

City of Stoughton, WI

Economic Development Visioning Initiative

Final Report

May 2009

Prepared by **Bill Rizzo, PhD**
Community Resource Development Educator, Dane County UW-Extension

The following visioning participants gave of their time, talent, and energy in the development of Stoughton's Economic Development Vision:

Dale Beske, Town of Rutland
Deb Bicksler, The Bicksler Group LLC Realty
Ed Bieno, Stoughton Chamber of Commerce
Jim Bradley, Home Savings Bank
Terry Brenny, Stoughton Hospital
Kristin Buskager, Dean Stoughton Clinic
Tim Carter, Stoughton City Council
Carl Chenoweth, Stoughton City Council
Ron Christianson, Stoughton City Council
Keith Comstock, Clark Heating and Cooling
Kay Davis, START
Kevin Devine, Devine Write LLC
Nic Dibble, Stoughton Area School District
Denise Duranczyk
Dick Entwistle, Galva Closure Products
Judy Gasper, Wal-Mart
Mary Gavigan Stoughton Area School District
Rev. Lamarr Gibson, Stoughton United Methodist Church
Jim Griffin, Stoughton City Council
Michelle Grossholz, Universal Silencer
Eric Hagen, Uniroyal Engineered Products
Holly Hollister, H Cubed Group LLC
Cindy Hosley, HSBA/Woodland Studios
Greg Jenson
Helen Johnson, Mayor
Dan Kittleson, Stoughton Redevelopment Authority
Warren Kmiel, Yahara Grocery CO-OP
Stan Koopmans, Evergreen State Bank
Paul Lawrence, Stoughton City Council
Lee Madden, Landlord for Dollar General
Bill Mansfield
Dan Matson
Craig Mayo, Wells Fargo Bank
Dave McKichan, Stoughton City Council
Randy McLaury, Stoughton Chamber of Commerce
Eric Nielsen, Stoughton City HUB
Donna Olson, City of Stoughton
Olivia Parry, Dane County Planning and Development
Dave Phillips, Stoughton Chamber of Commerce
Erica Pickett, Stoughton Area School District
Joan Sasse, Edge One
Mike Sasse, Edge One
Jim Schaefer, Stoughton Redevelopment Authority
Laurie Schammel
Rodney Scheel
Gary Schumacher, B&G Foods
Ross Scovotti, Stoughton City Council
Steve Sletten, Stoughton City Council
Laurie Sullivan, City of Stoughton
Vicki Sutton
Peter Sveum, Coldwell Banker Success
Tim Swadley, Stoughton Area School District
Loren Toepper, Madison Area Technical College
Steve Tone, Stoughton City Council
Gary Walker, Woodland Studios

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Stoughton Economic Development Visioning Initiative

Section A: Process Summary

Project Background

During the spring of 2008, a bus tour of housing stock in the City of Stoughton called the Stoughton Working Family Housing Tour was sponsored by the Stoughton's Mayor's Office, United Way of Dane County, and the Dane County Housing Authority to examine issues surrounding access to affordable housing, in Stoughton. That initiative led to a suggestion to develop two working groups to focus on issues surrounding workforce housing and economic development. In response to this suggestion, an economic development project team was formed, in May 2008, to consider and develop a response to economic development issues and opportunities in Stoughton. The team quickly concluded that the City of Stoughton could benefit from a developing a collaborative, inclusive, and broadly-supported vision for economic development that incorporated the interest and energies of a wide array of stakeholders. A member of the economic development work group, Dr. Bill Rizzo from the Dane County UW-Extension Office, developed an economic development visioning process proposal and submitted it to the project team where it was accepted.

The visioning process was comprised of two phases. The first phase called for the identification of a highly diverse group of community stakeholders to work together to draft an economic development vision statement for the City. The second phase called for the development of strategies with which to implement the vision.

Vision Development

During the early summer of 2008, invitations were sent to approximately eighty individuals representing a broad and diverse set of stakeholders including the Stoughton School district, community organizations, members of the business community, City government, and citizens at large. These stakeholders were then invited to work on a visioning team which required participating in three visioning meetings during the summer of 2008. In the end, fifty five stakeholders representing all major stakeholder groups within the City contributed their time and energy by participating in the visioning effort.

Two visioning meetings, facilitated by Rizzo using the *world café* method, were held during July and August of 2008 to gather input from visioning participants. Each meeting engaged participants in offering ideas around four visioning questions (Appendix). A third visioning meeting was held in September to review the summary data from the two previous visioning sessions, and to develop an economic development vision statement (Section D).

