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Chapter One: Issues & Opportunities



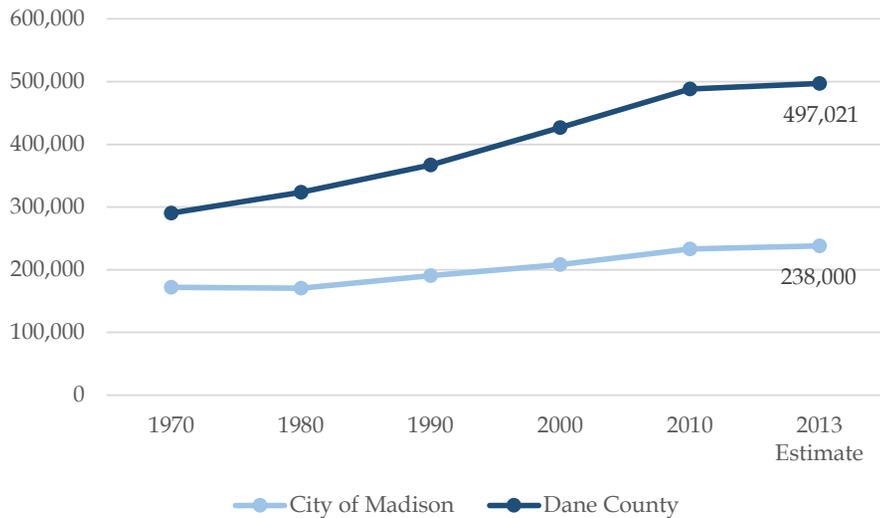
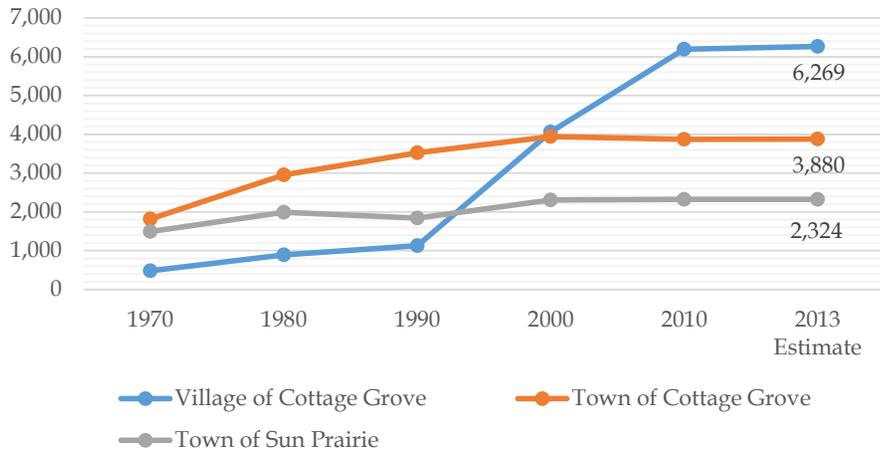
This chapter contains background information on the Village of Cottage Grove and provides the basis for the overall objectives, policies, goals, and programs to guide the future development and redevelopment of Cottage Grove over the next 20 to 25 years. This chapter concludes with a statement of the Village’s key planning issues and opportunities.

A. Population Trends and Forecasts

The Village of Cottage Grove experienced rapid population growth during the 1990s. The Village’s population more than tripled from 1,131 in 1990 to 4,059 in 2000, which represents a 259 percent growth rate—one of the highest rates in Wisconsin. Between 2000 and 2010, the Village grew by 2,133 persons to a population of 6,192, a 53% increase over the decade. The Wisconsin Demograph-

ic Services Center estimated the Village’s 2013 population to be 6,269 (an increase of 77 persons over the 2010 Census figure). The City of Sun Prairie, a neighboring community in Dane County, also experienced a high growth rate during this time period.

Fig. 1.1: Population Trends



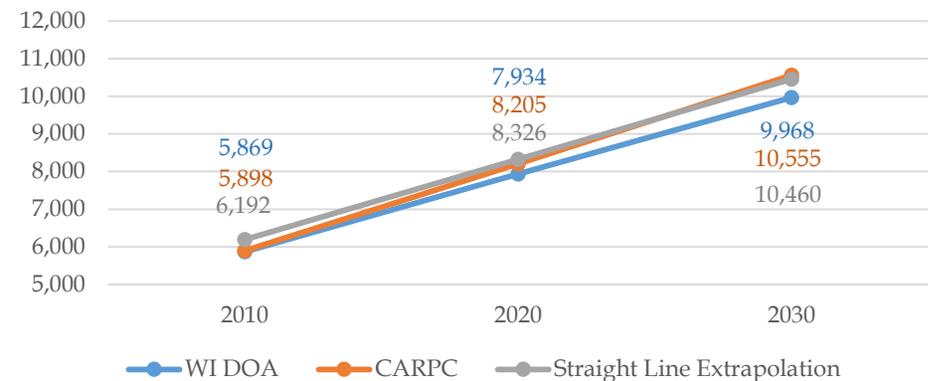
Source: 1970 to 2010 U.S. Census; 2013 WI Dept. of Administration Population Estimates

Population projections for the Village indicate that the community will continue to grow at a substantial rate over the 20-year planning period (Figure 1.2). Various population growth scenarios were considered for this Plan. These projections were derived by a variety of sources and methodologies. Wisconsin Department of Administration (WisDOA) population projections (produced in 2008) estimate a population of 9,968 residents by the year 2030—representing an increase of nearly 150 percent from 2000 to 2030. Capital Area Regional Planning Commission (CARPC) projects a similar rate of population growth over the same period, showing a 160 percent increase in Cottage Grove between the years 2000 and 2030. These may be low given continued economic development efforts, and the overall trends of the Madison region.

