

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

www.co.winnebago.wi.us

Winnebago County Planning Department

The Wave of the Future

February 9, 2021

TO: IDB Members
FROM: Jerry Bougie, IDB Coordinator 
RE: 2021 Per Capita Allocations

The attached are the 2021 allocations, which the Board will need to take formal action on at the February 17 meeting.

Representatives from each community/organization will be present virtually to give a short report on their applications.

Thank you,

2021 Per Capita Funding Allocations (Proposed)

* UPDATED 1/21/21 *

Municipality	2021 Allocations (\$1.1165 per Capita)
City of Menasha	\$ 16,340.00
City of Neenah	\$ 29,401.00
City of Omro	\$ 5,802.00
City of Omro	\$ 4,002.00
Town of Rushford	\$ 1,800.00
Greater Oshkosh Economic Development Corp (GO-EDC)	\$ 89,540.00
City of Oshkosh	\$ 74,353.00
Town of Algoma *	\$ 5,247.00
Town of Black Wolf	\$ 2,731.00
Town of Nekimi	\$ 1,588.00
Town of Nepeuskun	\$ 830.00
Town of Utica	\$ 1,493.00
Town of Vinland	\$ 1,938.00
Town of Winneconne *	\$ 1,360.00
Oshkosh Chamber of Commerce	\$ 5,269.00
Town of Algoma *	\$ 2,500.00
Town of Oshkosh	\$ 2,769.00
Town of Clayton	\$ 4,681.00
Town of Neenah	\$ 4,055.00
Village of Fox Crossing	\$ 21,314.00
Village of Winneconne	\$ 6,160.00
Village of Winneconne	\$ 2,790.00
Town of Winchester	\$ 2,036.00
Town of Wolf River	\$ 1,334.00
US Internet	\$ 5,438.00
Town of Omro	\$ 2,596.00
Town of Poygan	\$ 1,482.00
Town of Winneconne *	\$ 1,360.00
Total 2021 Allocation	\$188,000.00
<hr/>	
Direct IDB Allocations	\$ 21,000.00
East Central International Trade, Business & Economic Development Council (ITBEC)	\$ 11,000.00
Oshkosh Convention & Visitors Bureau	\$ 10,000.00
GRAND TOTAL	\$209,000.00

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



City of Menasha
Request: \$16,340⁰⁰

February 8, 2021

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

Re: Winnebago County 2021 Per Capita Economic Development Funding Program

Dear Mr. Bougie and Winnebago County Industrial Development Board,

Enclosed please find the City of Menasha's 2021 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 2021 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 2021 FUNDING REQUEST
Winnebago County Industrial Development Board
Per Capita Fund Expenditure Plan
February 5, 2021

Requested Level of Funding: **\$16,340.00**

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 focuses its attention on existing development and new infill development in the Racine St/Valley Rd, 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 commencement of the construction of the Brin, the redevelopment of the Banta Building, the new Racine Street Bridge, and the planning of the naturalization of the Lawson Canal.

2020 Economic Review

It goes without saying as the entire world lived it, but 2020 took us all by surprise. While some were hit harder than others, every single industry had to reimagine how they do business. This was also true for municipalities. Not only did economic development professionals need to become creative and open up more communications with their local business to ensure their survival, we also needed to learn how to continue to push for growth in our communities where a tomorrow was and still is unknown. Some developments pressed on, others found delays through caution, financing, and/or supply chain, and few failed.

In 2020, the City of Menasha saw a growth of roughly \$7.2 million in new net construction with an overall increase equalized valuation of roughly \$19 million from 2019. The City of Menasha has 7 active TIF districts in Winnebago County. In 2020, the City closed another district early, adding roughly \$16 million in valuation back on the tax roll. With projects on the horizon, the City continuously is strategizing how to successfully manage our tax increment districts wisely for the greatest output for all of our partners. In addition to managing the active/future 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 downtown revitalization, the City of Menasha locked in two separate development agreements on the former Brin and Banta site with mixed use developments adding roughly \$15 million in new valuation upon completion. Both of these sites will surely lead to additional investments with conversations of the next phases already taking place. All of these initiatives were made possible by the support of the Winnebago County Industrial Development Board Grant.

Economic Development Outlook 2021

Moving forward in 2021, with the help of Winnebago IDB, the City of Menasha plans to continue to move forward using these initial projects as catalyst for addition development. Both the Banta redevelopment and the Brin site are in final stages of approvals prior to the commencement of construction in the coming months. 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 2021 will not only be the year the community sees development rising from the ashes, but also a year of

pronouncing the next phases. 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:

- For those businesses still hanging, ensure their continued survival and growth as the pandemic hopefully diminishes with mass vaccinations.
- For those businesses that didn't make it through this past year, work with the property owners to back fill viable businesses in these spaces for years to come.
- 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.
- Understanding the hard-hit hospitality market, work with local developers to establish a diverse hotel development in Menasha market using the 2019/2020 Hotel Study to draw and keep tourist and business associates within our community.
- Market City/RDA owed properties for new high quality development.
- Continue to work closely with the realtor market and property owner to strategically analyze the vacant Shopko building to find a stable replacement and ensure the redevelopment meets the needs of the surrounding area.
- Continue to strategically manage and market the existing TIF districts and review the need for future TIF districts:
 - Expand TIF 11 opening up additional infrastructure to support additional development in and around the Banta/Gilbert area.
 - With the developer defaulting on the terms of the redevelopment of the Shopko Plaza building, strategize on the closing and/or expansion of TIF 14.
 - Possibly request a Project Plan Amendment to TIF 10, adding additional Projects to steer future growth of Downtown Menasha in the direct vicinity.
 - Analyze the former Whiting Paper Mill site for future development and the City's ability to work with the County to acquire and redevelopment the vacant and deteriorating property and the need for a possible new TIF district.
- Administer existing and future development agreements around large commercial development and new residential subdivisions.
- 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.

2021 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
\$4,340	Administrative Activities
\$0	Membership and Dues
\$16,340.00	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	\$25,000	\$5,000
4. Other Promotional Programs (example: trade show booths)	\$6,000	\$1,000
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	\$33,000	\$4,000
6. Funding of Administrative Activities and/or Positions	\$65,000	\$4,340
7. Membership dues in Econ. Dev. Organizations	\$18,000	\$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)	\$301,000	\$16,340

CITY OF NEENAH
Request: \$29,401⁰⁰



February 4, 2021

**CITY OF NEENAH 2021 FUNDING REQUEST
WINNEBAGO COUNTY INDUSTRIAL DEVELOPMENT GRANT**

Requested Level of Funding: \$29,401

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 2020 added just over \$54 million of new tax base as compared to \$35 million added in 2019. This new investment tracks above the five-year average of \$45 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. Notable industrial growth in 2020 included a 40,000 square-foot expansion of VT Industries in addition to a number of smaller remodels and small additions that continue to expand Neenah's strong industrial base. Staff responded to over a two dozen inquires through the year in addition to conducting a ½ dozen business retention visits. Biax Fiber-Film, a company specializing in manufacturing non-wooven products and machinery, recently purchased and began production in the former KC Non-Woovens facility on Henry Street. Finally, the City finalized acquisition of the Loren's Salvage Yard in the Southpark Industrial Center. The 9 acre property will be marketed for an industrial development.

With assistance of IDB, the City developed the S. Commercial Street Corridor Plan. The S. Commercial Street corridor is a commercial district in the center of the City which suffers from lack of significant investment, blighted properties, and a high degree of obsolescence. The Plan provides a vision for the revitalization of the commercial corridor and provides recommendations to redevelopment specific sites, improve pedestrian and bicycle infrastructure to and within the corridor, and create a sense of place where the corridor becomes a destination rather than a drive-through corridor.

Lastly, Neenah continued to experience growth in is multi-family market in 2020 with continuation of the Pendleton Park Apartments project, construction began on the Cobblestone Creek Apartments on Winneconne Avenue, and the execution of two multi-family development agreements in the downtown. Construction of Solaris on Main began in late 2020 (71-units, \$12 million) and construction on a \$7 million 40 unit mixed-use development will begin in spring of 2021.

