of the IDB funds for 2020 will allow the Village, along with all the other eligible entities in Winnebago County, to continue to maintain and expand its economic vitality.

Attached is the Village's application for 2020 IDB funds.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. Dearborn Jr.', with a stylized flourish at the end.

George L. Dearborn Jr., AICP
Director of Community Development

2020 WINNEBAGO COUNTY PER CAPITA FUNDING APPLICATION 2020 VILLAGE OF FOX CROSSING ECONOMIC DEVELOPMENT PROGRAM

Overview

The Village of Fox Crossing has adopted, as a part of its 2020 Annual Operating Budget, various fund accounts for economic development. The Village's local economic development activities are enhanced with county, regional and state economic development programs. These regional efforts have helped to encourage local and regional economic development. The Winnebago County per capita funds are blended with local funds and augment the Village's ongoing economic development efforts in 2020 as it has in previous years. The Winnebago County per capita funds continue to be a very positive stimulus for economic development efforts in the Village which directly benefit the Village, County, regional and State economy.

The following economic development programs will continue, expand or be developed in 2020:

Business & Industrial Retention and Expansion

- The Village's retention and expansion programs incorporate tools and incentives to retain existing businesses and industries and support their expansion. Village staff, and the Village Board has been successful in attracting new industries with the most recent major successes including the SECURA insurance headquarters, a new hotel, Cobblestone Hotel and a new medical facility, Orthopedic and Sports Medicine Clinic (OSMS). In addition, current business and industries have continued to reinvest in Fox Crossing. .
- Business retention efforts assess business and industrial needs and concerns. New site visits are proposed in 2020. Previous visits have proven to be very productive. They also provide the Village with information about issues and concerns of local businesses and industries which the Village can assess and determine how these concerns can be addressed.
- One of the most successful economic development tools used by the Village has been and continues to be creation of tax increment financing districts, (TIDs). The Village now has four current districts. TID#1, the Community First Credit Union Development, TID#2, the McMahan Business Park Development, and TID#3, SECURA Insurance. There is one new inactive TID, TID#4, which was planned for a medical facility which did not come to fruition. . Three of these districts have helped to create over 95 million dollars in new development over the last four years. TID#1 was expanded to include a new motel, Cobblestone Hotel which is now open. TID#2 has also been successful with the construction of WOW logistics corporate headquarters, an expansion of McMahan Corporate headquarters and a new office building for probation and parole with an amendment for the new OSMS project which is now under construction. TID#3 the SECURA Insurance complex was completed in 2019 along with a new round-about the addition of 4 lanes on County CB. Winnebago County will also reconstruct a section of County CB fronting on the SECURA development to a 4 lane highway, from County BB to East Shady Lane. The Village will also continue to pursue a new development in TID#4. All of the Villages TIDs created so far are pay as you go "PAGO" TIDs so no funds are expended if a project does not occur.
- Staff will continue to prepare appropriate grants, create new TIDs, utilize low interest loans and grants when appropriate and provide regulation flexibility to assist existing and attract new businesses and industries.
- The new full 10/41/441 interchange and second bridge structure is now complete and has fostered increased interest in economic development in the Village and the region. The Village will work with all regional economic development entities to promote new development opportunities in the Village and the region.
- The opening of the new convention center in Appleton and the new Sports Complex in Grand

Chute which the Village is supporting through room tax funds is anticipated to further promote more motel growth and increase tourism expenditures in the region.

- In 2020 Village staff intends to update its local market analysis and conduct an economic development survey. This survey and analysis will be used to encourage businesses and industries to locate and expand in the Village. Previous surveys have proven to be very helpful in attracting new business and industry.

Regulation Reform

- The Village continues to use its zoning ordinance to provide more flexibility for new industrial and commercial development. The Village is now working on the codification of its ordinances to further streamline the development process. This has proven to be invaluable in encouraging business and industrial expansion and we anticipate these efforts will be even more valuable.

Industrial and Business Park Development

- The Village will continue to improve and extend public infrastructure. The Village also uses TIDs, grants and low interest loans when appropriate. This has helped to encourage the expansion of existing industrial and business parks and encourage new development. The Village promotes its parks on its website as well as state and regional websites and other state local and regional promotional efforts as they become available.

Community Promotion

- The Village will continue to update its economic development portion of its website. The Village continues to pursue the re-establishment of its internet map server that provides information on the location of industrial sites and other site-specific information. This will augment the present industrial park maps now on the Village's web site. The Village will continue its partnerships with the Winnebago County Industrial Development Board, New North, Wisconsin Economic Development Partnership, the Fox Cities Regional Partnership and other appropriate regional entities. The Village uses per capita funds coupled with other Village funds to support local business and industrial development along with potential financial contributions to appropriate regional entities that it deems most beneficial to the Village.
- The Village's Sustainability Committee continues to encourage the use of sustainable energy and other sustainable practices. The Village anticipates incorporating incentives within the Village's new zoning ordinance to both support and attract sustainable businesses.