Section B: Initial Visioning Data

The following themes emerged from a series of world café conversations, the purpose of which was to identify preferred future factors and conditions relating to economic development within Stoughton. As such, they represent a partial contribution to a vision of economic development for Stoughton.

(Note: Numbers in parentheses indicate frequency item was mentioned during visioning sessions)

1. Community assets being preserved, maintained, invested in and/or leveraged to promote economic development include...

- 1. Marketing/Telling Stoughton's Story (13)***
- 2. Cultural Assets (12)***
- 3. Schools, Education, and Related Infrastructure (10)***
- 4. Downtown and Related Historic Assets (9)***
- 5. Developable Land and Building, and Related Infrastructure (9)***
- 6. Natural resource-based Assets (parks, trails, etc.) (8)***
- 7. Economic Development Infrastructure (organizational) (8)***
- 8. Transportation Options for Commuting and Moving Goods (5)***
- 9. Health Care (5)***
- 10. Business Environment and Infrastructure (5)***
- 11. Entertainment and Recreation Assets (5)***
- 12. Housing Options (4)***
- 13. The Local Food System (4)***
- 14. Local Government (3)***
- 15. Technological Infrastructure (3)***
- 16. Proximity to Madison and Its Assets (2)***
- 17. Local Employment Opportunities (2)***
- 18. The Senior Community (2)***
- 19. Community Culture and Sense of Place (2)***
- 20. Regional Assets and Opportunities (2)***
- 21. Community Safety and Cleanliness (2)***
- 22. The Local Workforce (1)***
- 23. Programs for Youth (1)***

2. Local organizations working on economic development include...

- 1. Business and Economic Development Organizations and Support Groups (17)***
- 2. Community, Service and Neighborhood Organizations (8)***
- 3. Stoughton Chamber of Commerce (5)***
- 4. Local Government (5)***
- 5. Educational Institutions (5)***
- 6. Real Estate and Development Firms (2)***
- 7. Agricultural Producers and Organizations (2)***
- 8. Utilities (1)***
- 9. Investment Firms (1)***
- 10. Financial Institutions (1)***
- 11. Health Care (1)***

3. *Local organizations work together on economic development by...*

1. *Communicating, Collaborating and Networking Effectively Across Organizations (24)*
2. *Establishing a Common Vision and Set of Goals (11)*
3. *Telling Stoughton's Story Effectively (7)*
4. *Establishing A Singular Point of Contact for Economic Development (4)*
5. *Creating An Open, Welcoming Community (3)*

4. *The Role of City Government in Economic Development is to...*

1. *Facilitate/Lead (11)*
2. *Implement Strategy (10)*
3. *Develop and/or Implement Plans (9)*
4. *Collaborate/Cooperate/Partner (6)*
5. *Develop Policy (5)*
6. *Provide Resources (4)*

5. *Principle economic development strategies include...*

1. *Target Specific Types of Businesses for Recruitment (12)*
2. *Redevelopment Existing Building Stock (9)*
3. *Business Development and Incubation (7)*
4. *Develop Transportation Infrastructure (6)*
5. *Leverage and Develop Existing Businesses and Clusters (6)*
6. *Develop Local Education and Training Infrastructure (6)*
7. *Organize for Economic Development (5)*
8. *Invest in Economic Development Infrastructure (4)*
9. *Market Stoughton as a Place To Live and Work (4)*
10. *Engage in Economic Development Planning (4)*
11. *Generate Local Support for Economic Development (3)*
12. *Develop Synergy Between City and Business Community (3)*
13. *Increase Supply of Developable Land (3)*
14. *Optimize the Local Housing Mix to Meet Workforce Demand (3)*
15. *Develop Community Amenities (3)*
16. *Utilize Existing Economic Development Finance Tools (2)*

6A. *Local housing options reflect...*

1. *Amenity Values (8)*
2. *Diversity of Housing Type (single-family, condos, duplexes, rental, senior, etc.) (7)*
3. *City Values (demographics, heritage) (5)*
4. *Diversity of Price (4)*

6B. *...and consist of a mix of...*

1. *Type (single family, multifamily, duplexes, condos, rentals, young families, seniors) (11)*
2. *Price Point/Affordability (affordable/workforce, high-end, integrated) (7)*
3. *Density (2)*
4. *Other (1)*