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 2020, 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.

2021 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 2021, 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.
- Developing a Downtown Plan in collaboration with Downtown business owners, property owners, and other important stakeholders.
- 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.
- Continue towards the implementation of a municipally owned wetland bank.

2021 City of Neenah Industrial Development Grant Budget

• Print Advertising	\$ 1,000.00
• Economic Development Studies	\$ 13,401.00
• Promotional Materials Design/Printing	\$ 2,000.00
• Business Recruitment/Retention Expenses	\$ 5,000.00
• Economic Development Administrative Activities	\$ 4,500.00
• Membership Dues	\$ 3,500.00
Total	\$ 29,401.00

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	4000	1000
2. Seed Money for Econ. Dev. Financing Programs(s)	25000	
3. Studies directly related to Econ. Dev. Programs/Projects	50000	13401
4. Other Promotional Programs (example: trade show booths)	2000	2000
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	40000	5000
6. Funding of Administrative Activities and/or Positions	29000	4500
7. Membership dues in Econ. Dev. Organizations	29000	3500
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)	179000	29401



City of Omro
Request: \$5802

February 8, 2021

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 2021 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



2021 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	\$4,002.00
Town of Rushford	\$1,800.00

These communities have a combined population that results in a total Per Capita eligible funding amount of \$5,802.00*. 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 2021 Budget

The Omro Area Development Corporation will be focusing on the following objectives in 2021:

1) Promote the Industrial Park and contribute to park appeal by contributing to the QOS Fiber Project; 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
QOS Fiber Project	\$5,000	\$1000	OADC
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	\$602	City of Omro, OADC, Future Omro-Chamber Main Street Program, Business Improvement District, City of Omro
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	\$5,802	

Past Use of Funds and Results

The Omro Area Development Corporation (OADC) was generously granted \$7,387.00 from the Winnebago County Industrial Development Board in 2020. These funds enable us to meet economic development and tourism goals of the OADC, City and Downtown organizations.

Annually, a portion of these funds are allocated to the Economic and Community Development Director salary. 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 has been key issue for Omro and even more so with COVID-19 affecting multiple storefronts. 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.

In an effort to showcase Omro businesses, the OADC joined together with Future Omro and the Business Improvement District to promote shopping local. T-shirts with area businesses were designed by a local screen printer with the three organizations picking up the cost. These shirts were then distributed to businesses at no cost who then distributed to patrons as they saw fit. This campaign was well received and helped to bring awareness to Omro businesses.

With the help of the Economic and Community Development Department, Omro typically holds close to 30 events with an estimated 18,000 of people in attendance. Even in 2020 with limited events, visitors continued to travel 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.

GO-EDC
Request: \$89,540⁰⁰



February 5, 2021

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

RE: Winnebago County 2021 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 2021 Winnebago County Industrial Development Per Capita Funding in the amount of \$89,540.00.

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 strategic plan for 2021. 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.

After facing the challenges presented in 2020, we enter 2021 with goals that will continue to respond to the pandemic and strengthen our region. We have reinforced our existing programs while remaining flexible in our ability to respond to changing landscapes. While we operate in our one-year plan and look towards stability in our economy, the Board of Directors will be defining strategic goals for the next three years continuing to focus on business retention, workforce initiatives, and leading the area in industry development.

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 2020 is detailed in the 2020 Highlights (enclosed), but some of the key items that were accomplished that IDB Funds were used for including:

- Retention and addition of key employers in Winnebago County in response to COVID-19.
- Promotion and advancement of our area Industrial Parks.
- Continued execution of Winnebago Catch-A-Ride to assist in workforce transportation issues.



- Continual study of economic impact, workforce, trends, and issues in our area.
- Marketing, planning and promotional materials to promote Greater Oshkosh EDC, our programs, and surrounding communities.

Intended Use of Funds: In 2021, Greater Oshkosh EDC will apply Winnebago County Per Capita Industrial Development funds of \$89,540.00 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. (\$38,268– 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. (\$8,986 - staff time)

In the enclosed document you will find details on how the 2020 IDB funds were used and the plans for 2021. 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 fluid and cursive, with the first name being the most prominent.

Jason E. White
President & CEO

Encl: Greater Oshkosh EDC 2021 Strategic Plan and Objectives
Encl: Greater Oshkosh EDC Ongoing Initiatives
Encl: Greater Oshkosh EDC 2020 Highlights
Encl: Links to Annual Report, Midyear Report, Brochures



2021 Plan & Objectives

Strategy One: Greater Oshkosh EDC leads regional economic development, driving existing business growth, investment attraction, and start-ups.

- The organization is committed to achieving goal of connecting with 150 leaders from same number of companies annually with in-depth conversations about operations.
- **CRM for projects and BR&E:** Greater Oshkosh EDC continues to invest in the customer relationship management product called **e-synchronist** through vendor Blane-Canada. Greater Oshkosh is increasing utilization of this product to track and measure work and assistance delivered to Greater Oshkosh companies. Greater Oshkosh is also using a project tracking portal within e-synchronist called **Opportunity Manager**. Greater Oshkosh will perform 20 long-form business visits in 2021.
- **Business Advisory Task Force:** Greater Oshkosh will assemble a Task Force to review the trends and analysis of what we are learning about our companies individually and collectively for the tools we have invested in to create a strong region and collaborate on new opportunities.
- **Capital Catalyst III:** Greater Oshkosh EDC is close to securing a third round of Capital Catalyst financial assistance for new businesses and entrepreneurs in the region. This program has seeded \$500,000 to date in new startups in the region. If successful, Greater Oshkosh will need to inject \$250,000 in capital into new companies over 18 months.
- **Industrial Park Covenant Revisions:** Greater Oshkosh EDC secured majority support from Oshkosh industrial park tenants on revisions to the covenants and the removal of the property north of the Silver Star Brands distribution facility from the Southwest Industrial Park. Greater Oshkosh EDC is working to record these covenant changes with Winnebago County. This remains cumbersome, but we are working through the details.
- Greater Oshkosh will administer the City-funded **Revolving Loan Fund (RLF)** in accordance with the approved program manual. Greater Oshkosh EDC will also seek creative ways to expand financing programs for all-sized businesses, including additional RLF's and riskcapital.
- Greater Oshkosh will **administer other finance programs**, including COVID-19 Emergency Response Loan and County Rapid Recovery Loan.

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

- **Artificial Intelligence:** Greater Oshkosh EDC has invested in an AI product called **gazelle.ai**. This product will help us to gather more intelligence about our companies, their supply chains, and potential new targets.
- **Gold Shovel:** To **boost site readiness and development preparedness**, Greater Oshkosh plans to pursue certification of sites in Winneconne and Oshkosh (which both have industrial parks) through the New North program 'Gold Shovel', demonstrating to businesses that a due diligence standard has been met. Less than 10 sites in Northeast Wisconsin have successfully completed the Gold Shovel certification process, like the Aviation Business Park.
- Greater Oshkosh EDC will develop **customized proposals** to businesses interested in establishing a location within the region upon direct contact or referral from a reliable source. This activity will be reported upon, in aggregate, as part of this agreement's semi-annual reports.
- Partner with commercial real estate brokers, developers, and property owners to build an **inventory of available commercial/industrial sites and buildings** available within the greatOshkosh community. Populate the 'Locate in Wisconsin' system.

Strategy Three: Greater Oshkosh EDC engages partners to ensure a technically educated, diverse and skilled workforce to support the businesses in the greater Oshkosh area.

- Greater Oshkosh EDC will continue to **evaluate workforce needs** of employers. The organization will also continue to brand the area as a prime destination to attract talent, selling the various selling attributes for people to want to move here.
- **Winnebago Catch A Ride:** Greater Oshkosh plans to continue to seek sustainability for WCAR in the form of more reimbursements for volunteer drivers. The program has delivered over 3000 rides to help people get to work since it started, and the key ingredient continues to be recruiting drivers.
- Further commitment to working hand in hand with community and regional organizations to bring more awareness of the need to be a **diverse, inclusive, and welcoming community** to people of all races, backgrounds, cultures, and religions.
- Greater Oshkosh EDC will **identify workforce barriers** (including transportation issues, lack of affordable housing, and daycare options) and work with all partners to identify solutions.