2020 Village of Fox Crossing Economic Development Budget

Project/Program	Total Amount	Per Capita Share
1. Brochures/Marketing Materials	\$ 1000	\$ 500
2. Seed Money for Economic Development Financing Programs	\$ 7,000	\$ 3,000
3. Studies Related to Economic Development/Projects	\$ 5,000	\$ 2,500
4. Other Promotional Programs	\$ 1,000	\$ 500
5. Interaction with Business Prospects	\$ 1,000	\$ 750
6. Funding Administrative Activities	\$54,000	\$ 13,624
7. Membership Dues in Economic Development Organizations	\$ 3,500	\$ 500
8. Other Economic Development Projects	\$ 0	\$ 0

Total Expenditures	<u>\$73,500</u>	
Total Per Capita Share		<u>\$21,374</u>

General Village Funds		\$52,126
Winnebago County Per Capita Funds (\$1.12 Per Capita for the Village)		\$21,374
Total Projected Economic Development Expenditures		<u>\$73,500</u>

This Budget does not incorporate additional funds that are spent for infrastructure improvements that are specifically made to support business and industrial expansions.

2019 Village of Fox Crossing Economic Development Expenditures

Administrative Funding

Community Promotion

Advertising & Promotion (1) \$ 9,365.86

Business Retention & Expansion

Staff Assistance \$51,487
Development Information \$ 7,546

(1) Included membership in Fox Cities Economic Development Partnership, which contributes to the New North Economic Development Partnership, all of which are involved in promotion of the entire region. Also includes preliminary study of potential TID 4 creation

General Village Funds	\$45,245.86
Winnebago County Per Capita Funds	\$23,153.00
Total Economic Development Expenditures	<u>\$68,398.86</u>

2019 Economic Development Results

Community Promotion

Advertising & Promotion

The Village of Fox Crossing continued advertising and promotion of the community through a number of different mediums, using promotional materials, letters, site visits and improvements to the economic development portion of its website. The Village contributed to regional promotional efforts conducted by the Economic Development Partnership. The Village also hosted various meetings that promoted existing businesses and industries.

Development Information and Market Analysis

Staff Assistance

The Village Manager, Community Development Director, Associate Planner and Community Development Intern are all directly involved in economic development. Staff actively participated in local and regional efforts to promote the region for new and existing commercial and industrial development. The improving state and national economy coupled with local successes in existing and new development has increased in residential, commercial and industrial development.

One new TID and the expansion of an existing TID were created in 2018. TID #1 was expanded to assist in the construction of new Cobblestone motel on the corner of County CB and West American Drive. This project will increase tax values by five million dollars. The second new TID, TID #4 was for a new women's care facility. This development was anticipated to create 9-13 million dollars in new tax base. Although the TID was created the project did not materialize due to unforeseen circumstances, but the TID was created and the land is still being marketed for another project.

The ongoing new commercial and industrial developments, which include both new corporate headquarters and expansion of existing developments, continued in 2018. Development has included completion of the new administrative building for Community First Credit Union, WOW Logistics, a major addition to the McMahon Office building, Cobblestone Hotel, Wisconsin Institute of Urology Clinic, Precisions Instrumentations, and a new expanded probation and parole building. The SECURA Insurance building is still under construction and will be completed and occupied in 2019. This continued positive growth trend is due, in large part to our community promotion, incentives and effective cooperation with businesses and industries.

Development Information

Village staff continued to improve the website to encourage new economic development. Staff also prepared a number of maps showing areas for development and assisted potential developers in their efforts to find appropriate sites for development, both within the Village and in surrounding areas.

Grants & Tourism

In addition to the Village's direct economic development efforts, staff has worked on the development of the new Convention Center that will promote conventions in the Fox Cities. Staff also works with the both the Convention and Visitors Bureau and the Room Tax Commission to promote new tourism projects.

Job Creation and Retention

New job creation numbers are difficult to quantify but we do know that we have created or retained many jobs in 2019. Some of the projected new jobs are estimated below:

Community First Credit Union 200 jobs

WOW Logistics 60 jobs.

