



2021 - 2024 Strategic Plan



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ONE OSHKOSH

ONE Oshkosh (Our Neighborhoods Engage) is intended to bring together public and private resources to invest in neighborhoods through property improvements and stronger relations among neighbors. In 2016, City staff worked closely with Greater Oshkosh Healthy Neighborhoods, Inc. (GO-HNI), Habitat for Humanity – Oshkosh, Winnebago/Oshkosh Housing Authority, ADVOCAP, Inc. and local resident leaders to identify roles and responsibilities that seek to strengthen neighborhoods and achieve positive outcomes in four areas: Image, Market, Physical Conditions and Neighborhood Management. Efforts have led to the development of an overarching brand (ONE Oshkosh) and the following Strategic Plan which is intended to promote collaborative efforts among agencies to collectively work towards implementation of the Common Council's Strategic Plan Goal - Strengthen Neighborhoods. This plan was updated in 2020 to reflect current goals and strategies of the City of Oshkosh and partners.

Our Vision:

Oshkosh neighborhoods are desirable places to live, cultivating competition within the local real estate market through resident engagement and pioneering partnerships.

Our Mission:

Strengthen neighborhoods throughout the community for the benefit of all residents at any income level.

Developed by:



Oshkosh / Winnebago County
Housing Authority



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IMAGE

GOAL

Maintain or increase resident perceived confidence in their neighborhood.

OSHKOSH HEALTHY NEIGHBORHOODS

1. Establish unique neighborhood brands and positive identities. Market and promote neighborhoods as “places of choice”.
2. Partner with two neighborhood associations each year to refresh or develop logos and branding materials.
3. Implement and coordinate a social media strategy using LinkedIn, Facebook and Instagram.
4. Publish a monthly newsletter, (Hey, Neighbor!) to educate and inform residents on ways to develop and maintain healthy neighborhood associations.
5. Develop and implement the Connect with Tech Program in conjunction with the Oshkosh Seniors Center to provide access and reduce isolation for seniors in our neighborhoods.
6. Continue community outreach on behalf of our organization and our neighborhoods to showcase and highlight the benefits of being in a recognized neighborhood association.

CITY OF OSHKOSH

Fund neighborhood marketing campaigns.

1. Provide funding to GO-HNI’s Community Building and Engagement Program (CB&E) for neighborhood association projects over the next three years.
2. Fund \$15,000 annually to support a part-time City staff position for marketing and fundraising.

HABITAT FOR HUMANITY - OSHKOSH

Highlight neighborhood assets through projects and their work with clients.

1. Invite neighborhood residents to open houses and project sites.
2. Explore ways to display home dedication ceremonies through a social media video.
3. Encourage client participation with neighborhood associations.
4. Explore incorporating architectural themes found within the neighborhood in home construction projects.

WINNEBAGO COUNTY/OSHKOSH HOUSING AUTHORITY

Support efforts to promote Oshkosh neighborhoods as a good place to live.

1. Provide ONE Oshkosh partners marketing materials to all clients.
2. Attend one Oshkosh Healthy Neighborhood Alliance (OHNA) meeting annually to engage with neighborhood leaders.
3. Collect neighborhood testimonials from a portion of Housing Authority clients.

Highlight neighborhood assets through projects and their work with clients.

4. Invite neighborhood residents to open houses and project sites when possible.
5. Encourage client participation with neighborhood associations.

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ADVOCAP INC

Support efforts to promote Oshkosh neighborhoods as “places of choice”.

1. Provide ONE Oshkosh partners marketing materials to all clients.
2. Attend one Oshkosh OHNA meeting annually to engage with neighborhood leaders.
3. Collect positive testimonials from a portion of Advocap Inc. families.

Highlight neighborhood assets through projects and their work with clients.

4. Invite neighborhood residents to all open houses and project sites.
5. Encourage client participation with neighborhood associations.
6. Explore incorporating architectural themes found within the neighborhood in home construction projects.

MARKET

GOAL

Increase property values and improve socio-economic diversity in Oshkosh’s neighborhoods by creating or assisting affordable housing units.

OSHKOSH HEALTHY NEIGHBORHOODS

Attract private capital investment to neighborhoods.