Strategy Four: Greater Oshkosh EDC provides the tools and resources to ensure that the greater Oshkosh area is prepared to address economic development opportunities.

- Continue to explore the advantages that the **Foreign Trade Zone** program offers to existing or prospective employers, as well as programs such as **Opportunity Zones, New Markets Tax Credit, historic tax credits** and others.
- Further build upon the **transload** as an asset for aiding the shipping needs of business and industry.
- 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.
- **Identify opportunities to collaborate on targeted industry efforts** with appropriate partners including, but not limited to, the Wisconsin Economic Development Corporation (WEDC), the New North, and Northeast Wisconsin Regional Economic Partnership (NEWREP), and build upon previous targeted industry studies.

Strategy Five: Greater Oshkosh EDC is an innovative, flexible and entrepreneurial organization that provides results and value to stakeholders.

- Develop, implement, and maintain **marketing and communication plans**. Generate return on investment measures for marketing campaign and demonstrate the quantitatively and qualitatively impact that Greater Oshkosh's work is having on the region's economic success.
- Establish a **scorecard for internal utilization and education** focused on measurable outcomes as well as provide results-oriented data to investors.
- **Update and maintain a strong economic development website** for the greater Oshkosh community and perform continued promotion with multiple other avenues -- such as social media, local, and regional media.
- **Rural Development Loan Program:** Greater Oshkosh is pursuing the creation of a loan fund to assist businesses in Greater Oshkosh area that are outside the Oshkosh city limits.
- Conduct effective **outreach to public stakeholders**. This includes the City of Oshkosh, Towns, Village of Winneconne, Winnebago County, Towns, and others within the region.
- Collaborate with local organizations and development partners on **webinars that highlight business development programs / educational topics** like cybersecurity.
- Appropriately celebrate Greater Oshkosh's **5th Year Anniversary**.



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, Greater Oshkosh Capital Catalyst Fund, Greater Oshkosh Emergency Loan Fund and Winnebago County Rapid Response Loan 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 EDC 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 EDC 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 EDC'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 EDC 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. *2020 Highlights*

- Business Retention and Expansion Outreach: Connected with over 180 companies virtually, including an evaluation on the impact of COVID-19 on our key employers.
 - Utilized virtual meetings to stay connected and in touch with local businesses.
 - BR&E Technology: Implemented Gazelle.ai and improved business database on E-synchronist as BR&E tools
- Business Financing: Continued to manage the existing Revolving Loan Fund and Capital Catalyst fund extending access capital to startup, early growth, and expanding companies. Additionally, managed two separate pandemic response funds for the City of Oshkosh and Winnebago County. The programs provided relief to businesses facing cash flow concerns or a need for capital to improve resilience.
 - In total, these funds disbursed \$648,000 to 59 different businesses in 2020.
- COVID-19 Response: In addition to the loan funds, Greater Oshkosh EDC staff took several steps to assist the region's response to this pandemic.
 - Create a private social media page, Greater Oshkosh Business Strong, to communicate with over 250 local business owners.
 - Provided technical assistance and hosted webinars on accessing funding through local, state, and federal programs (e.g., Paycheck Protection Program and We're All In Grants).
 - Brought together a group of 25 partners that support the Greater Oshkosh region for a weekly call to inform, collaborate, and support each other.
- Property Searches: Greater Oshkosh EDC collaborates with 203 real estate brokers, developers and municipal partners to identify commercial and industrial sites and buildings around our area.
 - Received 26 requests for property searches in 2020.
 - Total Properties Submitted: 140
 - Total Buildings Submitted: 79
 - Total Sites Submitted: 61
- Special projects: Involved with multiple projects, including, but not limited to:
 - FedEx, Oshkosh Food Co-op, Switchgear, Vines & Rushes FireSide, Muza Sheet Metal, Alro Steel, Doggie Paddle, MToxins, and Wittman Regional Airport general aviation terminal.
- Workforce Development
 - Winnebago Catch-A-Ride: Successfully administered this program despite challenges presented by COVID-19 including availability of volunteers and increased costs.
 - Rides: 2,724
 - Riders: 45
 - Employers: 29
 - Miles Covered: 12,267.22
 - Fab Lab Grants – Assisted with Oshkosh and Omro area school districts to obtain grant funding to boost STEM and high-tech learning.

- Promoted and supported UW Oshkosh survey of employers on COVID-19 Pandemic impact on the workforce and region.
- Entrepreneurial Growth: Greater Oshkosh EDC staff continues to be a resource for local entrepreneurs, connecting them with business financing and consultation.
 - Funded three start-up or early growth businesses with Capital Catalyst grants and loans: Tap Tech, Prexo, and Fifth Ward
 - Worked closely UW Oshkosh Small Business Development Center and Alta Resource Center for Entrepreneurship and Innovation
 - Participated as a judge in the Culver's Business Model Competition
- Rural Fiber Project – Worked with US Venture and local municipalities providing support and assistance in obtaining grant funding for the Light the Lake project resulting in ground being broken in November 2020.
- Industrial Development – Steps were taken in 2020 to update the industrial park covenants including a vote of tenants. Additionally, efforts were made to identify possible sites for Gold Shovel properties in 2021. Finally, the Wittman Regional Airport completed vital infrastructure to the accessibility of Oshkosh Aviation Park.
- Aviation Promotion – Continued to focus on the importance of the aviation industry on our region despite the 2020 EAA AirVenture Oshkosh event being cancelled.
 - Participated in Winnebago County Airport Committee and Wittman Regional Airport Tennant Advisory Group meetings.
 - Partnered with City of Oshkosh and Wittman Regional Airport staff to plan for marketing of the Oshkosh Aviation Business Park.
 - Maintained the Gold Shovel status and adoption of industrial park covenants.

Links to:

2019 Annual Report: [https://greateroshkosh.com/wp-](https://greateroshkosh.com/wp-content/uploads/GreaterOshkosh_2019AnnualReport_P3_Pages-1.pdf)

[content/uploads/GreaterOshkosh_2019AnnualReport_P3_Pages-1.pdf](https://greateroshkosh.com/wp-content/uploads/GreaterOshkosh_2019AnnualReport_P3_Pages-1.pdf)

2020 Midyear Report: <https://greateroshkosh.com/wp-content/uploads/Midyear-Infographic.pdf>

GO-EDC Foundation, Inc. Brochure: <https://greateroshkosh.com/about-us/go-edc-foundation-inc/>

GROW EDC Campaign Brochure: <https://greateroshkosh.com/grow/invest/>

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

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 + <i>BP+E Digital management tracking</i>	\$ 20,000	\$ 10,000
4. Other Promotional Programs (example: trade show booths)		
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting) + <i>Business Retention + Expansion Activities</i>	\$ 45,000	\$ 15,000
6. Funding of Administrative Activities and/or Positions	\$ 110,000	\$ 38,268
7. Membership dues in Econ. Dev. Organizations	\$ 1,200	\$ 500
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a. <i>Workforce Initiatives</i>	\$ 30,000	\$ 5,286
8b. <i>Regional Assistance</i>	\$ 17,000	\$ 8,986
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$ 260,700	\$ 89,540

Oshkosh Chamber
Request: \$5,269⁰⁰



January 29, 2021

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 \$2,769 for a total of \$5,269.

Intended Use of Funds

This funding will be utilized to support ongoing activities relating to accomplishing our economic development objectives and more specifically our prospect development and existing business 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 2021 Economic Development Program of Work detailing work plans to be accomplished. We will allocate this IDB funding specifically to help us accomplish our prospect development activities, Amplify Oshkosh IT marketing and administrative activities and membership dues to NEWREP.

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 (IT) Cluster Development**
- **Regional Partnerships**
- **Workforce Development**

A Five Star Accredited Chamber of Commerce

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, 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. The economic development staff also provides an array a prospect and client development services that are focused on job growth, workforce and business retention, and tax base growth.