A final projection, based on a linear extrapolation of past population growth (1990 to 2010) in the community, suggests that Cottage Grove is projected to grow to 10,460 by the year 2030.

Considering all the alternatives, it was determined that the WiDOA forecast may present the most reasonable basis for the household and land use projections discussed in the Land Use element of this Plan.

Fig. 1.2: Population Projections



Sources: WI Dept. of Administration, CARPC, and Village of Cottage Grove

It is worth noting that making future population projections for a small jurisdiction is difficult—particularly one that is located on the edge of a fast-growing metropolitan area.

B. Demographic Trends

Figure 1.3 compares selected demographic data for Cottage Grove with surrounding communities, Dane County, and the State. Population statistics show the Village’s median age was 33.8 in 2010, which is younger than most comparable communities, the County, and the State. The proportion of the Village population that is age 65 and older (7.7 percent) is smaller than that of any comparable community, while the Village also had the largest percentage of residents under age 18. These trends suggest that the Village is attracting a younger workforce and younger families with children.

Fig. 1.3: Demographic Characteristics (2010)

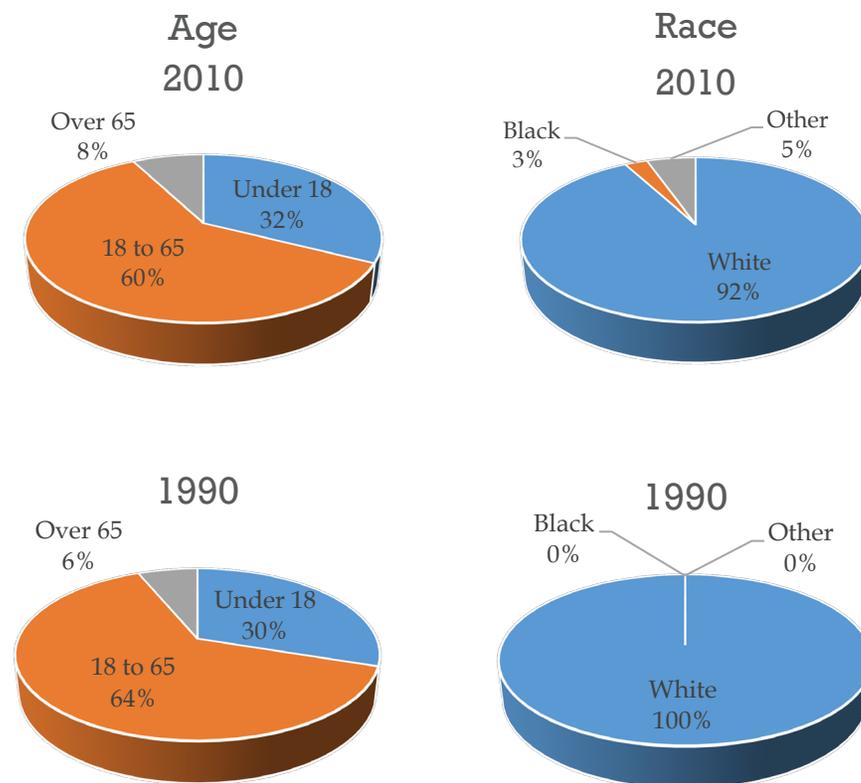
| | Age | | | Race | | |
|----------------------|-------------|--------------|-------------|-------------|------------|----------------------|
| | Median | under 18 (%) | over 65 (%) | % white | % black | % other ¹ |
| Cottage Grove | 33.8 | 32.5 | 7.7 | 92.1 | 2.5 | 5.4 |
| DeForest | 35.6 | 29.0 | 8.7 | 93.3 | 2.1 | 4.6 |
| Oregon | 37.0 | 28.6 | 9.6 | 95.4 | 1.2 | 3.7 |
| Waunakee | 37.9 | 31.6 | 9.9 | 95.8 | 1.0 | 3.2 |
| Middleton | 39.1 | 21.8 | 12.3 | 87.1 | 3.5 | 9.4 |
| Monona | 45.9 | 16.9 | 19.5 | 92.5 | 2.8 | 4.7 |
| Stoughton | 39.2 | 25.1 | 14.6 | 95.1 | 1.4 | 3.5 |
| Sun Prairie | 33.3 | 27.9 | 8.9 | 85.4 | 6.1 | 8.5 |
| Verona | 37.4 | 29.0 | 9.8 | 93.3 | 1.3 | 5.4 |
| Dane County | 34.4 | 21.7 | 10.3 | 84.7 | 5.2 | 10.1 |
| Wisconsin | 38.5 | 23.6 | 13.7 | 86.2 | 6.3 | 7.5 |

Sources: U.S. Census Bureau, 2010

¹Includes all other races and those who characterized themselves as ‘two or more races’

Figure 1.3A shows certain demographic changes in the Village over time, from 1990 to 2010. Figure 1.1 showed that the Village grew by approximately 5,000 residents during that span. The median age increased slightly since 2000, while the percentage under age 18 has also trended higher since 1990. The percentage over age 65 decreased slightly between 1990 and 2000, and then increased in 2010. The Village has also grown more racially diverse since 1990, going from 100% White in 1990 to 92.1% in 2010.