7. *Local employment priorities and opportunities include...*

1. *Programs/Services That Support Local Employment and Business Development (17)*
2. *Job-Supporting Education (13)*
3. *Business Park Expansion/Addition of New Business Park (8)*
4. *Develop/Leverage Strategic Partnerships (6)*
5. *Entrepreneurship, Small Business Development, Business Incubation (5)*
6. *High technology (4)*
7. *Food System (4)*
8. *Energy (4)*
9. *Develop Transportation Infrastructure to Support Business Development & Employment (3)*
10. *Skilled Labor (2)*
11. *Retail (2)*
12. *Health Care (1)*
13. *Senior Employment (1)*
14. *Youth Employment (1)*
15. *Bio-tech/Bio-ag (1)*
16. *Live-Work Opportunities (1)*
17. *Tourism (1)*
18. *Focus on Large Employers (1)*

8. *New housing developments reflect design and amenity characteristics such as...*

1. *A Mix of Lifestyle and Personal Transportation Amenities (12)*
2. *A Variety of Housing Types (11)*
3. *Design and Development Guidelines (11)*
4. *Housing options Designed to Accommodate a Mix of Demographic Segments (4)*

Section C: Vision Themes (Facilitator Analysis)

The facilitator's analysis of all the visioning data produced descriptions of five distinct visioning themes as follows:

Collaboration

Many opportunities exist for collaboration in pursuit of economic development involving the business community, local government, educational institutions, local community groups/organizations, and other community stakeholders. Moreover, the City's best economic development efforts will likely not occur in the absence of such collaboration. For such a partnership to work well, methods and venues for inter-organizational communication and planning need to be developed and used. Two specific points bear emphasis. First, there is considerable support for city government to play a strong and multi-faceted role in economic development. Second, the business community represents a potent but largely underutilized resource for local economic development.

Education and Training

Workforce education and development and a diversity of local, attractive housing options that appeal to people in multiple socioeconomic strata are seen as vital to Stoughton's economic future. Programs that focus on connecting local schools and local students with local employers and their workforce needs will be needed to build and sustain local employment and employer stability.

Housing

The ability to provide a diverse set of attractive, local housing options will be needed to house and retain a local work force, thereby helping to retain and build local tax base, support local schools, and capture more retail and commercial trade.

Strategy Focus

Considerable support exists for a two-pronged approach to economic development. One focuses on attracting new, existing businesses to Stoughton. Another focuses on entrepreneurship - helping existing businesses grow and expand, and creating new businesses. Additional efforts to examine which types of new and/or expanding businesses make sense for Stoughton, both in terms of market demand, and in terms of generating desirable local employment opportunities, would be helpful.

Assets and Marketing

The City of Stoughton views itself as asset-rich but has not been particularly aggressive in marketing itself as a desirable place to live, work, and/or own a business and, presently, is not well organized to do so. A singular message about what Stoughton is and what it has to offer is needed. Furthermore, there is considerable support for developing an aggressive strategy and effective organizational structure for delivering this message.

Section D: Vision Statements

Based upon their analysis of both the data generated during two vision development meetings (Section B), and the facilitator's analysis of this data, visioning participants generated the following vision statements for economic development during a third vision development meeting in September 2008:

- ***(We) promote the community assets that have a positive impact on economic development through the active and integrated collaboration of all engaged organizations.***
- ***Local organizations working together on economic development by communicating, collaborating, and networking effectively across organizations in support of a common vision and set of goals with a singular point of contact.***
- ***The role of City government in economic development is to provide leadership in developing policy, effectively manage resources, and collaborate with business and community partners to develop and implement plans and strategies that will achieve desired goals.***
- ***We welcome and support businesses from large to small. Our highest value enterprises offer rewarding, prosperous careers for both their owners and their employees. They enrich the community by providing stable employment and sharing their resources to build our community assets***
- ***Local housing options reflect a sense of community that includes a mix of housing types that meet the diverse needs of the citizens.***
- ***New housing developments reflect design and amenity characteristics which support a mix of lifestyles and offer convenient access to community assets and services***

Stoughton Economic Development Visioning Initiative

Implementation

The vision data generated during the visioning phase of the initiative revealed broad and strong interest in the City taking a direct leadership role in economic development. In response to this knowledge, the Stoughton City Council voted to form a new standing committee, the Economic Development Committee (EDC), to take direct leadership for generating and acting on strategies with which to implement the vision statement.

Members of the Economic Development Committee:

Ald. Carl T. Chenoweth, Chair
Dan Matson – Vice Chair
Ald. Tim Carter
Ald. Ron Christianson
Ald. Paul Lawrence
Mayor Jim Griffin
Dave Phillips
Tim Swadley
Peter Sveum
Laurie Sullivan, Finance Director
Rodney Scheel, Planning & Development Director

The new Economic Development Committee held its first meeting, in October 2008, during which Dr. Rizzo proposed that it consider forming vision implementation teams around each of six vision themes which emerged from the visioning process, and that members of the EDC serve as conveners of these teams. The intent of this approach was to infuse the vision implementation stage of the project with the good will, support, and collaborative spirit produced during the visioning stage of the project. The EDC accepted Dr. Rizzo's proposal, and Committee members volunteered to take leadership roles on each of the five vision implementation teams. The task of each team was to assess factors affecting the internal and external economic environment of the City [SWOT Analysis]. From this assessment, a list of objectives would be developed to address these factors and work to prioritize a specific strategic implement plan for each vision implementation team.