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), and the NEW Digital Alliance 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 2021 is \$163,100. Attached is a copy of the economic development section of our 2021 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 2020 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
Wilson Jones, Chairman, Oshkosh Chamber Board of Directors
Tom Belter, Chairman, Oshkosh Chamber Economic Development Advisory Council

Oshkosh Chamber of Commerce 2021 Economic and Workforce Development Strategic Plan

Strategic Priorities to Achieve our Mission

Enhance Economic Growth in our Community

The Oshkosh Chamber of Commerce will be a leader in promoting the area's business attributes. We will ensure that a sound private-sector driven economic development effort that works toward building an environment that is conducive to economic growth and expansion of business in Oshkosh is in place.

- **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. Continue the Oshkosh Chamber's web-enabled building and sites database.
2. Sponsor monthly Oshkosh Chamber "Taking Care of Business" promotional radio show on WOSH.
3. 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
 - 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.
 - 4. Provide direct consultative services to over 100 businesses annually.
 - 5. 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 April 2021.
 - Ideas Amplified speaker/networking series.
 - Complete development activities for new Amplify website.
 - **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).
 2. 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.

Talent & Workforce Readiness

The Oshkosh Chamber of Commerce is the driver in aligning educational outcomes and workforce readiness of our future labor pool. We will assist area business in retaining, recruiting and engaging a diverse and talented pool of employees. We understand the needs of the community and then educate and motivate potential leaders to commit themselves to address those needs through a variety of leadership roles.

- **Strategic Objective** - Create talent initiatives that develop a human resource pipeline to sustain and develop business growth for the Oshkosh Chamber business community.
- Programs/Activities:
1. Coordinate and support Amplify Oshkosh IT Network and Manufacturing Cluster committees in their education initiatives and events.
 - a. Coordinate Amplify IT Leadership Academy programming.
 2. Serve as board member on Fox Valley Workforce Development Board and chair Strategic Programming Committee.
 3. Lead Oshkosh Area SHRM in hosting a spring Future HR Conference

- **Strategic Objective** – Continue the process of identifying and developing community leadership.

Programs:

1. Direct the Leadership Oshkosh program.
 - Facilitate/continue fundraising and non-profit adjunct board components to Leadership Oshkosh
1. Retain and attract young talent and leadership, while providing young professionals with opportunities to connect with one another through social opportunities, professional development and community service initiatives.
 - Chamber staff liaison to Propel.
 - Promote Propel Events.
 - Promote Propel members.

YOUR OSHKOSH CHAMBER CONTINUES TO WORK FOR YOU DURING THE COVID-19 PANDEMIC.

FINANCIAL ASSISTANCE

LOCAL SUPPORT

- **\$334,500 deployed in 42 emergency local business assistance loans**
- The Oshkosh Chamber partnered on the Winnebago County Rapid Recovery Loan Program, and created and administered its own Bar and Restaurant Emergency Loan program to assist businesses that were negatively impacted by the COVID-19 pandemic.
- **404 local jobs Retained** – Facilitated the retention of existing jobs

STATE SUPPORT

- **\$375,000 distributed to local businesses** through WEDC and assisted by Oshkosh Chamber letters of support
- 150 support letters written for local small businesses applying for the “We’re All IN” grant program
- 398 Oshkosh businesses received a total of \$995,000

DRIVE THRU JOB FAIR

400 Clients served through Drive Thru Job Fair that was held at the Oshkosh Chamber on July 15

- Over 400 people received packets
- Over 70 companies provided information on available jobs
- Partnered with Fox Valley Workforce Development Board and Fox Valley Job Centers



OSHKOSH CHAMBER CLIENT SUPPORT

- **Mineshaft Restaurant**
\$16.3 million invested
137 new full time jobs
Over 35,000 square foot restaurant and entertainment facility
Oshkosh Chamber supported client since 2013
Project Completed and Open
- **BRIO Building**
Merge Urban Development
57,000 square foot 5 story mixed use complex
Oshkosh Food-Co-Op
Oshkosh Chamber client referred to City of Oshkosh
Under Construction
- **Dunkin Donuts/Baskin Robbins**
Developer Support
Under Construction
- **Marriott Towneplace Suites**
Developer Support
Under Construction
- **Shea Electric**
Site Search support
Relocated and Open
- **Mtoxins Venom Lab**
Project Support
Governmental Communication
Open for Business
- **Bank First**
Site Search support
Relocated and Open for Business
- **Home Care Assistance**
Financial Assistance
Governmental Communication
Relocated and Open for Business
- **Smart IS International**
Project Support
Relocated and Open for Business
- **Adventure Games**
Financial Assistance/Chamber Loan Support
Relocated and Open for Business
- **Chic-fil-A**
Market support
Under Construction

OSHKOSH CHAMBER OPPORTUNITY MANAGEMENT PORTFOLIO

- 61 Business Cases
- 17 start ups
- 10 project wins
- 16 site tours provided
- 150 calls relating to business/market support inquiries

OSHKOSH UNEMPLOYMENT RATE FOR OCTOBER 2020 WAS 4.1%

- Down from 14.3% in April of 2020
- 33,539 city residents working in Oct. 2020 vs. 33,466 Oct. 2019 (UP 73)
- April employment was 29,541
- Employment above Pre-pandemic levels
- 40,748 people employed by Oshkosh companies

\$64.7 MILLION IN NEW COMMERCIAL & INDUSTRIAL CONSTRUCTION

- Up from \$36 million in prior year
- 2nd in Fox Valley Region
- Wisconsin Department of Revenue data

COORDINATED NORTHEAST WISCONSIN GLOBAL TRADE CONFERENCE

October 2019

- Event coordination and Logistics for NEWREP
- Over 100 in attendance

9 AMPLIFY OSHKOSH EVENTS COORDINATED

- 500 people attended Amplify Oshkosh Events
- Amplify Leadership Academy Created
 - 16 students



I continue to be delighted with the progress we are seeing with Amplify Oshkosh. Our on-going connection with the Oshkosh Chamber has enabled us to hire full-time staff and continue to add valuable programs as we strive to heighten the importance of technology and its associated careers. I encourage other businesses and organizations to join me in supporting Amplify Oshkosh and the Oshkosh Chamber in 2021 and beyond by getting involved with our

programs and provide funding support so we can continue to elevate Oshkosh as one of the economic leaders in our region.

Javad Ahmad, President and COO, Smart IS and Past Chairman of the Oshkosh Chamber Board



We continue to work with our many economic development partners and supporters and the results confirm our efforts. Our on-going economic development efforts have assisted in creating an impressive level of new tax base for Oshkosh. This could not happen without the support of the business community and the many donors who contribute to the Oshkosh Chamber to support our economic development efforts. Take a look

around and you will see a thriving freeway corridor including the new Mineshaft Restaurant and Entertainment facility, the new Oshkosh Corporation Global Headquarters, Oshkosh Avenue revitalization including a new Marriott hotel, a major downtown mixed-used development in the Marion Road Redevelopment District called the BRIO building including a new Oshkosh Food Co-op, and more waterfront development on the way.

Tom Belter, Chairman, Oshkosh Chamber Economic Development Advisory Council

Oshkosh Corporation has enjoyed a proud and storied history in the Oshkosh community for over 100 years. We credit our success not only to our employees, but also the strong community support. We are committed to building our future in the city of Oshkosh. Our new Global Headquarters advances our Company – and our community – by providing the amenities and environment that will allow us to retain and attract top talent to the area. The Oshkosh Chamber, along with other community partners, played an important role helping us find a solution that worked in Oshkosh. I encourage other prospective businesses to utilize the experience, knowledge, expertise, and resources that the Chamber possesses to help your business grow and prosper right here in Oshkosh.



Wilson Jones, CEO, Oshkosh Corporation and Chairman of the Oshkosh Chamber Board

The Oshkosh Chamber offers access to a network of experienced business leaders and resources that support business and community interests. The Oshkosh Chamber was very helpful when we were searching for our new location in Oshkosh and we are confident that they have the connections and can identify the programs that can help your business.

