

**CITY OF STOUGHTON  
COMMON COUNCIL  
ECONOMIC DEVELOPMENT COMMITTEE**

 **DRAFT**

**ECONOMIC DEVELOPMENT STRATEGIC PLAN  
(SWOT ANALYSIS SUMMARY & RECOMMENDATIONS)**

## STRATEGIC PLANNING

### ASSET PRESERVATION AND DEVELOPMENT

#### Vision Statement

*We place a high priority on protecting and developing our community's many wonderful assets as a way to improve the livability of our community and the vitality of our economy. A short list of these assets includes a rich cultural and ethnic heritage; great schools; an historic Main Street and many historic homes; high quality natural resource assets such as Lake Kegonsa, the Yahara River, and our many fine parks; developable land; multi-modal transportation options such as roads, rails, and buses; a mix of housing options; excellent healthcare choices; and a collaborative spirit among organizations and institutions working to strengthen our local economy*

### ENVIRONMENTAL ANALYSIS

<b>Internal Strengths:</b>
Health Care
Downtown
Energy/Utilities/Water

<b>Internal Weakness:</b>
Lack of Business Park/Industrial Space
Downtown Merchants-Lack of diversity/empty storefronts
Bus commuter to Madison
Rail Line access underutilized
Transportation

<b>External Opportunities:</b>
Potential to acquire Business Park / Industrial Land
Health Care-Coordination with Alternative
Green Energy Development

<b>External Threats:</b>
Residents going out of town to shop

**"SO" STRATEGY - USE INTERNAL STRENGTHS TO TAKE ADVANTAGE OF EXTERNAL OPPORTUNITIES**

### OBJECTIVES

WO	Prepare plan to acquire/develop land adjacent to Business Park to be prepared for potential clients.
SO	Promote local manufacturing of green products and alternative energy production within our current business community
ST	Promote downtown by chartering buses into the area to spend the day or more.

### ACTION PLAN

<b>Action Step:</b>	Establish or expand City Utility programs to promote energy conservation and renewable energy uses
<b>Changes to Occur:</b>	City Utility sponsoring workshops and conferences in Stoughton on advantages of renewable energy production and conservation City Utility lead agency to promote and generate industry contacts for technology and funding resources
<b>Who will carry it out:</b>	City Utility
<b>When will it happen:</b>	Winter/Spring 2010
<b>What resources are needed:</b>	Commitment from City Utility Committee and Common Council to implement programs

# STRATEGIC PLANNING

## HOUSING PLAN & PRIORITIES

### VISION STATEMENT

*Local housing options are intentionally diverse to enable Stoughton to accommodate a diverse work force and citizenry. Local Housing stock reflects design and amenity characteristics that support a variety of lifestyles, and offers convenient access to community assets and services*

### ENVIRONMENTAL ANALYSIS

#### Internal Strengths:

- Character of City
- Regulatory Landscape
- Tax Rate Low
- Affordability
- Availability of Different types

#### Internal Weakness:

- Lack of local employment
- Upper Price Housing
- Perception of School District

#### External Opportunities:

- Redevelopment Process
- Availability of Developed land
- Comprehensive planning
- Mixed use housing
- Price variations

#### External Threats:

- Economy
- Bedroom Community
- Jobless rate
- Gas Prices

**"WO" STRATEGY - IMPROVING INTERNAL WEAKNESSES BY TAKING ADVANTAGE OF EXTERNAL OPPORTUNITIES**

### OBJECTIVES

WO	Redevelopment: To develop a range of housing from upper to lower using private/public funds.
WO	Through the RDA develop business incubation opportunities.

### ACTION PLAN

Action Step:	Apply for CDBG Funds for Rehabilitation Projects for Low/Middle income families (RDA area)
Changes to Occur:	Funding for renovation work on housing projects within a designated area
	More investment into housing in Central City of Stoughton
	Diversity in families of different income levels
Who will carry it out:	RDA
When will it happen:	Summer/Fall 2009
What resources are needed:	City Agency Staff time and Consultants

## STRATEGIC PLANNING

### BUSINESS RECRUITMENT

#### VISION STATEMENT

*Stoughton welcomes and supports businesses of all sizes. Our employers offer rewarding, prosperous, and stable careers for their owners and employees. They further enrich our community through local investments and civic involvement.*

#### ENVIRONMENTAL ANALYSIS

##### Internal Strengths:

- Health Care
- Potential "Heritage" Tourism
- Adequate School space
- Geographic location
- Room for Growth
- Access to Interstate Highway
- Airport 30 minutes
- MATC & UW 30 minutes
- Autonomy
- Low Mil Rate
- Agri Business
- Locally owned bank