Fig. 1.3a: Demographic Characteristics (1990 to 2010) in Village of Cottage Grove



Sources: U.S. Census Bureau, 1990, 2000, and 2010

C. Household Trends and Forecasts

The average household size in the Village was 2.80 persons per household in 2010 (see Figure 1.4)—a decline from 2.90 in 1990 and 2.83 in 2000. This decline is expected to continue, with Wisconsin DOA projecting a decline in household size to 2.76 by the year 2030 for the Village. The Village’s average household size is larger than any of the comparable communities listed.

More than half (65 percent) of the Village’s population lived in a different house in 2010 than in 2000. This is higher than in all comparable communities. This high level is due in large part to the rapid expansion of the Village housing stock since 1990.

Fig. 1.4: Household Characteristic Comparisons (2010)

| | Ave. Household Size | Total Housing Units ¹ | % Born in Wisconsin ² | % Living in Different Housing Unit than in 2000 ³ |
|----------------------|---------------------|----------------------------------|----------------------------------|--|
| Cottage Grove | 2.80 | 2,289 | 73 | 65 |
| DeForest | 2.63 | 3,499 | 82 | 63 |
| Oregon | 2.55 | 3,775 | 75 | 52 |
| Waunakee | 2.76 | 4,483 | 72 | 60 |
| Middleton | 2.16 | 8,565 | 57 | 53 |
| Monona | 1.99 | 4,088 | 74 | 42 |
| Stoughton | 2.41 | 5,419 | 76 | 48 |
| Sun Prairie | 2.51 | 12,413 | 70 | 58 |
| Verona | 2.50 | 4,461 | 69 | 57 |
| Dane County | 2.33 | 216,022 | 64 | 53 |
| Wisconsin | 2.43 | 2,624,358 | 72 | 56 |

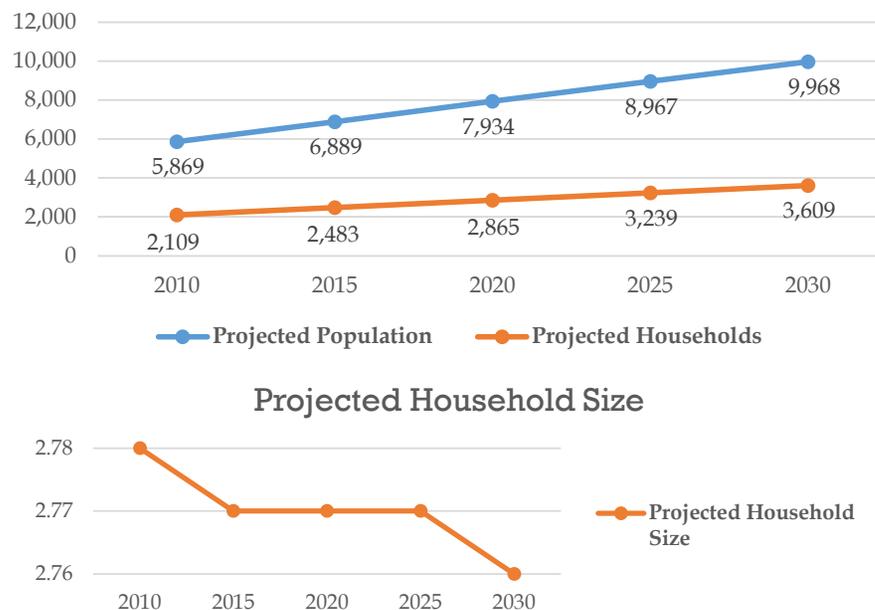
Sources: ¹ U.S. Census Bureau, 2010; ² U.S. Census Bureau, 2006 - 2010 American Community Survey; ³ Owner-occupied housing units per U.S. Census Bureau, 2006 - 2010 American Community Survey

Projected future housing needs in Cottage Grove are based on population forecasts and the estimated average household size in

the community by the year 2030. Based on the WiDOA projection presented in Figure 1.2 (9,968 residents by the year 2030) and a projected decline in household size, the Village of Cottage Grove will need to accommodate a total of 3,609 housing units in the year 2030. This represents an increase of about 1,320 units from the census’s 2010 total housing unit count shown in Figure 1.4.

The Future Land Use Map designates more than enough land for residential development to accommodate the Village’s projected housing needs over the planning period (see Land Use Chapter for more details). However, this Plan recognizes that not all of the potential land in the surrounding area will develop to full build-out capacity over the next 20 to 25 years. Furthermore, allocating more developable land than needed is a common planning practice as it discourages the opportunity for one developer to acquire a majority of parcels within the proposed growth areas.