Joan Woldt, Regional President, Bank First



LOCAL AREA COUNTY UNEMPLOYMENT RATE STATISTICS (LAUS)

December 31, 2020

COUNTY	EMPLOYMENT Dec. 31, 2019	EMPLOYMENT Dec. 31, 2020	CHANGE 2020 VS 2019	UNEMP APR 20	UNEMP MAY 20	UNEMP JUNE 20	UNEMP JULY 20	UNEMP AUG 20	UNEMP SEPT 20	UNEMP OCT 20	UNEMP NOV 20	UNEMP DEC 20	UNEMP DEC 19
Winnebago	88,444	88,479	35	14.2	10.6	7.7	6.0	5.1	3.6	4.0	3.6	4.3	2.8
Outagamie	99,313	97,416	(1,897)	14.1	10.9	7.7	6.1	5.3	3.9	4.1	3.6	4.3	2.8
Fond du Lac	55,325	56,512	1,187	16.3	11.3	8.3	5.8	4.7	3.5	3.7	3.6	4.3	2.7
Brown	136,950	135,669	(1,281)	13.8	12.1	8.8	6.8	5.8	4.3	4.6	4.0	4.6	2.9
Calumet	26,694	26,097	(597)	11.8	9.1	6.7	5.1	4.3	3.1	3.5	3.2	3.7	2.6
Waupaca	24,778	24,385	(393)	13.3	10.5	7.1	5.6	5.2	3.8	4.3	3.8	5.0	3.3
Waushara	10,952	10,741	(211)	15.4	10.8	7.5	5.8	4.9	4.0	4.4	4.3	5.6	4.1
Sheboygan	59,078	58,565	(513)	15.0	12.5	7.9	6.2	5.0	3.7	3.9	3.7	4.2	2.7
Manitowoc	39,099	38,762	(337)	16.2	11.7	8.2	6.3	5.4	4.0	4.3	4.1	4.9	3.7
Door	13,601	13,147	(454)	20.0	13.8	8.6	6.4	5.5	4.2	4.5	5.3	7.5	4.5
Rock	81,527	79,527	(2,000)	17.0	13.6	9.7	8.2	6.7	5.2	5.3	4.8	5.4	3.5
Eau Claire	57,080	56,509	(571)	13.0	10.8	8.4	6.6	5.7	3.9	4.0	3.8	4.6	2.9
La Crosse	64,492	63,563	(929)	13.1	11.0	7.8	6.1	5.3	3.7	3.9	3.5	4.3	2.7
Dane	316,196	310,007	(6,189)	11.3	9.3	7.3	5.9	5.1	3.8	3.9	3.5	4.0	2.1
Milwaukee	445,927	433,773	(12,154)	15.8	14.1	11.5	9.9	8.9	7.3	7.6	6.5	7.1	3.6
Wisconsin	2,990,550	2,931,556	(58,994)	14.6	11.7	8.7	7.0	6.1	4.7	4.9	4.5	5.3	3.2
US	158,504,000	149,613,000	(8,891,000)	14.4	13.0	11.2	10.5	8.5	7.7	6.6	6.4	6.5	3.4

2020-21 Program of Work & Budget

Department: Economic Development

Strategic Priority

Enhance Economic Growth in our Community

Strategic Objectives:

1. Focus 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.
2. Promote local economic growth through new business recruitment, expansion and retention including start-up and entrepreneur support.
3. 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.

Program/Activity	Budget		Owner	Other Dept./Committees Needed	Organization Goal	Completion Date
	Revenue	Expenses				
Consultant Services to entrepreneurs, start-ups and emerging businesses including incubator space in the lower level of the Chamber office. (Note 1)	\$0	\$0	Rob Kleman	EDAC	#1, 2	On-going
Conduct quarterly Investor Relations Events	\$0	\$ 500	Rob Kleman	EDAC	#1, 2, 3	September 2021
Fund Drive (Note 2)	\$60,000	\$0	Rob Kleman	EDAC	#1, 2, 3	April 2021
Oshkosh Chamber On-Line Property Database Update (Note 3)	\$0	\$1,000	Rob Kleman	Board of Directors	#2	On-going
"Taking Care of Business" Radio Show	\$0	\$3,000	Rob Kleman	EDAC	#1, 3	Monthly; On-going

RLF Servicing Fees (OAEDC)) (Note 4)	\$7,200	\$0	Rob Kleman	Board of Directors	#2	On-going
Recapitalize RLF (Note 5)	\$0	\$0	Rob Kleman	EDAC	#2	On-going
Amplify Oshkosh: Membership & Investor Schedule (Note 6)	\$15,000	\$0	Rob Kleman	Amplify Consortium & Engagement Committee	#2	On-going.
Ideas Amplified Networking Series (Note 7)	\$2,500	\$0	Rob Kleman	Amplify Consortium & Marketing Comm.	#2	September 2021; On-going
Amplify Oshkosh – Amplify IT Conference (Note 8)	\$15,000	\$7,500	Rob Kleman	Amplify Consortium & Marketing Comm.	#2	April 2021
Amplify Oshkosh – 1. Skills/Talent 2. Mktg/Events 3. Website/Social 4. Fundraising	\$0	\$0	Rob Kleman	Amplify Consortium	#2	On-going
Amplify Oshkosh IT Leadership Academy (Note 9)	\$0	\$0	Rob Kleman	Amplify Consortium & Skills and Talent Committee	#2	September 2021
Amplify Oshkosh Strategic Partners: WIT,IT Alliance, AITP	\$0	\$0	Rob Kleman	Amplify Consortium	#2	On-going
Amplify Website/Hosting	\$0	\$1,000	Rob Kleman Caitlin MacWilliams Patti A-S	Amplify Website Committee	#2	On-going
Amplify logistics/Meetings, Misc.	\$0	\$500	Rob Kleman	Amplify Consortium	#2	Monthly; On-going
Support Workforce/Talent Development Committee	\$0	\$0	Rob Kleman	Amplify Consortium PIE Council	#1, 3	On-going
NEWREP Membership	\$0	\$250	Rob Kleman	Board of Directors	#2, 3	On-going

Business Counseling – SCORE (Note 10)	\$0	\$0	John Casper	Board of Directors	#2	On-going
Econ. Dev. Admin/Staff/Program		\$149,350				
Total	\$99,700	\$163,100				

Note #1. Chamber is investigating the feasibility of renting office space for start-up companies.

Note #2. The annual economic development fund-drive will be conducted by contracted staff and Sr. VP of Economic Development.

Note #3. The Chamber will engage an intern to work with real estate community to update the Oshkosh Chamber's On-line Building and Sites Database.

Note #4. This is a 5% service fee for OAEDC loans based on outstanding portfolio balance (\$144,000) on September 30 of fiscal year for prior year servicing activities.

Note#5. Staff will investigate new sources of funds to recapitalize the Chamber's RLF.

Note #6. Continue implementation of the membership structure for Amplify Oshkosh 2 Corporate Sponsors @ \$5,000 each and 5 Corporate Memberships @ \$1,000 each. Assistance to be provided by Amplify Oshkosh Consortium Members.

Note #7. This is based on holding a Virtual Event in November that we plan to secure 5 \$500 sponsors.

Note #8. The plan is to hold an in-person event on April 30 at UW Oshkosh.

Note #9. This program is on hold until in-person training events stabilize.

Note #10. The Chamber provides office space and administrative/clerical support to the SCORE office.

2020-21 Program of Work & Budget

Department: Economic Development

Strategic Priority

Enhance Economic Growth in our Community

Strategic Objectives:

1. Focus 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.
2. Promote local economic growth through new business recruitment, expansion and retention including start-up and entrepreneur support.
3. 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.