1. Engage neighborhood residents by sponsoring events/activities and tracking volunteer hours.
2. For every \$1 of public funding spent, create \$2 of private investment. Develop partnerships that help identify and improve properties that may benefit from investment.
3. Reinvest in high quality, affordable housing units in recognized neighborhood associations. Build relationships with landowners and residents to share unique resources and information.
4. Collaborate with ONE Oshkosh partners to organize one neighborhood tour and/or educational session for Realtor and mortgage lenders to promote available programs.
5. Explore expansion of Rock the Block Oshkosh.

CITY OF OSHKOSH

Develop and fund flexible affordable housing programs.

1. Invest in and promote neighborhood affordable housing programs.
2. Administer owner-occupied/renter rehab and curb appeal programs. (CDBG & ONE Oshkosh)
3. Administer the Historic Rehabilitation, New Homes in Your Neighborhood, Code Compliance Programs.
4. Administer home buyer assistance and micro-grant programs.
5. Conduct a Housing Study to identify the current and future housing needs for the community.

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HABITAT FOR HUMANITY - OSHKOSH

Ensure preservation of affordable housing options and maintain socio-economic diversity in neighborhoods.

1. Build 2-3 affordable housing units annually.
2. Explore expansion of Rock the Block Oshkosh.

Partner with neighborhood residents, City and nonprofit(s) to market available programs.

3. Utilize Oshkosh Media and other marketing resources to promote completed projects.
4. Submit annual results to be included in ONE Oshkosh record keeping.
5. Collaborate with ONE Oshkosh partners to organize one neighborhood tour for Realtor groups, businesses, out of town groups, potential employees, etc..

WINNEBAGO COUNTY/OSHKOSH HOUSING AUTHORITY

Ensure preservation of affordable housing options and maintain socio-economic diversity in neighborhoods.

1. Provide home buyer assistance to 12 home buyers annually.
2. Acquire, rehab, and sell 1 - 2 units annually (up to 80% CMI).
3. Assist with the development of affordable and handicap accessible units.

Partner with neighborhood residents, City and nonprofit(s) to market available units and completed projects.

4. Utilize Oshkosh Media and other marketing resources to promote available properties.
5. Submit annual results to be included in ONE Oshkosh record keeping.
6. Assist in one neighborhood tour annually for Realtor groups, businesses, out of town groups, potential employees, etc.

ADVOCAP INC

Ensure preservation of affordable housing options and maintain socio-economic diversity in neighborhoods.

1. Assist two households (up to 80% CMI) annually with down payment assistance.
2. Assist with the development of 3 handicap accessible and affordable units.

Partner with neighborhood residents, City and nonprofit(s) to market available units and completed projects.

3. Utilize Oshkosh Media and other marketing resources to promote available properties.
4. Submit annual results to be included in ONE Oshkosh record keeping.
5. Assist in one neighborhood tour annually for Realtor groups, businesses, out of town groups, potential employees, etc.

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PHYSICAL CONDITIONS

GOAL

Improve the physical conditions of Oshkosh's neighborhood infrastructure and existing housing stock through capital improvement projects and rehabilitating housing units.

OSHKOSH HEALTHY NEIGHBORHOODS

Educate and inform neighborhood residents on community resources available to improve the physical conditions of their neighborhoods.

1. Inform neighborhood residents of community resources available.
2. Administer the Good Neighbor Grant program for curb appeal enhancements of private property. (Funded through 2022)
3. Inspire private investment in properties through a recognition program.
4. Engage neighborhood associations by promoting contests and challenges throughout the year.

CITY OF OSHKOSH

Develop a blight elimination process and program.

1. Dedicate funds from annual budget for property acquisition.
2. Identify properties for acquisition/demolition/rehab.
3. Develop and administer a system to track physical conditions of one neighborhood association per year, focusing on Rock the Block Oshkosh areas.

Improve physical conditions on private property and public right of way.

4. Conduct proactive property inspections.
5. Administer the Residential Rental Registration & Inspection Program.
6. Administer the Vacant Building Registration and Inspection Program.
7. Continue to provide information on existing municipal codes that is relevant to neighborhood quality of life.
8. Provide architectural services to help achieve the intention of city code design standards, as needed.
9. Monitor Capital Improvement Program to ensure coordination with street/sidewalk projects.
10. Propose annual budget for neighborhood improvement projects and administer the Great Neighborhoods Program to support resident-led public improvement projects.

HABITAT FOR HUMANITY - OSHKOSH

Incorporate standards of good design in housing development and rehab projects.

1. Collaborate with City and non-profit(s) and explore grant opportunities to leverage resources and add strategic design elements to projects.

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2. Consider developing strategy to create residential rehabilitation program in addition to new construction.