Fig. 1.5: Household Projections, Village of Cottage Grove

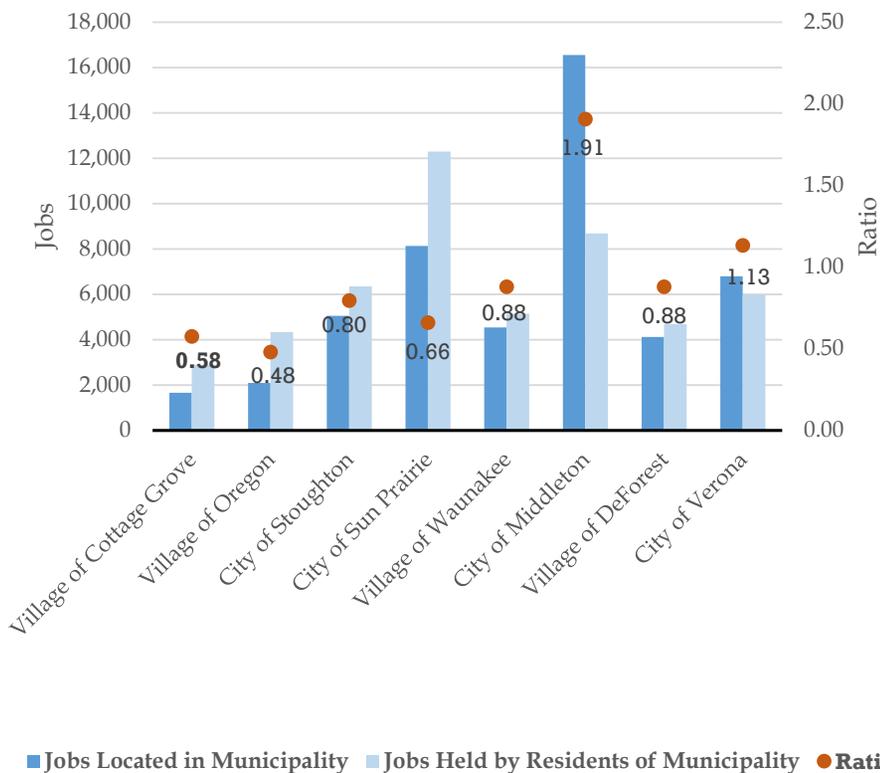


Source: WI Dept. of Administration

D. Employment Trends and Forecasts

While the Village experienced rapid population growth since 1990, job creation has not kept pace and the Village has trended towards becoming a bedroom community with many residents commuting elsewhere for employment. Figure 1.6 shows the ratio of local jobs per employed resident, using 2010 data. Cottage Grove had 0.58 jobs located within the Village for every employed Village resident. This ratio is lower than any of the other comparable Dane County communities listed except Oregon.

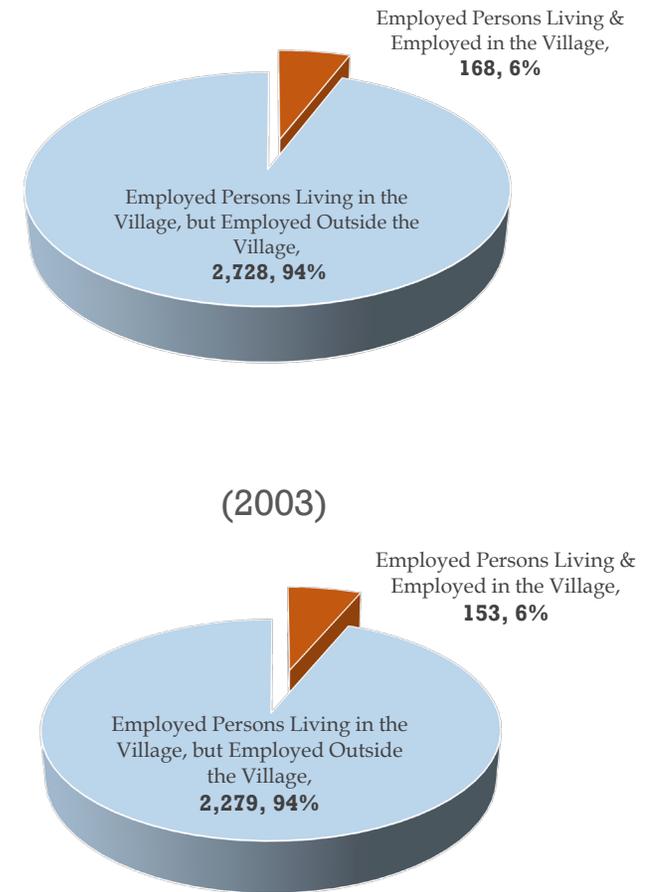
Fig. 1.6: Local Jobs per Employed Resident (2010)



Sources: U.S. Census Bureau, On the Map Application and LEHD Origin-Destination Employment Statistics, 2010 (data measures primary jobs)

Figure 1.7 shows that as of 2010, 2,896 Village residents held jobs. Of those, only 168 (6%) held jobs located within the Village of Cottage Grove, while 2,728 (94%) commuted to other municipalities. The percentage of residents who both live and work in the Village is unchanged from 2003 to 2010.