Program/Activity	Budget		Owner	Other Dept./Committees Needed	Organization Goal	Completion Date
	Revenue	Expenses				
Consultant Services to entrepreneurs, start-ups and emerging businesses including incubator space in the lower level of the Chamber office. (Note 1)	\$0	\$0	Rob Kleman	EDAC	#1, 2	On-going
Conduct quarterly Investor Relations Events	\$0	\$ 500	Rob Kleman	EDAC	#1, 2, 3	September 2021
Fund Drive (Note 2)	\$60,000	\$0	Rob Kleman	EDAC	#1, 2, 3	April 2021
Oshkosh Chamber On-Line Property Database Update (Note 3)	\$0	\$1,000	Rob Kleman	Board of Directors	#2	On-going
"Taking Care of Business" Radio Show	\$0	\$3,000	Rob Kleman	EDAC	#1, 3	Monthly; On-going

RLF Servicing Fees (OAEDC)) (Note 4)	\$7,200	\$0	Rob Kleman	Board of Directors	#2	On-going
Recapitalize RLF (Note 5)	\$0	\$0	Rob Kleman	EDAC	#2	On-going
Amplify Oshkosh: Membership & Investor Schedule (Note 6)	\$15,000	\$0	Rob Kleman	Amplify Consortium & Engagement Committee	#2	On-going.
Ideas Amplified Networking Series (Note 7)	\$2,500	\$0	Rob Kleman	Amplify Consortium & Marketing Comm.	#2	September 2021; On-going
Amplify Oshkosh – Amplify IT Conference (Note 8)	\$15,000	\$7,500	Rob Kleman	Amplify Consortium & Marketing Comm.	#2	April 2021
Amplify Oshkosh – 1. Skills/Talent 2. Mktg/Events 3. Website/Social 4. Fundraising	\$0	\$0	Rob Kleman	Amplify Consortium	#2	On-going
Amplify Oshkosh IT Leadership Academy (Note 9)	\$0	\$0	Rob Kleman	Amplify Consortium & Skills and Talent Committee	#2	September 2021
Amplify Oshkosh Strategic Partners: WIT,IT Alliance, AITP	\$0	\$0	Rob Kleman	Amplify Consortium	#2	On-going
Amplify Website/Hosting	\$0	\$1,000	Rob Kleman Caitlin MacWilliams Patti A-S	Amplify Website Committee	#2	On-going
Amplify logistics/Meetings, Misc.	\$0	\$500	Rob Kleman	Amplify Consortium	#2	Monthly; On-going
Support Workforce/Talent Development Committee	\$0	\$0	Rob Kleman	Amplify Consortium PIE Council	#1, 3	On-going
NEWREP Membership	\$0	\$250	Rob Kleman	Board of Directors	#2, 3	On-going

Business Counseling – SCORE (Note 10)	\$0	\$0	John Casper	Board of Directors	#2	On-going
Econ. Dev. Admin/Staff/Program		\$149,350				
Total	\$99,700	\$163,100				

Note #1. Chamber is investigating the feasibility of renting office space for start-up companies.

Note #2. The annual economic development fund-drive will be conducted by contracted staff and Sr. VP of Economic Development.

Note #3. The Chamber will engage an intern to work with real estate community to update the Oshkosh Chamber’s On-line Building and Sites Database.

Note #4. This is a 5% service fee for OAEDC loans based on outstanding portfolio balance (\$144,000) on September 30 of fiscal year for prior year servicing activities.

Note#5. Staff will investigate new sources of funds to recapitalize the Chamber’s RLF.

Note #6. Continue implementation of the membership structure for Amplify Oshkosh 2 Corporate Sponsors @ \$5,000 each and 5 Corporate Memberships @ \$1,000 each. Assistance to be provided by Amplify Oshkosh Consortium Members.

Note #7. This is based on holding a Virtual Event in November that we plan to secure 5 \$500 sponsors.

Note #8. The plan is to hold an in-person event on April 30 at UW Oshkosh.

Note #9. This program is on hold until in-person training events stabilize.

Note #10. The Chamber provides office space and administrative/clerical support to the SCORE office.

ANNUAL NEW CONSTRUCTION VALUES FOR LOCAL MUNICIPALITIES

Total New Construction: Commercial

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Totals
Green Bay	\$11,799,800	\$21,085,300	\$32,733,300	\$49,191,600	\$35,926,200	\$32,970,600	\$58,508,100	\$30,394,100	\$39,730,600	\$22,780,500	\$335,120,100
Appleton	\$13,248,100	\$9,697,600	\$16,506,200	\$20,169,200	\$19,895,900	\$61,889,700	\$41,896,700	\$53,648,200	\$38,310,000	\$44,332,600	\$319,594,200
Oshkosh	\$21,931,500	\$25,079,800	\$30,525,700	\$30,110,800	\$11,712,400	\$25,085,700	\$19,052,800	\$33,913,700	\$35,608,400	\$42,692,200	\$275,713,000
Fond du Lac	\$8,653,800	\$2,234,900	\$5,808,500	\$33,746,300	\$28,851,900	\$39,227,900	\$40,539,700	\$24,236,600	\$25,565,300	\$35,992,300	\$244,857,200
Neenah	\$1,379,500	\$4,335,900	\$18,685,600	\$2,113,000	\$2,286,300	\$3,027,300	\$11,913,900	\$14,710,700	\$11,275,000	\$8,945,000	\$78,672,200

Total New Construction: Industrial

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Totals
Green Bay	\$5,415,200	\$7,836,500	\$11,170,700	\$9,277,300	\$3,753,200	\$4,954,100	\$5,415,000	\$1,638,300	\$4,275,700	\$56,560,500	\$110,296,500
Oshkosh	\$8,098,800	\$2,917,900	\$5,749,600	\$2,889,100	\$1,722,600	\$15,072,900	\$2,202,900	\$3,255,200	\$901,000	\$22,024,200	\$64,834,200
Neenah	\$2,564,700	\$2,589,600	\$8,466,800	\$16,072,000	\$3,125,300	\$9,907,400	\$5,177,500	\$2,651,200	\$1,498,900	\$155,400	\$52,208,800
Fond du Lac	\$2,110,300	\$3,432,700	\$10,619,300	\$9,028,300	\$1,171,800	\$1,319,800	\$2,901,900	\$3,168,200	\$6,385,000	\$2,418,400	\$42,555,700
Appleton	\$407,700	\$2,938,000	\$689,100	\$390,600	\$954,300	\$5,877,100	\$5,544,000	\$407,400	\$474,800	\$2,184,100	\$19,867,100

Source: Department of Revenue - Statement of Changes in Equalized Values by Class and Item



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)	AMPLIFY DASHKASH 2.7 MARKETING \$17,500	
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	PROJECT DEVELOPMENT ACTIVITIES \$31,500	
6. Funding of Administrative Activities and/or Positions		
7. Membership dues in Econ. Dev. Organizations	MEMBER DUES \$250 W. EDA DUES \$325	
8. Other Econ. Dev. Projects / Programs: Itemize below:		
8a. AMPLIFY DASHKASH 2.7 LEVISED ADMIN	AMPLIFY ADMIN \$30,000	
8b.		
8c.		
TOTAL \$ (for items 1 – 8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	\$119,575	\$5,269

Town of Clayton

Area Development "Master" Plan (ADP)

Purpose: The Town of Clayton recognizes the need for more detailed planning in the Northeast area of the town designated for public sewer and water service. Development potential is expected at an accelerated rate in this portion of the Town once public sewer and water services are installed, which is expected by Summer/Fall 2021. The ADP will be developed as a detailed component of the Comprehensive Plan update, which will occur in 2021. In other words, the ADP could be "dropped into" this area of the Future Land Use Map. The objectives of the ADP study are as follows:

- Develop a plan which assists developers with meeting the intentions of the town. The resultant plan should allow landowners to "target" specific projects and recruit prospects for development.
- Reduce the uncertainty and surprises to development prospects (potential applicants). Provide more clarity in obtaining approvals and permits.
- Assist the Plan Commission with more information by which to conduct application reviews for rezones, conditional use, land divisions and site plans. Recommend ordinance amendments where appropriate to implement the vision.
- Identify unique or useful approaches to implement the future land use type identified within the ADP study area. Examples could include Planned Unit Developments, Official Map representation and other implementation tools.