The six vision themes were identified as follows:

- ASSET PRESERVATION & DEVELOPMENT
- BUSINESS RECRUITMENT
- MARKETING PLAN & PRIORITIES
- BUSINESS DEVELOPMENT (RETENTION/EXPANSION/INCUBATION)
- COLLABORATIVE STRUCTURE & PROCESS
- HOUSING PLAN & PRIORITIES

Each theme became the basis for formation of a vision implementation team which established a "Vision Statement" for their individual area of consideration. Each team completed a SWOT analysis which resulted in a list of strategic objectives to address the various outcomes of the analysis. Finally, an action plan was formulated based on a specific strategic approach decided by the team members. (Appendix "B")

Implementation Team Summary

ASSET PRESERVATION & 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

OBJECTIVE

Promote local manufacturing of green products and alternative energy production within our current business community

ACTION PLAN

Establish or expand City Utility programs to promote energy conservation and renewable energy uses

TIMELINE

Winter/Spring 2010

RESOURCE AGENCY

Stoughton Utilities

BUSINESS RECRUITMENT

VISION STATEMENT

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

OBJECTIVE

Promote growth in health related business

ACTION PLAN

Identify growth potential in health care service in our community

TIMELINE

Fall 2009/Winter 2010

RESOURCE AGENCY

Independent Consultant (THRIVE)

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.

OBJECTIVE

Educate entire community on benefits of economic development and its effects on quality of life.

ACTION PLAN

Develop and deliver public information on economic development in our community and region

TIMELINE

Summer/Fall 2009

RESOURCE AGENCY

Chamber of Commerce

BUSINESS DEVELOPMENT

VISION STATEMENT

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

OBJECTIVE

Make it easier for businesses to operate and expand in Stoughton

ACTION PLAN

Create a central point of contact for businesses operating in Stoughton

TIMELINE

Summer/Fall 2009

RESOURCE AGENCY

Chamber of Commerce

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 interest 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.

OBJECTIVE

Strengthen government relationships to enhance additional grant funding opportunities

ACTION PLAN

Lobby County/State Representative regarding availability of local economic development funding

TIMELINE

Summer/Fall 2009

RESOURCE AGENCY

Mayor/City Council/Staff

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 that reflects design and amenity characteristics that support a variety of lifestyles, and offers convenient access to community assets and services

OBJECTIVE

Develop a range of housing from upper to lower using private/public funds

ACTION PLAN

Apply for CDBG funding for rehabilitation projects for Low/Middle income families within the redevelopment district

TIMELINE

Summer/Fall 2009

RESOURCE AGENCY

City of Stoughton – Redevelopment Authority

Implementation 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 primary point of contact for businesses/industries to expand or relocate within our community
 - Establish a “Response Team” to manage the operational aspects of the on-going commercial/industrial development opportunities within our community

- Redevelopment Authority
 - Lead efforts to foster “Diverse Housing” development initiatives within the newly established “Railroad Corridor 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 primary 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/Common Council/Mayor/Staff
 - 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 (i.e. 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 Economic Development initiatives and update or modify long range strategic plan on annual basis

APPENDIX "A"

Appendix

World Café Visioning Questions

August Meeting

Café Table 1

Community assets being preserved, maintained, invested in and/or leveraged to promote economic development include _____

Café Table 2

Local organizations working on economic development include _____

Café Table 3

Local economic development organizations work together by _____

Café Table 4

The role of City government in economic development is to _____

September Meeting

Café Table 1

Local housing options reflect _____ and consist of a mix of _____

Café Table 2

New housing developments reflect design and amenity characteristics such as _____

Café Table 3

Local employment priorities and opportunities include _____

Café Table 4

Principle economic development strategies include _____

APPENDIX "B"

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

Internal Strengths:
Health Care
Downtown
Energy/Utilities/Water

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

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

External Threats:
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

Action Step:	Establish or expand City Utility programs to promote energy conservation and renewable energy uses
Changes to Occur:	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
Who will carry it out:	City Utility
When will it happen:	Winter/Spring 2010
What resources are needed:	Commitment from City Utility Committee and Common Council to implement programs

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

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

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 businesses 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
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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
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"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

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