Fig. 1.7: In-Area Labor Force Efficiency, Village of Cottage Grove (2010)



Sources: U.S. Census Bureau, On the Map Application and LEHD Origin-Destination Employment Statistics, 2009 & 2003 (data measures primary jobs)

While the percentage of employed residents who both live and work in the Village is unchanged from 2003 to 2010, the 2010 percentage of 5.8% is still much lower than any of the comparable Dane County communities. Figure 1.8 shows that Oregon has the next lowest percentage at 7.8%. DeForest and Verona are both around 13%, while Stoughton has the highest percentage at 20.2%.

Fig. 1.8: In-Area Labor Force Efficiency, Comparable Communities (2010)

| | Employed people living in municipality | Persons both living & employed in municipality | % people both employed & living in municipality |
|----------------------|--|--|---|
| Cottage Grove | 2,896 | 168 | 5.8% |
| Oregon | 4,343 | 339 | 7.8% |
| DeForest | 4,685 | 584 | 12.5% |
| Verona | 5,992 | 778 | 13.0% |
| Sun Prairie | 12,294 | 1,877 | 15.3% |
| Waunakee | 5,157 | 860 | 16.7% |
| Middleton | 8,684 | 1,481 | 17.1% |
| Stoughton | 6,351 | 1,283 | 20.2% |

Source: U.S. Census Bureau On the Map Application & LEHD Origin-Destination Employment Statistics, data measures primary jobs

Figure 1.9 examines the composition of the Village of Cottage Grove’s job market (jobs located in Cottage Grove) and labor market (jobs held by Cottage Grove residents) in 2010 and 2003. In the job market, the industries employing the largest percentage of workers in 2010 were wholesale trade (25.4%), construction (13.5%), and utilities (10.3%). Since 2003, the industries showing the largest increase in percentage of the total job market were wholesale trade (+21.4%), and accommodation and food service (+4.3%).

Fig. 1.9: Occupational Trends, Jobs Located in the Village of Cottage Grove (2010 & 2003)

| Industry (by NAICS class) | 2010 | | 2003 | |
|---|--------------|-------------|--------------|-------------|
| | No. | % | No. | % |
| Agriculture, Forestry, Fishing, & Hunting | 0 | 0.0% | 6 | 0.5% |
| Mining, Quarrying, & Oil and Gas Extraction | 0 | 0.0% | 0 | 0.0% |
| Utilities | 171 | 10.3% | 97 | 7.7% |
| Construction | 225 | 13.5% | 223 | 17.7% |
| Manufacturing | 101 | 6.1% | 140 | 11.1% |
| Wholesale Trade | 424 | 25.4% | 50 | 4.0% |
| Retail Trade | 162 | 9.7% | 293 | 23.2% |
| Transportation, & Warehousing | 17 | 1.0% | 10 | 0.8% |
| Information | 4 | 0.2% | 11 | 0.9% |
| Finance, & Insurance | 59 | 3.5% | 34 | 2.7% |
| Real Estate, & Rental and Leasing | 9 | 0.5% | 4 | 0.3% |
| Professional, Scientific, & Technical Services | 72 | 4.3% | 64 | 5.1% |
| Management of Corporations and Enterprises | 0 | 0.0% | 0 | 0.0% |
| Administration and Support, Waste Management, & Remediation | 49 | 2.9% | 64 | 5.1% |
| Educational Services | 3 | 0.2% | 88 | 7.0% |
| Health Care, & Social Assistance | 125 | 7.5% | 91 | 7.2% |
| Arts, Entertainment, & Recreation | 36 | 2.2% | 19 | 1.5% |
| Accommodations, & Food Service | 132 | 7.9% | 45 | 3.6% |
| Other Services | 35 | 2.1% | 26 | 2.1% |
| Public Administration | 44 | 2.6% | 40 | 3.2% |
| TOTAL | 1,668 | 100% | 1,305 | 100% |

Source: U.S. Census Bureau, On the Map Application & LEHD Origin-Destination Employment Statistics, 2009 & 2003 data measures primary jobs

Fig. 1.9a: Occupational Trends, Jobs Held by Village of Cottage Grove Residents (2010 & 2003)

| Industry (by NAICS class) | 2010 | | 2003 | |
|---|--------------|-------------|--------------|-------------|
| | No. | % | No. | % |
| Agriculture, Forestry, Fishing, & Hunting | 13 | 0.4% | 10 | 0.4% |
| Mining, Quarrying, & Oil and Gas Extraction | 0 | 0.0% | 1 | 0.0% |
| Utilities | 26 | 0.9% | 45 | 1.9% |
| Construction | 145 | 5.0% | 152 | 6.2% |
| Manufacturing | 296 | 10.2% | 292 | 12.0% |
| Wholesale Trade | 172 | 5.9% | 129 | 5.3% |
| Retail Trade | 316 | 10.9% | 268 | 11.0% |
| Transportation, & Warehousing | 83 | 2.9% | 66 | 2.7% |
| Information | 87 | 0.3% | 62 | 2.5% |
| Finance, & Insurance | 285 | 9.8% | 211 | 8.7% |
| Real Estate, & Rental and Leasing | 26 | 0.9% | 30 | 1.2% |
| Professional, Scientific, & Technical Services | 183 | 6.3% | 113 | 4.6% |
| Management of Corporations and Enterprises | 47 | 1.6% | 28 | 1.2% |
| Administration and Support, Waste Management, & Remediation | 80 | 2.7% | 93 | 3.8% |
| Educational Services | 244 | 8.4% | 195 | 8.0% |
| Health Care, & Social Assistance | 349 | 12.1% | 274 | 11.3% |
| Arts, Entertainment, & Recreation | 40 | 1.4% | 31 | 1.3% |
| Accommodations, & Food Service | 152 | 5.2% | 130 | 5.3% |
| Other Services | 113 | 3.9% | 90 | 3.7% |
| Public Administration | 239 | 8.3% | 212 | 8.7% |
| TOTAL | 2,896 | 100% | 2,432 | 100% |