Study Area: The study area for the ADP shall be defined as Sections 11, 12, 13,14 and 24. Basically, this is the area encompassing the Hwy 10 and 76 corridors within the TID district and town sanitary district.

ADP components are proposed as follows:

1. Land Use: Define more detailed commercial, industrial and multi-family use intensity levels by area. Consider different levels of site and building design standards where appropriate. Provide more in-depth research and analysis regarding the impact of the Outagamie County Airport Overlay on land use type and density.
 - a. Assemble and work with a Steering Committee to guide the ADP master planning process. We envision three meetings to develop the master plan with the Steering Committee. Also, several staff meetings, at least two meetings with the town engineer and one meeting with Greenspace Committee will occur. The three Steering Committee meetings are identified as part of the tasks below relative to their timing.
 - b. Develop a "Land Use Visual Preference Survey" for use by the Steering Committee to guide recommendations.
 - c. Analyze existing conditions including updating existing land use and delineated wetland areas. Recognize directives from various engineering studies and the TID plan.
 - d. Review current the future land use map, zoning ordinance and appropriate economic studies to portray a range of scenarios for proposed land use change from the current state.
 - e. Meeting #1: Introductions, background, corridor visioning exercises (identity, functions, etc.), land use preference survey (Item b-d above), summary of existing conditions and future scenario components.

- f. (OPTIONAL ACTIVITY AND COST) Develop and utilize a web-based survey or open house format (Covid determined) to receive feedback from the public on land use preferences put forward by the Steering Committee.
 - g. Develop future land use scenarios and alternatives based on background information and Committee / public feedback.
 - h. Meeting #2: Review land use scenario and master plan alternatives and arrive at a preferred alternative.
 - i. Based on the selected scenario and land use preferences, develop a master plan map which portrays the recommended future land uses. The Master Plan map shall include the location of future roads and stormwater management facilities as recommended by the Town engineer and greenspace and trail locations as recommended by the Town's Greenspace Committee consistent with #2 - #4 below.
 - j. Examine master plan implementation options, including the use of overlay districts and design standards. Recommend preferred site dimensional standards selected for implementation through the Town's zoning ordinance. Reference potential impacts of the Outagamie County Airport Zoning Ordinance.
 - k. Summarize the planning process with the development of a Master Plan document to be utilized for posting to the town web site.
 - l. (OPTIONAL ACTIVITY AND COST) Create a 3-D visualization (fly-through) of the Corridor Study Area depicting the preferred scenario and land use alternative.
 - m. Meeting #3: Review and approve final draft Master Plan and scenario/land use assumptions, as well as implementation recommendations.
2. **Future Roads:** Determine with more accuracy, and coordination with other utilities, the locations of future streets within the study area. Cedar to work with Town Engineer on recommendations.
 3. **Stormwater Management:** Locate areas for potential regional stormwater management. Integrate with Winnebago and Outagamie County requirements. Cedar to work with Town Engineer on recommendations.
 4. **Potential bike and pedestrian trail links:** Locate potential trail routes and connectivity within the study area. Cedar to work with the Town Greenspace Committee.

Timetable: Three months from the order to proceed.

Review and adoption: The ADP is expected to involve three Steering Committee meetings, one Greenspace Committee meeting, several staff meetings, and at least two meetings with the town engineer to develop the Master Plan. Additionally, one public informational meeting will be held in conjunction with the Plan Commission. Adoption of the ADP can be by resolution until it's integrated into the Future Land Use Map of the Comprehensive Plan which must be adopted by ordinance.

Estimated Cost: \$18,000 (Does not include OPTIONAL Components listed above.)

Your report must also address the following two statements (on a separate sheet of paper/cover letter)...

- 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 2020, the Town Board funded an Economic Development Director position with the intent of selling approximately \$7,000,000.00 of land the Town owns. The funds awarded to the Town in CY 2020 were used to offset the cost of funding the Economic Development Director Position of \$55,000.00. The Economic Development Director assisted in the creation of a Tax Increment Finance District which was approved by the State Department of Revenue with an effective date of January 1st, 2019. The Economic Development Director has played a significant role in gathering an investment group interested in purchasing the Town owned property.

2. 2021 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.

The Town recognized the need for a more detailed plan regarding the Highway 10 and Highway 76 corridor when asked what the Town's Leaders envisioned for that area. The Town's sewer infrastructure Phase I is completed and the water infrastructure construction will start in Spring/Summer 2021 with the Public Service Commission's approval scheduled to be announced on or before April 7, 2021. The Area Development "Master" Plan will assist developers with meeting the intentions of the Town resulting in the landowners targeting specific projects that will bring high value development and create potential high value jobs to the Town. The tax base developed in the TID will allow the Town to fund the costs of extending utilities within the TID. The tax base developed outside the TID will allow the Town Board to fund infrastructure maintenance and development projects outside the TID.

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):

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	The Town has approved for CY 2021 an Area Development "Master" Plan which will encompass the Hwy 10 and Hwy 76 corridors within the Town TID District and the Town Sanitary District for a total cost of \$18,000.00	The Town Board intends to use \$4,681.00 or 100% of the Town's IDB funding to offset the cost of funding the Area Development "Master" Plan.
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:		
8b.		
TOTAL \$ (for items 1-8) (note: total in Column 3 should equal your Per Capita Funding Request from IDB)	The Area Development "Master" Plan for a total cost of \$18,000.00	\$4,681.00 or 100% of the Town's IDB funding.

Town of Neenah
Request: \$4,055⁰⁰



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, Administrator-Clerk-Treasurer 920-725-0916

February 8, 2021

Jerry Bougie
IDB Coordinator
jbougie@co.winnebago.wi.us

RE: Winnebago County IDB Per Capita Funding Program Application

Jerry

Attached is the Town of Neenah's application for Winnebago County 2021 Per Capita Economic Development Funding.

Sincerely,

Ellen Skerke
Administrator-Clerk-Treasurer

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	9,000 ⁰⁰	4,055 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)	9,000 ⁰⁰	4055 ⁰⁰

Town of Neenah
2021 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 and 2020, the Town requested and received \$4,001, \$4,053 respectively 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- 2021 Use of Funds

In 2021, The Town plans on continuing the process of securing utility services for parcels along Tullar Road and Oakridge Road including the infrastructure for sewer and water.

One parcel has already been sold to Ogden Development and the Town anticipates a future development of light industrial growth on the 37 acres parcel on the south west corner of Tullar Road and Oakridge Road. This future development will create jobs and add to the Town of Neenah's tax base. The Town continues to plan for future development on the parcel on the north side of Oakridge Road which could incorporate one of the following: single family homes, multi-family housing, business, commercial or light industrial.

We are working with the City of Neenah and East Central Wisconsin Regional Planning Commission (ECWRPC) to secure the ability to serve these properties with sewer and water.

The intended use of the \$4,055 in funds is to partially fund the engineering work required to continue progress on securing utility serves for these parcels.



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

Village Fox Crossing
Request: \$21,314⁰⁰

January 29, 2021

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

RE: 2021 Winnebago County Per Capita Funding Program

Dear Jerry:

The Village of Fox Crossing continues to appreciate the willingness of Winnebago County to provide IDB funding of \$21,153 for local economic development efforts in 2021. The ongoing covid-19 pandemic has made the funding for this year even more important. 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 continued to support both the expansion of existing, and the attraction of new, industries and businesses in Fox Crossing.

The Village of Fox Crossing adopted, as a part of its 2021 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 continued to have a successful last year even with the impacts of the pandemic. Although it was difficult to quantify new job creation in 2020 there were clear successes. OSMS an orthopedic medical facility opened in 2020. Work continued on two new large CBRI's and current businesses and industries continued their success. There was some impact on some retail activities since many employees worked from home during 2020. This impact is anticipated to end this year and retail establishments should be revitalized again.