Collaborate with neighborhood residents, City and nonprofit to add value in neighborhoods through housing and neighborhood projects.

3. Encourage clients to volunteer for neighborhood projects.
4. Market the Habitat ReStore as a resource for affordable housing materials and workshop space. Continue offering donation pick up during Rock the Block Oshkosh project days.
5. Continue to support and develop Rock the Block Oshkosh.
6. Partner with neighborhood associations in areas where HFHO owns property to enhance social capital.

WINNEBAGO COUNTY/OSHKOSH HOUSING AUTHORITY

Incorporate standards of good design in housing development and rehab projects.

1. Conduct major renovations of Waite Rug Factory, Cumberland Court Apartment Complex and Town House sites.
2. Collaborate with City and non-profit(s) and explore grant opportunities to leverage resources and add strategic design elements to projects.
3. Explore incorporating architectural themes found within the neighborhood in home construction projects.

Collaborate with neighborhood residents, City and nonprofit to add value in neighborhoods through housing and neighborhood projects.

4. Partner with neighborhood associations in areas where HA owns property to enhance social capital.

ADVOCAP INC

Incorporate standards of good design in housing development and rehab projects.

1. Collaborate with City and non-profit(s) and explore grant opportunities to leverage resources and add strategic design elements to projects.

Collaborate with neighborhood residents, City and nonprofit to add value in neighborhoods through housing and neighborhood projects.

2. Partner with neighborhood associations in areas where Advocap Inc. owns property.
3. Provide weatherization assistance to 30 households annually in Oshkosh.

NEIGHBORHOOD MANAGEMENT

GOAL

Increase neighborhood-based service delivery and resident engagement.

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OSHKOSH HEALTHY NEIGHBORHOODS

Develop and sustain neighborhood associations.

1. Provide support to all existing neighborhood associations.
2. Facilitate the creation of two new neighborhood associations each year.
3. Recognize efforts in neighborhood associations that have exceptional volunteer engagement.

Provide staff support for the Oshkosh Healthy Neighborhoods Alliance (OHNA).

4. Conduct 11 monthly neighborhood forums for association representatives to discuss and consult neighborhood goals, ideas, and issues.
5. Schedule six educational guest speakers each year.
6. Invite City staff to attend and present at each monthly meeting.

Sponsor neighborhood projects and events.

7. Sponsor Neighborhood Night at the Leach in conjunction with the Tuesday Night Concert Series.
8. Facilitate participation in National/Neighborhood Night Out the first Tuesday in August; and celebrate National Good Neighbor Day on September 28th.
9. Provide a Block Party Trailer with equipment to be used for approved events hosted by neighborhood associations.
10. Manage the Community Building & Engagement program (CB&E) to provide funds to neighborhood associations for approved projects.

CITY OF OSHKOSH

Participate in Oshkosh Healthy Neighborhood Alliance (OHNA).

1. Attend 11 OHNA meetings annually.

Provide technical assistance and develop neighborhood plans.

2. Conduct one neighborhood plan per year.
3. Provide technical assistance to new and existing neighborhood associations.

HABITAT FOR HUMANITY - OSHKOSH

Promote and encourage client participation in neighborhood associations.

1. Refer clients within neighborhoods to GO-HNI to learn about existing neighborhood associations and activities.
2. Encourage clients to volunteer for neighborhood projects.

WINNEBAGO COUNTY/OSHKOSH HOUSING AUTHORITY

Promote and encourage client participation in neighborhood associations.

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ADVOCAP INC

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PERFORMANCE STANDARDS

PHYSICAL CONDITIONS

Block housing condition rating (CDU)

Dollars invested in existing housing stock (public vs. private)

Dollars invested in public infrastructure improvements

Correction notice brought into compliance within 30 days

Block street condition rating (PASER)

Capital improvement investment projects

MARKET

Affordable housing units added

Affordable housing units assisted

Vacant dwelling units

Real estate foreclosures

Assessed value

Sales between 2021 and 2024

IMAGE

Residents that are very satisfied or satisfied living in their neighborhood

Residents that are choosing to live in their neighborhood

Crimes against people

Crimes against property

NEIGHBORHOOD MANAGEMENT

Volunteer hours tracked by GO-HNI & Neighborhood Associations

Neighborhood sponsored events

Neighborhood plans

Recognized neighborhood associations

Dollars invested by neighborhood for Community Building & Engagement

City staff hours contributed to projects