

Oshkosh Chamber of Commerce

2022 Strategic Plan

The Oshkosh Chamber of Commerce is an independent and the exclusive membership and business advocacy organization in the Oshkosh area. The Oshkosh Chamber actively works to promote and cultivate a thriving business climate while protecting and advancing the interest of its members and the community as a whole. The Oshkosh Chamber represents the Oshkosh area business community and works on its behalf and in conjunction with other community-based partners to provide a positive business environment and improve the community's quality of life. The Oshkosh Chamber is organized to enhance the economic well-being of its members addressed through a compelling strategic plan that is fueled exclusively by our membership.

MISSION

To provide leadership and to serve and represent our members so their businesses and our community will prosper.

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. 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.
 3. Provide direct consultative services to over 100 businesses annually.
 4. Provide market information, data and services to economic development inquiries.
 5. Coordinate the activities of the Amplify Oshkosh Information Technology Consortium
 - Continue to refine and implement a long-term funding plan:
 - Continue to implement the annual Investor Engagement Program (Platinum, Gold and Silver levels).
 - Explore potential grant opportunities.
 - Amplify IT Conference - November 2021.
 - Coordinate the Ideas Amplified bi-monthly speaker/networking series.
 - Complete development activities for new Amplify website and Mobile App.
 - Coordinate Amplify IT Leadership Academy program.
 6. Attend the annual ICSC Global Real Estate Trade Show in May 2022.
 7. Develop and implement a plan and leasing model to utilize open office space in the Chamber building as business incubator space.
- **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. Coordinate economic development activities with Goedc as needed.
2. Continue to be an active member of the 18 County Northeast Wisconsin Regional Economic Partnership (NEWREP) and continue membership on the NEWREP Board.

3. 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 attraction initiatives that develop a human resource pipeline to sustain and develop business growth for the Oshkosh Chamber business community.

Programs/Activities:

1. Investigate the feasibility of creating an Explore Oshkosh Concierge Program to assist in employee recruitment.
2. Partner with the Oshkosh Area SHRM in hosting a spring Future HR Conference.
3. Investigate the feasibility of a multi-employer consortium childcare initiative.
4. Investigate the feasibility of developing an apprenticeship program with the Oshkosh Correctional Institute.

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

Programs:

1. Manage and conduct the Leadership Oshkosh program.
 - Facilitate/continue fundraising and non-profit adjunct board components to Leadership Oshkosh
2. 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.
 - i. Chamber staff liaison to Propel.
 - ii. Promote Propel Events.
 - iii. Promote Propel members.

Drive Member Value

The Oshkosh Chamber of Commerce will create value that will exceed member investment and ensure retention and continued growth through

educational programming, networking opportunities and business advocacy & promotion, recognizing that businesses join chambers for a variety of reasons. We will position the Oshkosh Chamber of Commerce as the area's leading private-sector economic development organization and business advocate. Enabling the Oshkosh Chamber to increase membership through services/programs, benefits and educational programs.

- **Strategic Objective** - Develop educational programs & workshops and provide business services that fill the void for Chamber members and their employees. Offer programs virtually and in-person based on member expectations.

Programs:

1. Social Hub Series
2. Fall & Winter/Spring Seminar Series
3. Project Management Certificate Series
4. Annual Economic Outlook Breakfast
5. Human Resource Legal Briefings
6. Leading from the Top Series

- **Strategic Objective** - Enhance networking events to provide an environment that translates into quality connections.

Programs:

1. Business After Hours
2. Golf Outing(s)
 - a. Chamber Golf Invitational at Oshkosh Country Club (May)
 - b. Chamber Member Golf Outing at Lake Breeze Golf Course (August)
3. Annual Meeting
4. OC Connection Breakfast
5. Business Expo '22
6. Social Media – Facebook, LinkedIn and Twitter
7. Sponsor A.M. Oshkosh
8. Information booths (EAA)
9. Provide Members' Business Links on Website
10. Ribbon Cuttings

- **Strategic Objective** - Communicate the importance of the Chamber's economic development, talent development and business advocacy role, and how it relates to the various member segments by expanding our communications and outreach on chamber programs and initiatives.

Programs:

1. Member Matters E-Newsletter
2. Member-2-Member
3. Chamber Website
 - a. Solicit proposals to reconstruct the website
4. Publish the Community Profile Magazine

5. City Maps
6. Annual Report
7. Chamber Enews
8. Chamber webpage advertising
9. Social media

- **Strategic Objective** - Enhance membership value by providing programs and services that meet their needs while contributing to non-dues revenue of the Chamber.

Programs:

1. Affinity Programs
 - a. Voice & Data – US Cellular
 - b. Group Health Insurance-Network Health
 - c. Discount Prescription Drug Card – RxCard.
 - d. Local & Long Distance Phone Program-NTD
 - e. Natural Gas Program-Constellation
 - f. Office Supply Program-Rhyme
 - g. Payroll Services-TASC
 - h. Flex Spending & Healthcare Reimbursement Account Program-TASC
2. Chamber Gift Certificate Program

- **Strategic Objective** - Expand the net membership base by 2.5%.