Source: U.S. Census Bureau, *On the Map Application & LEHD Origin-Destination Employment Statistics, 2009 & 2003, data measures primary jobs*

In the labor market, the industries employing the largest percentage of Village residents in 2010 were health care and social assistance (12.1%), retail trade (10.9%), manufacturing (10.2%), and finance and insurance (9.8%). Since 2003, the industries showing the largest increase in percentage of the total labor market were professional, scientific, and technical (+1.7%), and finance and insurance (+1.1%). Industries showing the largest decrease in percentage of the labor market since 2003 include information (-2.2%), construction (-1.2%), administration (-1.1%), and utilities (-1.0%).

Figure 1.8 showed a high percentage of Village residents commuting outside the Village for employment, relative to comparable Dane County communities. This is at least partially explained by Figure 1.9, which shows a mismatch between the job market and the labor market in numerous industries within the Village. Some examples include:

- 35.1% of jobs located in the Village are in retail or wholesale trade, while only 16.8% of Village residents are employed in those industries
- 8.5% of jobs located in the Village are in information, finance and insurance, real estate, professional services, or management, while 19.9% of Village residents are employed in those industries
- 7.7% of jobs located in the Village are in education or health care, while of Village residents are employed in those industries

Forecasting employment growth for establishments in the Village of Cottage Grove alone can be difficult given the complex interrelationship with the larger Madison metropolitan area. Given the Village's economic ties to the broader region, this Plan uses projections created by the Wisconsin Office of Economic Advisors in 2011 for the South Central Workforce Development Area (which includes Columbia, Dane, Dodge, Jefferson, Marquette, and Sauk Counties). Figure 1.10 shows employment projections by industry for the year 2018, as compared to actual numbers from 2008. Industries with the largest projected growth rates include hospitals

(+12.6%), education and health services (+12.3%), information, professional, and other services (+7.3%), leisure and hospitality (+5.9%), and financial activities (+2.4%).

Industries with the lowest projected rate of growth include manufacturing (-9.1%), and trade (-0.7%). The projected growth rate for all non-farm industries is +3.9%.

Fig. 1.10: Industry Employment Projection, 2008 to 2018, South Central Workforce Development Area¹

| Industry | 2008 | 2018 | Change | % Change |
|---|---------|---------|--------|----------|
| Total, All Non-Farm Industries | 442,510 | 459,770 | 17,620 | +3.9% |
| Construction, Mining, & Natural Resources | 20,520 | 21,650 | 1,130 | +5.5% |
| Manufacturing | 58,510 | 53,180 | -5,330 | -9.1% |
| Food Manufacturing | 9,540 | 9,550 | 10 | +0.1% |
| Fabricated Metal Mfg. | 8,080 | 7,280 | -800 | -10.0% |
| Machinery Mfg. | 6,860 | 6,580 | -280 | -4.0% |
| Trade | 63,690 | 63,240 | -450 | -0.7% |
| Merchant Wholesales, Durable Goods | 9,270 | 9,280 | 10 | 0.1% |
| Transp. & Utilities | 14,210 | 14,700 | 490 | +3.5% |
| Financial Activities | 30,070 | 30,790 | 720 | +2.4% |
| Ed. & Health Services | 92,110 | 103,450 | 11,340 | +12.3% |
| Educational Services | 41,790 | 42,340 | 560 | +1.3% |
| Hospitals | 17,400 | 19,600 | 2,200 | +12.6% |
| Leisure & Hospitality | 42,570 | 45,080 | 2,510 | +5.9% |
| Info., Prof., & Other | 80,980 | 86,900 | 5,920 | +7.3% |
| Government | 39,850 | 40,780 | 930 | +2.3% |

