

**Stoughton, Wisconsin**  
**I want to live in a community that has a stable, self-sufficient, local economy**

**Business Attraction & Retention**

**Strong Residential Workforce**

**Strong & Effective Partnerships**

**Accessibility for Business**

Business Ready Sites  
Business Support, Resources and Information  
Accessibility – City as Guide vs. City as Regulator  
Incentives for Business Growth & Attraction  
Diversity of Business  
Marketing Stoughton's Assets

A Variety of Single Family Housing Opportunities  
Strong Support for Lifelong Education

Existing Partnerships & New Partnerships  
Connections with & Support for Local Businesses  
Stoughton's Role within the Regional Economy

Responsible Planning & Growth  
Reliable Infrastructure

- INDICATORS:**
- **Improved business attraction and retention**
  - **Improved and strengthened residential workforce**
  - **Increase in effective partnerships that address economic needs**
  - **"User friendly" business environment**

---

**CITY OF STOUGHTON**  
**2011-2012 BUDGETING FOR OUTCOMES --- REQUEST FOR RESULTS**

---

**A STABLE, SELF-SUFFICIENT, LOCAL ECONOMY**

**Team Members**

Tamarah Bader Fleres  
Christina Dollhausen

Amy Hynek  
Kathleen Kelly

John McLain  
Chad O'Neil

**Priority**

I want to live in a community that has a stable, self-sufficient, local economy.

**SUMMARY OF CAUSE & EFFECT MAP**

**Business Attraction & Retention** is our top priority. We feel without Stoughton being able to attract new and retain current businesses the local economy will not be stable, or self-sufficient. The city must provide incentives, market the city to potential businesses, and develop sites for a diverse business environment. A **Strong Residential Workforce** is what we believe Stoughton must strive for in order to be self-sufficient. Providing affordable family housing and being able to provide lifelong learning within our city is what will achieve this goal. We want more of our citizens to work, shop, and be entertained locally. By establishing **Strong & Effective Partnerships** between the city, businesses, and civic groups, the city can share costs of programs that might otherwise not be affordable to the city under the current economic conditions. These partnerships will also demonstrate the City's willingness to support local businesses. **Accessibility for Business** is vital so that our residents and visitors will invest in the city by using city services and shopping locally. The city must have a solid infrastructure and plan responsibly so that new and current businesses can thrive. The city will need to improve upon the ease of information gathering for residents and visitors. Knowing the "who, what, where, and how" is essential for our customers, who ultimately will stimulate, and create, a **Stable and Self-Sufficient Local Economy**.

## **Indicators for Success**

### **Indicator 1: Improved business attraction and retention**

**Measure: Regular assessment of business vitality to include the review of new licenses, longevity of licenses and diversity of licenses.**

**Source: City Hall records**

**Measure: Number of available business ready sites**

**Source: Planning Department**

**Measure: Empty storefronts downtown**

**Source: Physical Count**

**Measure: Number of incentives offered to and utilized by new businesses**

**Measure: Calculate startup time for new businesses**

**Source: Ongoing tracking of the process by City staff**

**Measure: Survey capturing the number of impressions on the City and the Chamber of Commerce's websites.**

### **Indicator 2: Improved and strengthened residential workforce**

**Measure: Monitor variety and count of available housing**

**Source: Local realtors**

**Measure: Regular assessment of the volume and scope of educational opportunities available to Stoughton area residents**

**Source: Library, SASD, Stoughton Hospital, Senior Center, Youth Center, Recreation and Parks**

### **Indicator 3: Increase in effective partnerships that address economic needs**

**Measure: Survey the number of community partnerships and outcomes**

**Measure: Number of local businesses that are Chamber members**

**Measure: Number of community groups that support local businesses in some capacity**

**Measure: Number of City partnerships that address business needs**

### **Indicator 4: "User friendly" business environment**

**Measure: Annual assessment of the implementation of the Vierbicher Economic Development Strategy and the City's Comprehensive Plan**

**Measure: Customer satisfaction survey for new businesses, addressing the business startup process**

**Measure: Systematic collection of information/intelligence about business and industry**

**Measure: Annual report and analysis of infrastructure by Utilities, Planning Department and Public Works**

## **Purchasing Strategies**

1. Promote initiatives that enable businesses to succeed and anticipate their future needs.
2. Promote programs that attract businesses, provide affordable housing and a successful education system.
3. Encourage business community and city partnerships both within Stoughton and within the regional economy.
4. Understand industry trends, logistics, key location decision milestones and how growth occurs within industry.
5. Develop a focused business consultation process.