Cobblestone 40 jobs estimated

Urology Center 16 jobs estimated

SECURA Insurance 400 + jobs

Probation and Parole 40 jobs

In addition to these jobs, the Kimberly Clark Cold Spring Road Plant was retained with potential expansion of this facility. These higher end jobs will also expand the need for other services and have increased the need for support industries further creating new jobs in Fox Crossing and the Fox Valley area. Additional jobs will be created when the OSMS building is completed in 2020.

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials	1,000	500
2. Seed Money for Econ. Dev. Financing Programs(s)	7,000	3,000
3. Studies directly related to Econ. Dev. Programs/Projects	5,000	2,500
4. Other Promotional Programs (example: trade show booths)	1,000	500
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	1,000	750
6. Funding of Administrative Activities and/or Positions	54,000	13,624
7. Membership dues in Econ. Dev. Organizations	3,500	500
8. Other Econ. Dev. Projects / Programs: Itemize below:	0	0
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	52,126	21,374



VILLAGE OF WINNECONNE

The Community of Opportunity

30 South First Street - P.O. Box 488 - Winneconne, Wisconsin 54986-0488 - 920-582-4381
www.winneconnewi.gov

January 3, 2020

Mr. Jerry Bougie
Winnebago County IDB Coordinator
112 Otter Avenue, P.O. Box 2808
Oshkosh, WI 54903-2808

Dear Mr. Bougie:

Thank you for your capable administration of Winnebago County's Per Capita Economic Development Funding Program. As requested, I am providing a brief summary of our prior year use of funds and our intended use of funds this year.

Prior Year Use of Funds

In 2019, we were allocated \$7,461 inclusive of funds allocated to us by the Town of Winneconne and the Town of Winchester. We paid \$5,500 in membership dues to the Greater Oshkosh Economic Development Corporation, a regional economic development agency. We applied the balance - \$1,961 – toward updating our Comprehensive Plan with the help of the East Central Wisconsin Regional Plan Commission.

Intended Use of 2020 Funds

In 2020, we anticipate receiving \$9,015 inclusive of funds allocated by the Town of Poygan, the Town of Winneconne, the Town of Winchester, and the Town of Wolf River. Once again, we will use \$5,500 for membership dues to the Grater Oshkosh Economic Development Corporation, with an eye toward using their resources to spur development in our industrial park, redevelop of our waterfront property, and launch a local assistance program for small business owners and entrepreneurs. We anticipate using the balance - \$3,515 – to offset the costs of a community branding consultant who can help us design a new logo and marketing campaign to increase awareness of all that the Village has to offer to our current and future residents – industrial, commercial, and residential.

If you have any questions regarding our past or current use of IDB funds, please don't hesitate to call me.

Best regards,

David Porter
Village Administrator

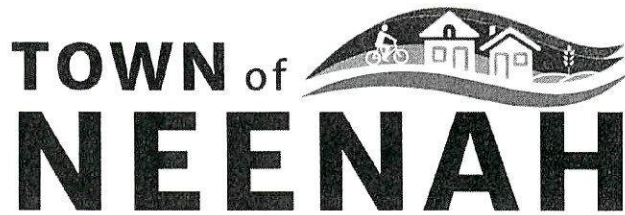
Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials		
2. Seed Money for Econ. Dev. Financing Programs(s)		
3. Studies directly related to Econ. Dev. Programs/Projects		
4. Other Promotional Programs (example: trade show booths)		
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)		
6. Funding of Administrative Activities and/or Positions		
7. Membership dues in Econ. Dev. Organizations <u>GoEDC</u>	\$5,500	\$5,500
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a. Community Branding	\$3,515	\$3,515
8b.	_____	
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	_____ \$9,015	\$9,015

Town of Neenah



1600 Breezewood Lane Neenah, WI 54956

Bob Schmeichel, Chairman 920-729-5995
Glenn Armstrong, Supervisor 920-722-3355
Brooke Cardoza, Supervisor 920-727-1750
Jim Weiss, Supervisor 920-727-1952
Tom Wilde, Supervisor 920-725-0014
Ellen Skerke, Clerk/Treasurer 920-725-0916

February 3, 2020

Jerry Bougie
Winnebago County Industrial Development Board
PO Box 2808
112 Otter Ave
Oshkosh, WI 54903-2808
Via email:
jbougie@co.winnebago.wi.us

RE: Winnebago County 2020 Per Capita Economic Development Funding Program

Dear Jerry:

Please accept the attached Plan Submittal Form from the Town of Neenah for the 2020 Per Capita Funding Allocation. The Town of Neenah owns several parcels of property that are currently zoned agricultural and are farmed by a local farmer. However, the location of the properties and ability to develop them are attractive to the Town of Neenah for multiple reasons including an economic impact directly to the Town of Neenah and potential economic development activities to enhance the area.