Programs:

1. Continue to transition and implement a Tier-Dues Membership Plan.
2. Continue membership development (New Member Sales & Member Retention) program.
 - a. Implement business member and volunteer recognition program.
 - i. Alberta Kimball Community Service Award
 - ii. Ambassador
 - iii. Distinguish Service
 - iv. Enterprise of the Year
 - v. Horizon Award
 - vi. Lynne Webster Leadership
 - vii. Outstanding Chamber Volunteer
 - viii. Propel Young Professional
 - ix. Small Business of the Year
3. Expand membership retention program specifically designed to target members in the 1 – 3 years of membership.
 - a. Continue a commission-based program for Year 2 & 3 member renewals.

- **Strategic Objective** - Enhance the image of the Chamber within the community and among the membership.

Programs:

1. Develop and implement the Chamber's Public Relations/Marketing Plan.
 - a. Conduct an economic impact study to measure the economic value created by the Oshkosh Chamber.
 - b. Reconstruct the Chamber's website.
 - c. Create and implement consistent messaging on the value of the Chamber.
2. Develop new sales/marketing material.
3. Publicize Chamber programs and events.
4. Continue to promote, support and/or co-sponsor community events.
 - a. Waterfest
 - b. Live At Lunch – Market determined
5. Continue to use media avenues to promote the Chamber.
6. Continue to “co-link” the Chamber's website to other members' sites.
7. Continue to implement and expand the Chamber's Social Media strategy.
8. Continue Chamber Page in The Business News

Be the Chamber of Influence

The Oshkosh Chamber of Commerce has a powerful voice that is used to influence both political and economic decisions on the local, state and federal level. It is critically important for the organization to continue to be the voice of our local businesses to ensure that our local and state policies and regulations are beneficial to business everywhere and our membership base.

- **Strategic Objective** – Act as a representative of the business and a conduit for our members to access and communicate with elected officials and governmental agencies.

Programs/Tactics:

1. Promote the 2021-22 Public Policy Agenda.
 2. Develop, educate and communicate positions on issue that affect the business community.
 3. Work cooperatively with WMC and the U. S. Chamber of Commerce on issues that will impact the business community.
 4. Conduct periodic visits to meet with our State Representatives in Madison.
 5. Participate in the WMC and U. S. Chamber Business Agenda program.
 6. Continue to support and sponsor the Community Sounding Board.
 7. Co-sponsor Business Day in the Capital.
 8. Sponsor a Washington Fly-In Program.
 9. Sponsor the annual “State of the Community” program.
 10. Continue to serve on the WMC Transportation Policy Committee.
 11. Continue to serve on the Future Wisconsin Committee.
- **Strategic Objective** - Provide a structure to ensure a strong and influential Board of Directors and active committee structure.

Programs:

1. Continue the advocacy work through the Public Policy Committee:
 - a. Legislative Agenda
 - b. Public Policy Positions
 - c. Policy Advocacy
2. Monitor pending state and federal legislation.
3. Continue the role of the Government Relations function by meeting with representatives of local, state and federal units of government.
4. Sponsor Legislative forums.
5. Conduct candidate forums for City Council, School Board and County Board elections, where appropriate.
6. Co-sponsor the “How to run for elected office” program.
7. Develop and distribute an annual Voter’s Guide.
8. Continue Leadership Oshkosh adjunct board representation.

Demonstrate Organizational Excellence & Advance Our Community

A Chamber that operates at its maximum potential provides the greatest benefit to its members and employees. The Oshkosh Chamber of Commerce will achieve operational excellence through the implementation of best business practices, enhanced financial stability and accountability to ensure future viability and an environment that promotes member engagement. Our community thrives on the success of business. To ensure our business leaders are successful, we will provide a roadmap to the resources available in the community. In addition, having a place to develop relationships is vital to the advancement of business as well as the community. The Oshkosh Chamber of Commerce is the navigator and charts the course for developing leaders and connecting them to resources within the community.

- **Strategic Objective** - Financial stability and accountability resulting in a sound financial condition is paramount to a chamber’s ability to carry out its mission. Financial integrity will be assured through budget transparency and third party audit review. By maintaining a sound financial basis, the Chamber will have the capacity to produce programs that deliver member value.

Tactics:

1. Evaluate and determine plan to support the Education/Workforce Development Program.
2. Develop and implement a long-term funding plan to support Amplify Oshkosh program.
3. Conduct an annual survey of members and the board leadership to assess value and mission accomplishment.

- **Strategic Objective** - Strengthen standards of excellence in leadership development, financial and operational effectiveness by maintaining a 5-Star Accreditation designation with the US Chamber of Commerce.
- **Strategic Objective** - Provide member businesses resources and quality connections to grow and develop their business and personal leadership skills. Leverage partnerships with private & community-based training resources to provide relevant programs that advance business growth.
- **Strategic Objective** - Capitalize on affiliate connections to bring future leadership into the Chamber and community. Target young professionals to ensure committed and prepared leaders in the future.
 - Chamber-Affiliated Organizations:
 1. Propel – Young Professional Network
 2. West Side Association
 3. Oshkosh Safety Council