##### Internal Weakness:

- Available business/industrial park
- Consistency of application of covenants and policy
- Vacant buildings
- Educated kids leave town
- Still early in Econ Dev Planning
- Affordable housing
- No "Investor Group"

##### External Opportunities:

- Focus on heritage opportunities
- Development of "BrownsFields"/River Front
- Health care growth
- Arts Incubator
- Agri Business spinoffs

##### External Threats:

- Economy/Resources
- Reluctance to commit resources
- Competition from nearby towns
- Struggling local retail
- Lack of opportunities locally for young
- Housing Costs

**"WT" STRATEGY - DEFENSIVE TACTICS TO REDUCE INTERNAL WEAKNESSES & AVOID EXTERNAL THREATS**

#### OBJECTIVES

SO	Promote growth in health related business.
SO	Heritage/Tourism promotion to link business in regional area via common ground/heritage/art etc.
ST	Market strengths to competitive advantage.
WO	Promote available land for growth in agrabusiness and health care.
WT	Promote public/private investment in ??? To use available land or use vacant building.

#### ACTION PLAN

Action Step:	Identify growth potential in health care service in our community
Changes to Occur:	Diversify health services currently available.
	ID current stakeholders to assess opportunities
	Interview those stakeholders
	Evaluate stakeholders assessments
Who will carry it out:	Independent Consultant (Thrive)
When will it happen:	Fall 2009/Winter 2010
What resources are needed:	Medical Services contacts within the city

## STRATEGIC PLANNING

### MARKETING PLAN & PRIORITIES

#### VISION STATEMENT

*Stoughton City government plays a strong leadership role in economic development by developing sound policy, making strategic resource investments, and facilitating collaboration among local economic development organizations.*

#### ENVIRONMENTAL ANALYSIS

##### Internal Strengths:

- Significant hospital system
- Personality of the City, Character, Heritage, Culture
- School System
- Social and economic diversity
- Identity of Business district
- Municipal services, Civic organizations
- Sustainability
- Municipal Government Leadership

##### Internal Weakness:

- Lack of business/industrial parks
- Strategy
- Location
- Ease of Entry (Walmart)

##### External Opportunities:

- New business types
- Development of marketing strategies'
- Collaboration between business sectors

##### External Threats:

- Funds available for Econ. Development
- Community culture-willingness to change/adapt
- Ability to deliver the message

**"WT" STRATEGY - DEFENSIVE TACTICS TO REDUCE INTERNAL WEAKNESSES & AVOID EXTERNAL THREATS**

#### OBJECTIVES

ST	Prepare budget that adequately funds communications effort of Stoughton strengths.
SO	Create communications piece (vehicle) that highlights Stoughton's identified strengths.
WO	Identify and zone potential business/industrial sites to attract new business.
WT	Educate entire community on benefits of economic development and its effects on quality of life.

#### ACTION PLAN

Action Step:	Develop and deliver public information on economic development in our community and region
Changes to Occur:	Establish a center of business and community information on economic development programs
	Provide timely and accurate information to our community
	Maintain a marketing strategy of our economic resources on a regional basis
Who will carry it out:	Chamber of Commerce
When will it happen:	Summer/Fall 2009
What resources are needed:	Funding for program development and implementation

## STRATEGIC PLANNING

### BUSINESS DEVELOPMENT (RETENTION/EXPANSIO/INCUBATION)

#### VISION STATEMENT

*Economic development success is achieved through a balanced set of economic development strategies that includes business recruitment, business retention, and business development.*

#### ENVIRONMENTAL ANALYSIS

##### Internal Strengths:

Health Care/Hospital
Schools
Price of Land

Willingness of businessess to work with other businesses  
Proximity to Madison/Janesville  
MFG Based workforce in place  
Relatively Affluent  
Willingness to incubate  
Many long-term businesses exist  
Not Landlocked  
Diversity of existing businesses

##### Internal Weakness:

Business park land unavailable
Lack of high paying jobs in Stoughton
People work in Madison

Frugal consumer base  
Proximity to Madison  
Lack knowledge of Stoughton consumer preferences

##### External Opportunities:

RDA Plans
Culturally Attractive
Forward thinking Utility

Railway expansion  
Interest of Developers  
Gov makeup is encouraging growth  
River Front Development Opportunity  
Regional Development

##### External Threats:

Unwillingness to spend tax money or move forward.
Competition from other cities
Anti-business (Our way or the Highway) attitude

Stingent business criteria

**"WT" STRATEGY - DEFENSIVE TACTICS TO REDUCE INTERNAL WEAKNESSES & AVOID EXTERNAL THREATS**

#### OBJECTIVES

WT	Make it easier for businesses to operate and expand in Stoughton.
ST	Promote Stoughton's affordability for new businesses.
SO	Improve communications with Stoughton (Historic,business to business, Events).