The Village will continue to use its website to provide information on industrial sites within the Village. In 2020, the Village reestablished an online GIS presence. This allowed for dramatically improved information distribution. The Community Development Department intends to update its market analysis and conduct an accompanying survey in 2021. 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 2020 build upon previous successes including the expansion of a series of specialty medical facilities that now include OSMS as described above and the remodeling and rebranding of previously marginal motel to branded Econo

January 28, 2021

Lodge. The above development and others occurring in the last few years has created over 100 million dollars of new development in the Village not including new residential development, which totaled over 14 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 announcement of the construction of a new high school in the Village has further invigorated new development in the southwestern portion of the Village. The Village will continue to 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 2021 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 2021 IDB funds.

Sincerely,

A handwritten signature in black ink, appearing to read "G. Dearborn Jr.", written over a horizontal line.

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

**2021 WINNEBAGO COUNTY PER CAPITA FUNDING APPLICATION
2021 VILLAGE OF FOX CROSSING ECONOMIC DEVELOPMENT PROGRAM**

Overview

The Village of Fox Crossing has adopted, as a part of its 2021 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 2021 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 2021
Business & Industrial Retention and Expansion

- Following a very interesting year, requiring the reexamination of how to promote economic development, the Village intends, subject to the continued impact of the covid-19 pandemic, to again conduct in person retention visits. In addition, the Village will reestablish various in person expansion programs which incorporate tools and incentives to retain existing businesses and industries and support their expansion.
- Village staff, and the Village Board anticipate attracting new industries and businesses along with encouraging infill in areas. The current extensions of water and sewer utilities along major collectors and serving the new proposed Neenah High School will encourage and support sites for new development.
- The Village will build upon its many successes using a combination of TIDs, promotion, high quality of live and development flexibility. The Village is continuing to acquire land for regional detention ponds to ensure the ability expand and improve roads and provide for storm water buy-in for development of smaller commercial lots. The previous major successes included the SECURA insurance headquarters, Cobblestone Hotel, WIU Clinic and the most recent medical facility, Orthopedic and Sports Medicine Clinic (OSMS). In addition, current business and industries have continued to reinvest in Fox Crossing including a revitalized Valley In Motel which was previously proposed for demolition and is now branded as an EconoLodge
- Business retention efforts assess business and industrial needs and concerns. New site visits are proposed in 2021. Previous visits have proven to be very productive but unfortunately could not occur in 2020 due to the covid-19 pandemic. We hope that these retention visits can occur sometime later in 2021 which will 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 has four current districts. TID#1, the Community First Credit Union Development, TID#2, the McMahon 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.

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.

2021 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>\$21,314</u>

General Village Funds **\$52,126**

Winnebago County Per Capita Funds
(\$1.1165 Per Capita for the Village) **\$21,314**

Total Projected Economic Development Expenditures **\$73,500**

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

2020 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

New job creation numbers are difficult to quantify. In the unique year of 2020 tracking any job creation has been challenging. We do know that the Village has both retained many industrial and commercial jobs and has expanded some. The Village does not yet have a large number of retail employers. Many major employers in the Village during the covid-19 period which continues have allowed most employees to work virtually. This has greatly reduced the number of employees working in the facilities recently constructed in the Village. Last year the Village projected the following new employment. We have no easy way to verify the current number of employees working in the Village due the employees working from home. We do know that we have created or retained many jobs beginning in 2019. We projected the following number of new jobs as estimated below:

Community First Credit Union 200 jobs

WOW Logistics 60 jobs.

Cobblestone motel 40 jobs

Urology Center 16 jobs

SECURA Insurance 400 + jobs

Probation and Parole 40 jobs

OSMS orthopedics 25 jobs

In addition to these jobs, the Kimberly Clark Cold Spring Road Plant was also expanded. These higher end jobs have 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.

The Village anticipates that as we begin to control the pandemic many remote jobs will return to these facilities.

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	\$ 1000.00	\$ 500.00
2. Seed Money for Econ. Dev. Financing Programs(s)	7000.00	3000.00
3. Studies directly related to Econ. Dev. Programs/Projects	5000.00	2500.00
4. Other Promotional Programs (example: trade show booths)	1000.00	500.00
5. Interaction with Business Prospects (i.e. Meeting / Visiting / Hosting)	1000.00	750.00
6. Funding of Administrative Activities and/or Positions	54,000	13,624.00
7. Membership dues in Econ. Dev. Organizations	3500.00	500.00
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)	\$73,500	\$21,314.00



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

V. WINNECONNE
REQUEST: \$6,160⁰⁰

February 8, 2021

Mr. Jerry Bougie
Winnebago County IDB Coordinator
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 2020, we were allocated \$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. We paid \$5,500 in membership dues to the Greater Oshkosh Economic Development Corporation, a regional economic development agency. We intended on hiring a community branding consultant to help us design a new logo and marketing campaign for the Village of Winneconne. Instead, we spent much of the year confronting the unexpected and seemingly ever-changing demands imposed by COVID-19. The balance of our funds were expended on costs associated with communicating with and assisting existing local business owners regarding COVID-19 requirements imposed by the state government and assistance programs available to small businesses through the CARES Act and related legislation.

Intended Use of 2021 Funds

In 2021, we anticipate receiving \$6,160 inclusive of funds allocated by the Town of Winchester and the Town of Wolf River. Once again, we will use \$5,500 for membership dues to the Greater Oshkosh Economic Development Corporation. We anticipate using the balance – \$660 – to offset the portion of my time spent as our Economic Development Director. I am working on marketing two saleable parcels – one in our industrial park and another on the Wolf River – and applying for grants to clean up a third parcel. Moreover, I administer five TIF districts and anticipate modeling the potential creation of a sixth TIF district on the east side of our village to build a road that would serve our middle school and high school campuses and a potential new subdivision.

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	\$8,092.07	\$ 660.00
7. Membership dues in Econ. Dev. Organizations	\$5,500.00	\$5,500.00
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)	\$13,592.07	\$ 6,160.00

ITBEC
Request: \$11,000⁰⁰

January 18, 2021

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 2020 that was used as payment for Winnebago County's membership dues.

2021 Use of Funds: The request is for \$11,000 to pay Winnebago County's 2021 annual membership dues in the East Central ITBEC.

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

Sincerely,



Paul Sundquist
Board Chair, East Central ITBEC

sundquist@ntd.net
920-379-1960 cell
920-231-1960 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**):

<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	\$ 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)		



Oshkosh Convention & Visitors Bureau

100 North Main Street Suite 112
Oshkosh, WI 54901
920.303.9200

Oshkosh CVB
Request: \$10,000⁰⁰

www.VisitOshkosh.com

February 8, 2021

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

Dear Mr. Jerry Bougle:

Tourism in 2020 was heavily impacted by the Covid-19 pandemic. Room tax in the City of Oshkosh was down 40% and the economic impact from loss of events was in the many millions. EAA AirVenture alone, generated over 170 million dollars in economic impact—so, the loss of that event (and all others) was devastating.

The dollars received from the Industrial Development Board in the past years have gone to offset costs of marketing Winnebago County as a destination. These dollars are even more critical now. The total used in the "Plan Submittal Form" is \$200,000—which is what our marketing budget is for 2021. The request for \$10,000 helps cover cost of publications that include our Visitor's Guide, Fishin' & Crusin' and the Lighthouses of Winnebago County. These resources are critical this year, as we promote safe activities for visitors and residents in Winnebago County. In addition, OCVB Staff works with ITBEC on promoting the Endless Shores website and other initiatives of ITBEC.

The Convention & Visitor's Bureau is proud to promote Winnebago County and is appreciative of this partnership.

If there are questions or more information is needed, please contact me at any time.

Sincerely,

A handwritten signature in black ink, appearing to read "Amy Albright", with a long horizontal line extending to the right.

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



Oshkosh Convention & Visitors Bureau

100 North Main Street Suite 112
Oshkosh, WI 54901
920-303-9200

www.VisitOshkosh.com

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 Breakfast/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 & 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 Sunnyview Expo 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 the 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

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	\$ 200,000. ⁰⁰	\$ 10,000. ⁰⁰
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		
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)	\$ 200,000. ⁰⁰	\$ 10,000. ⁰⁰