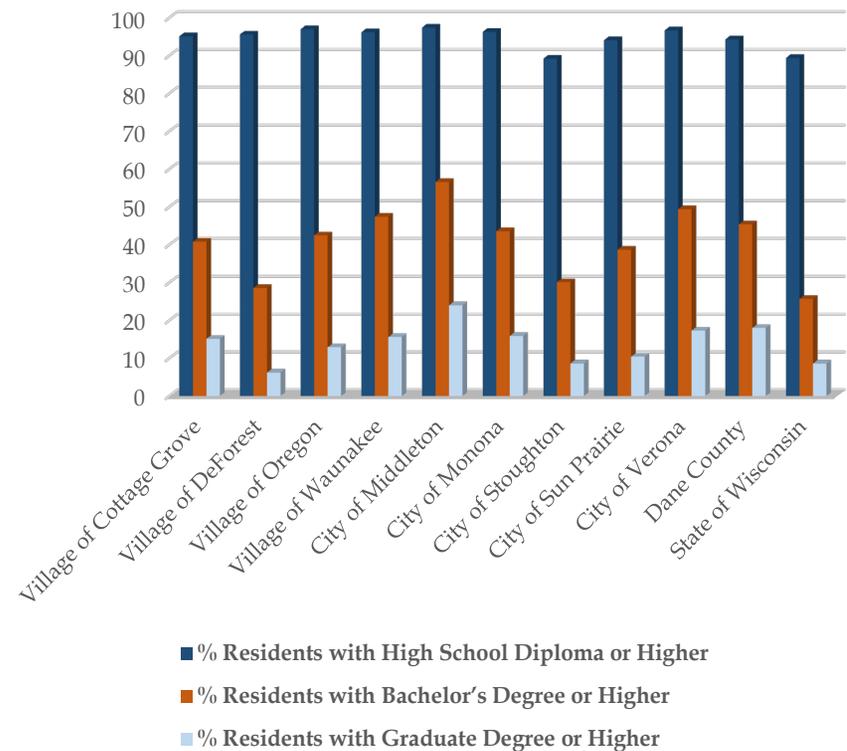
Source: Office of Economic Advisors, Wisconsin Department of Workforce Development, 2011

¹ South Central Workforce Development Area includes Columbia, Dane, Dodge, Jefferson, Marquette, & Sauk Counties

E. Education Trends

Educational attainment is another characteristic of a community's labor force. The Village of Cottage Grove has a well-educated population. As shown in Figure 1.11, among comparable Dane County communities, Cottage Grove ranks among the highest in the percentage of residents with at least a high school diploma (95.1%), and in residents with at least a bachelor's degree (40.8%). Figure 1.11 also shows that educational standards in Dane County as a whole are quite high. In the county, 94.3% of residents have at least a high school diploma compared to 89.4% statewide, while 45.4% of Dane County residents have at least a bachelor's degree compared to 25.7% in Wisconsin.

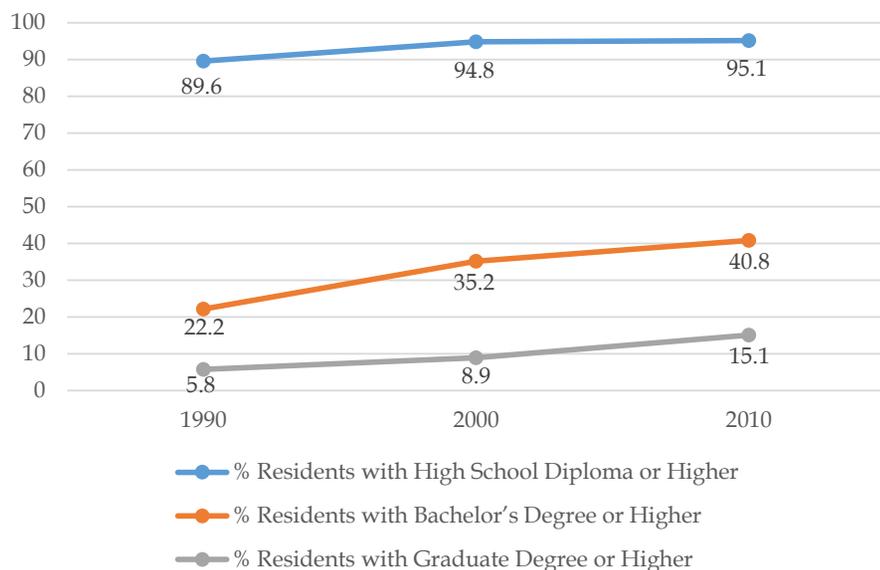
Fig. 1.11: Educational Attainment, Residents 25 & Over, Comparable Communities (2010) Figure 1.11A



Source: U.S. Census Bureau, 2006 - 2010, American Community Survey

Figure 1.11A shows changes in educational attainment over time within the Village of Cottage Grove. As a general trend, attainment levels have improved at every increment. The percentage of residents (aged 25 or older) with at least a high school degree has improved from 89.6% in 1990 to 95.1% in 2010. The percentage of residents (aged 25 or older) who have attained at least a bachelor's degree nearly doubled from 22.2% in 1990 to 40.8% in 2010, while the percentage with a graduate degree has nearly tripled from 5.8% in 1990 to 15.1% in 2010.

Fig. 1.11a: Educational Attainment Over Time, Residents 25 & Over, Village of Cottage Grove



Source: U.S. Census Bureau, 2006 - 2010, American Community Survey

F. Summary of Initial and Ongoing Public Participation Activities

Stakeholder input was a key factor in the initial development of the Village of Cottage Grove Comprehensive Plan, and has driv-

en each amendment cycle since the Plan was initially adopted in 2000.

The Village of Cottage Grove's public participation process for preparing its initial Comprehensive Plan included:

- Kick-off meeting involving the Plan Commission, Village staff, private citizens, and the Village planner.
- Public forums, working groups, and meetings at which public comments were solicited.
- Public Hearings as required by State Statute.