The Town owns approximately 70 acres along the Oakridge Road / Main Street corridor between the City of Neenah and Town of Clayton, off of HWY 41 near Oakridge Rd Main Street / Oakridge Road corridor between the City of Neenah and Town of Clayton, near HWY 41 and Tullar Road.

The IDB Funds will be used to assist the Town in their continued efforts to study these properties and how they can be best utilized to enhance the immediate area and economic growth in the Town of Neenah and surrounding communities.

Sincerely,

Robert E. Schmeichel
Chairman

Town of Neenah
2020 Per Capita Funding Plan Submittal

1- Prior Year Use of Funds

In prior years, the Town of Neenah has allocated their per capita funds to Future Neenah and the Fox Cities Chamber of Commerce, Fox Cities Regional Partnership.

In 2019, the Town requested and received \$4,001 for their own use in a study to determine the best use for future development of 70 acres of property that the Town currently owns. The funds were used to partially fund professional engineering fees to study the property and feasibility of providing services.

2- 2020 Use of Funds

In 2020, The Town plans on continuing the study of how to best serve these properties with the infrastructure for sewer and water as well as develop a plan to market these properties.

The objective for future development is to create business or light industrial growth which will create jobs and add to the Town of Neenah's tax base.

We will work with East Central Wisconsin Regional Planning Commission (ECWRPC) and hire a professional Commercial Developer to market the property.

A Marketing Plan may consist of

- Publishing a brochure detailing specific amenities of the property
- Advertising the property For Sale
- Introducing the property to other commercial brokers and City and State Officials
- Conducting small direct mail campaigns.

The intended use of the \$4,053 in funds is to partially fund the Professional Commercial Developer Fees.

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials		
2. Seed Money for Econ. Dev. Financing Programs(s)		
3. Studies directly related to Econ. Dev. Programs/Projects	\$ 7500 ⁰⁰	\$4053 ⁰⁰
4. Other Promotional Programs (example: trade show booths)		
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)		
6. Funding of Administrative Activities and/or Positions		
7. Membership dues in Econ. Dev. Organizations		
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)		

Town of Omro

Town Officials Serving You:

Brian Noe, Chairman

David Friess, Supervisor

Mark Krings, Supervisor

Elizabeth Jackson, Treasurer

Paula Beulen, Clerk



4205 Rivermoon Road

Omro, WI 54963

(920) 685-2111

www.townofomro.us

February 3, 2020

Jerry Bougie
Winnebago County IDB Coordinator
112 Otter Ave
PO Box 2808
Oshkosh, WI 54903-2808

Re: 2020 Per Capita Funding Allocations Request.

As requested in your January 3rd letter we have attached the completed Plan Submittal Form to this letter to serve as the application for the Town of Omro.

This is the first time the Town of Omro is applying for the available IDB funds that the Town is eligible to receive so there is no Prior Use of Funds to Report. Previously we allocated funds to the City of Omro.

The Proposed use of the 2020 funds is to use these funds for seed money to establish a Town economic development program.

The Town of Omro has several locations that have been designate in the future land map contained in the Town Comprehensive Plan for commercial development in the future. We are working to establish a development program that will work toward encouraging commercial development that is compatible with adjoining properties and assist us with encouraging commercial development that will expand the Town tax base and provide an opportunity for local employment. We wish to use these funds to establish a program that can be added to in future budgets and help us grow this into a sustainable program.

Town of Omro Chairman,


Brian Noe

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

<u>Column 1</u>	<u>Column 2</u>	<u>Column 3</u>
Eligible Economic Development Programs / Projects	Total Cost (\$) of Program / Project	Amount (\$) of your proposed IDB Funding to offset (partially or entirely) the Total cost of each Program/ Project
1. Brochures / Marketing Materials		
2. Seed Money for Econ. Dev. Financing Programs(s)		2603.00
3. Studies directly related to Econ. Dev. Programs/Projects		
4. Other Promotional Programs (example: trade show booths)		
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)		
6. Funding of Administrative Activities and/or Positions		
7. Membership dues in Econ. Dev. Organizations		
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)		2603.00

East Central ITBEC

January 23, 2020

Jerry Bougie, IDB Coordinator
Winnebago County Planning Department
112 Otter Avenue
Oshkosh, WI 54903-2808

Dear Mr. Bougie:

Please find attached the East Central International Trade, Business, and Economic Development Council's (ITBEC) application for an IDB per capita economic development funding allocation.

Prior Year use of Funds: The East Central ITBEC received \$11,000 of IDB dollars in 2019 that was used as payment for Winnebago County's membership dues.