#### ACTION PLAN

Action Step:	Create a central point of contact for businesses operating in Stoughton
Changes to Occur:	Create an inventory of available business services & programs
	Create a public access data-base for local business assistance programs
Who will carry it out:	Chamber of Commerce
When will it happen:	Summer/Fall 2009
What resources are needed:	Data-base/Website

## STRATEGIC PLANNING

### COLLABORATIVE STRUCTURE & PROCESS

#### VISION STATEMENT

*Local economic development organizations are committed to working together to achieve our shared vision. We understand that our combined efforts and energy are needed to build and sustain a robust local economy that serves the economic interests of all. We do this by communicating effectively, sharing and coordinating plans, and supporting a single point of contact for economic development inquiries and information*

#### ENVIRONMENTAL ANALYSIS

##### Internal Strengths:

Relationship with State and Federal Representatives
Relationship with Schools
Service Groups: Rotary, Lions, Kiwanis
Community Festivals
Preserve America
United Way, Dane County
Community Awards: Scenic Beauty, PreserveAmerica
Leadership Stoughton

##### Weakness:

Reputation for 'self promotion'
Relationship with retail & Chamber/No shared vision
Relationship/Communication with Towns
No incentives to encourage businesses to locate here
Plat fee structure and payment schedule
Not using Media/Press

##### External Opportunities:

Pursuing Preserve America Grants
New Economic Development Committee
New Chamber Leadership
ED Training at City Level
5 Year Financial Plan

##### Threats:

Economy
Lack of diversity of housing stock
Lack of City owned Land
Poor access to 4 lane Highway

**"SO" STRATEGY - USE INTERNAL STRENGTHS TO TAKE ADVANTAGE OF EXTERNAL OPPORTUNITIES**

#### OBJECTIVES

SO	Relationship with State and Federal Reps.
SO	Strengthen Government relationship to enhance additional grant funding opportunities.
ST	Expand efforts to acquire land for business.
WO	Develop strong relationship w/County and State organizations to assist business relocation to community
WT	Review plat fee structure and payment schedule.
WT	Work to strengthen and open lines of communication with Towns.

#### ACTION PLAN

Action Step:	Lobby our County/State Representatives regarding availability of local economic development funding
Changes to Occur:	Scheduled meetings with officials to discuss funding opportunities
	Timely application for funding of economic development programs
	Overall strategy for implementation of specific economic development programs
Who will carry it out:	Mayor/City Council/Staff
When will it happen:	Summer/Fall 2009
What resources are needed:	Commitment of Strategic Plan from Common Council

## ECONOMIC DEVELOPMENT RECOMMENDATIONS:

- Chamber of Commerce
  - Lead “Marketing/Branding” efforts relating to the promotion of the social, environmental and economical values present in our community
  - Maintain a data base of resources available to assist in the Economic development and growth of our community
  - Provide a “single” point of contact for businesses/industries to expand or relocate within our community
  
- Redevelopment Authority
  - Lead efforts to foster “Affordable Housing” development alternatives within the newly established “Railroad Corridor Redevelopment District”
  - Actively promote the public/private opportunities and resources available in the development of residential and commercial facilities within the “Redevelopment District”
  
- Stoughton Utilities
  - Lead efforts to promote the development of businesses, within our community, involved in the research and development of Alternative Energy Resources
  - Maintain a data base of resources available for funding and technical assistance relating to the incubation of businesses focusing on the development of Alternative Energy Resources.
  - Provide a “single” point of contact for existing or relocating businesses to obtain assistance in the practice of energy conservation and/or alternative energy usage
  
- Economic Development Committee
  - Lead efforts; along with regional planning group “THRIVE” to formulate long term plan to foster development and growth of our community “Health Care” industry
  - Establish regular scheduled conferences (ie quarterly, semi-annually) with County, State and Federal Legislators to discuss and obtain commitments on funding assistance for local Economic Development
  - Provide over-site of on-going Economic Development initiatives and update or modify long strategic plan on annual basis.