The Village prepares a public participation plan with each amendment through the annual amendment cycle. The Village also solicits nominations of amendments from stakeholders and holds a minimum of two public meetings on the amendments at the Plan Commission and Village Board level as required by State Statute. The amendment process usually extends for six months. It is described in more detail in the Implementation chapter. Common issues and themes that have emerged in the planning process and have been raised by the public and stakeholders include:

- The desired extent, rate, and location of future growth in the community.
- The importance of linking the Village to surrounding areas through nature/bike trails.
- Ensuring that planning for growth and development occurs in concert with planning for new school facilities.
- Coordination with the City of Madison, neighboring towns, and the School District are critical in preparing and amending the Comprehensive Plan.
- The desire for high-quality residential, commercial, and industrial development that advances the overall desired character of the Village.
- The need for a downtown center in the Village.

G. Key Planning Issues and Opportunities

The need for a Comprehensive Plan for the Village of Cottage Grove is dictated in part by the challenge of balancing future population growth, land development activity, traffic, and the need to guide and accommodate anticipated growth in a manner that forwards the long-term objectives of the community. In addition to this Comprehensive Plan, detailed local plans are the essential planning component of long-range Plan implementation. When used in combination with development regulations, public investments, and coordinated cross-jurisdictional planning efforts, local comprehensive plans are very effective in achieving a future which best fulfills the desires of the community and the region as a whole.

Within the planning area, key planning issues and challenges revolve around the issue of how, when, and where new development is approved. This concern necessarily involves issues of the type and quality of development; required public utilities, transportation, and recreation facilities; and annexation. Community consensus on these issues is essential in maintaining the highest possible quality of life at the lowest possible cost of living. Inter-governmental consensus on these issues is becoming an increasingly important component of local plan implementation.

In all, the demographic and economic statistics described in this chapter of the Plan reflect a community undergoing rapid population growth. Cottage Grove's growth has been driven largely by employment growth throughout Dane County. Reflective of this growth, many people who live in Cottage Grove commute to work in Madison and other employment centers. The planning area will continue to experience increased growth pressure as the expanding central urban area of Dane County gets closer. As of 2009, Cottage Grove had the lowest ratio of local jobs per employed resident and the highest percentage of residents who commute outside their home municipality among comparable Dane County communities. These numbers suggest the Village is in danger of becoming a bedroom community as opposed to an

independent urban center. This trend is both economically and environmentally unsustainable. Specifically, the Village should continue to work hard to attract and retain high quality offices, services, industries and jobs particularly to the established Commerce Park and to the north of the I-94/CTH N interchange. The Village should attempt to ensure that the historic balance between owner-occupied (approximately 60-65 percent) and rental housing (approximately 35-40 percent) remains stable.

The Village aims to ensure that the pace of nonresidential tax base keeps pace with, or preferably, exceeds residential development. If Cottage Grove and the planning area continue in an extended period of commuter-oriented development, the typical pattern will be for notably higher levels of demand for housing than for employment. Employment booms may, in fact, lag the boom in the commuter residential market by more than twenty years. As employment trends evolve, the planning area will first see expansions in the warehousing, wholesale, and storage sectors, followed by general industrial (assembly and fabrication), commercial, and office and research development. The office and research booms are not likely to peak within the planning area within the next ten years – while the residential boom is currently underway. Because of this lag effect, the Village must work hard to ensure that key long-term tax base sites and areas are reserved for high real estate value and salary level nonresidential uses, and not used for residential development or lower value non-residential uses.

Other critical issues that this Plan will address include:

- The need to ensure a top-quality appearance of development.
- The need for logical, efficient, complementary, and predictable land use patterns.
- The need to protect the broad range of environmental resources which contribute to the health and beauty of the area.
- The need for efficient transportation facilities and services which are closely coordinated with development patterns, uses, and site designs.

- The need to respond efficiently to market demand in a manner that complements the overall planning and development strategy—particularly in regard to office, commercial, and industrial sites which provide high levels of visibility, accessibility, and quality.
- The need to provide public facilities efficiently and effectively.
- The need to recognize the importance of intergovernmental coordination and to contribute positively and proactively to such efforts.
- The need to ensure efficient and predictable fiscal performance into the future.
- The need to implement the Plan recommendations so as to best respond to these general needs while balancing overall community objectives with the site specific desires of individuals and neighborhoods.

H. Goals, Objectives, and Policies

Each element of the Cottage Grove Comprehensive Plan includes a set of goals and objectives. The goal setting process includes the identification of present and future problems, the determination of aspirations in the form of goals and objectives, and the identification of strategic issues and priorities among them.

Goals are broad statements that express general public priorities about how the Village should develop and redevelop over the next 20 years. The goals are formulated based on the identification of key issues, opportunities, and problems that affect the Village. Objectives are more specific than goals and are usually attainable through strategic planning and implementation activities. The accomplishment of an objective contributes to the fulfillment of a goal.

Policies are rules and courses of action used to ensure Plan implementation—including the accomplishment of goals and objectives and turning planning maps and graphics into reality. Because pol-

icies often accomplish more than one objective, or a blend of goals and objectives, planning policies for Cottage Grove are presented as a separate section following the goals and objectives. For example, the Planning Commission should use these policies as it considers proposals to rezone property, review site plans, or issue conditional use permits. The policies also provide guidance to the Village as it revises development-oriented ordinances such as the Zoning Ordinance, Subdivision Ordinance, and Official Map. Village staff can use these policies to develop Capital Improvement Plans. Finally, the private sector should be familiar with these policies so that it knows what the Village expects in terms of the location, timing, and quality of development.