2020 Use of Funds: The request is for \$11,000 to pay Winnebago County's 2020 annual membership dues in the East Central ITBEC.

If you have any questions or need additional information, feel free to contact me.

Sincerely,



Bill Korrer
Field Services Representative
Wisconsin Counties Association

korrer@wicounties.org
715-367-3603 cell
715-356-4472 landline

Plan Submittal Form

Please fill out the form below and return with your application.

Please identify one or more of the following Eligible Economic Development Program/Project(s) (**Column 1**) that best match your proposed use of the funds, and include the total cost of each program/project (**Column 2**) and amount of IDB Per Capita funding you propose to allocate for each program/project (**Column 3**):

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3. Studies directly related to Econ. Dev. Programs/Projects		
4. Other Promotional Programs (example: trade show booths)		
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)		
6. Funding of Administrative Activities and/or Positions		
7. Membership dues in Econ. Dev. Organizations	\$ 11,000 ⁰⁰	\$ 11,000 ⁰⁰
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a.		
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$ 11,000 ⁰⁰	\$ 11,000 ⁰⁰



Oshkosh Convention & Visitors Bureau
100 N Main St., Suite 112
Oshkosh, WI
(920) 303-9200

January 29, 2020

Jerry Bougle
Winnebago County Industrial Development Board
PO Box 2808
Oshkosh, WI 54903



Dear Mr. Jerry Bougle:

Tourism continues to flourish in Winnebago County! In the packet provided, you will find the Tourism Matters report, which gives an overview of the impact of tourism in our county. One example of the success of tourism and events in Winnebago County is Lifest. The annual festival has grown to become the second largest event in Winnebago County (second only to AirVenture). With more than 90,000 attendees, the economic impact of Lifest is more than \$5 million each year.

The dollars received from the Industrial Development Board in the past years has offset costs of marketing Winnebago County as a destination. The total used in the "Plan Submittal Form" is \$300,000—which is what our marketing budget is annually. The request for \$10,000 helps cover the cost of publications such as our Visitor Guide, Fishin' & Crusin' and the Lighthouses of Winnebago County. In addition, the Oshkosh CVB staff works with ITBEC to promote the Endless Shores website and other initiatives.

The Oshkosh Convention and Visitors Bureau is proud to promote Winnebago County and very appreciative of this partnership.

If you have questions or need more information, please contact me any time.

Sincerely,

A handwritten signature in black ink, appearing to read "Amy Albright".

Amy Albright
Executive Director
Oshkosh Convention & Visitor's Bureau
amy@visitoshkosh.com



Oshkosh Convention & Visitors Bureau
100 N Main St., Suite 112
Oshkosh, WI
(920) 303-9200

Winnebago County

Industrial Development Board

The Oshkosh Convention & Visitors Bureau (OCVB) is the official destination marketing organization for Winnebago County, committed to support and enhance the economic impact of tourism through events, service, sales, and marketing. The OCVB is a private, not-for-profit corporation funded by hotel/motel room tax assessed by local ordinance.

The Oshkosh CVB only receives room tax dollars collected from Oshkosh, not all of Winnebago County.

Marketing

- All Winnebago County events featured on our website
- Mention of Winnebago County in most editorials
- Tourism Celebration/Annual Report—announcement of Winnebago County economic impact numbers and employment in the tourism industry
- Markets all attractions and events in Winnebago County through social media, website and print marketing
- The OCVB is the major entity marketing our trail system (River Walk, WIOUWASH Trail, Lake Butte des Morts Causeway, Terrell's Island). We now have a completed map and video on our website of the trail system and are working an even more comprehensive trail guide that we will be marketing this spring and summer.

Sales

- Market and sell all Winnebago County boat landings as major fishing tournaments choose the waters in Winnebago County for their fishing events
- Sell and market the Sunnyview Expo Center and Winnebago County Park as a venue for events

Visitor Guide

- The Visitor Guide is our print fulfillment piece, showcasing all of Oshkosh for tourists. We market Oshkosh and Winnebago County in all aspects of our Guide.

- Attractions, sports and recreation opportunities within Oshkosh and all of Winnebago County are listed in the Guide (free of charge)
- Distributes more than 30,000 copies of our annual Visitor Guide to include all of Winnebago County. The guide is also available online at www.visitoshkosh.com.

East Central ITBEC Board

The Oshkosh CVB sits on the East Central ITBEC Board representing Winnebago County. After a full strategic plan, ITBEC released a collaborative marketing project entitled Endless Shores. Partnerships include Fond du Lac, Calumet and Winnebago County. This project maintains a website featuring itineraries for travelers to stay and play around Lake Winnebago.

Plan Submittal Form

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