## **Statement of Request for Offers**

We are seeking offers that create a stable, self-sufficient, local economy.

### **I. Business Attraction & Retention**

#### **i. Business Ready Sites**

We seek offers that

- Assist the City in purchasing and developing or redeveloping land for business use.
- Expand and develop information and energy resources for businesses.

#### **ii. Business Support Resources and Information Accessibility – City as Guide vs. City as Regulator**

We seek offers that:

- Provide focused and efficient consultation processes that result in clear, predictable, flexible and timely responses to business-related applications, eg. point person, information packet.
- Embrace the City's Comprehensive Plan and the Vierbicher Economic Development Strategies.
- Allow the City to serve as Guide (vs. Regulator) during the business startup process for new businesses.
- Encourage a designated liaison or group to recruit new business to Stoughton.

#### **iii. Incentives for Business Growth & Attraction**

We seek offers that:

- Include appropriate incentives, financial support and strategic initiatives for business development and redevelopment.
- Encourage job creation by reducing regulation & taxation barriers.
- Ease the development process and rules to decrease the burden on start-up businesses, such as turn-key opportunities.

iv. **Diversity of Business**

We seek offers that:

- Develop and communicate a long-term vision of a sustainable and diversified economy and community.
- Attract new investment, jobs and payroll by becoming a hub for warehousing, wholesaling and product distribution
- Attract new investment, job and payroll by becoming a hub for warehousing, wholesaling and product distribution.

v. **Marketing Stoughton's Assets**

We seek offers that:

- Market the unique qualities and strengths of Stoughton to businesses and visitors – Art as business, cultural heritage and strong municipal utilities.

## II. **Strong Residential Workforce**

i. **A Variety of Single-Family Housing Opportunities**

We seek offers that:

- Encourage the development affordable, single-family housing.

ii. **Strong Support for Lifelong Education**

We seek offers that:

- Value and promote lifelong learning opportunities including all levels of education – childhood education, job and career training, continuing education.
- Encourage our community to become a regional center for training and education.

### III. Strong & Effective Partnerships

#### i. Existing Partnerships & New Partnerships

We seek offers that:

- Leverage, create and support strong local and regional partnerships that improve economic health. Internal and external collaboration, coordination and communication will be highly valued. Key partnerships could include Stoughton Area Chamber of Commerce, City of Stoughton, surrounding townships, Stoughton Area School District, community organizations, Redevelopment Authority, Stoughton Hospital, Stoughton Arts Council.

#### ii. Connections with & Support for Local Businesses

We seek offers that

- Promote Stoughton as a viable and advantageous place to do business.
- Strengthen relationships between local businesses, the City of Stoughton and the Chamber of Commerce.

#### iii. Stoughton's Role within the Regional Economy

We seek offers that:

- Identify & assess Stoughton's role within the regional economy.
- Promote Stoughton's role in the regional economy (Dane, Rock, Green counties and beyond).

### IV. Accessibility for Businesses

#### i. Responsible Planning and Growth

We seek offers that:

- Implement the Vierbicher Economic Development Strategy and the City's Comprehensive Plan.

ii. **Reliable Infrastructure**

We seek offers that:

- Create easy, efficient and effective access to businesses that integrate mobility, infrastructure and parking.
- Create locational advantages through new infrastructure such as fiber optics and broadband availability.
- Provide reliable and efficient energy for all current and future businesses.
- Make us competitive with neighboring markets in terms of energy resources for businesses.

**Supporting Evidence/Sources/Related Plans**

**City of Stoughton Comprehensive Plan**  
**Vierbicher Economic Development Strategies**  
**City Zoning and Building Code**  
**City records of businesses licenses**