

# 9

## Chapter Nine: Economic Development



The economic condition of a community, particularly the composition of its economic base, closely relates to its potential for economic expansion or improvement. This chapter of the Plan contains a compilation of background information, goals, objectives, policies, and recommended programs to promote the retention and stabilization of the economic base and quality employment opportunities in Cottage Grove. This chapter includes an assessment of new businesses and industries that are desired in the Village, an assessment of the Village's strengths and weaknesses with respect to attracting, retaining, and growing new businesses and industries, and an inventory of contaminated environmental sites.

There are a variety of factors that contribute to the overall economic health of a community, many of which extend far beyond the boundaries of the community. This chapter was prepared with a regional perspective that considers the Village as part of a broader

regional economic system.

## A. Existing Economic Development Framework

### Labor Force

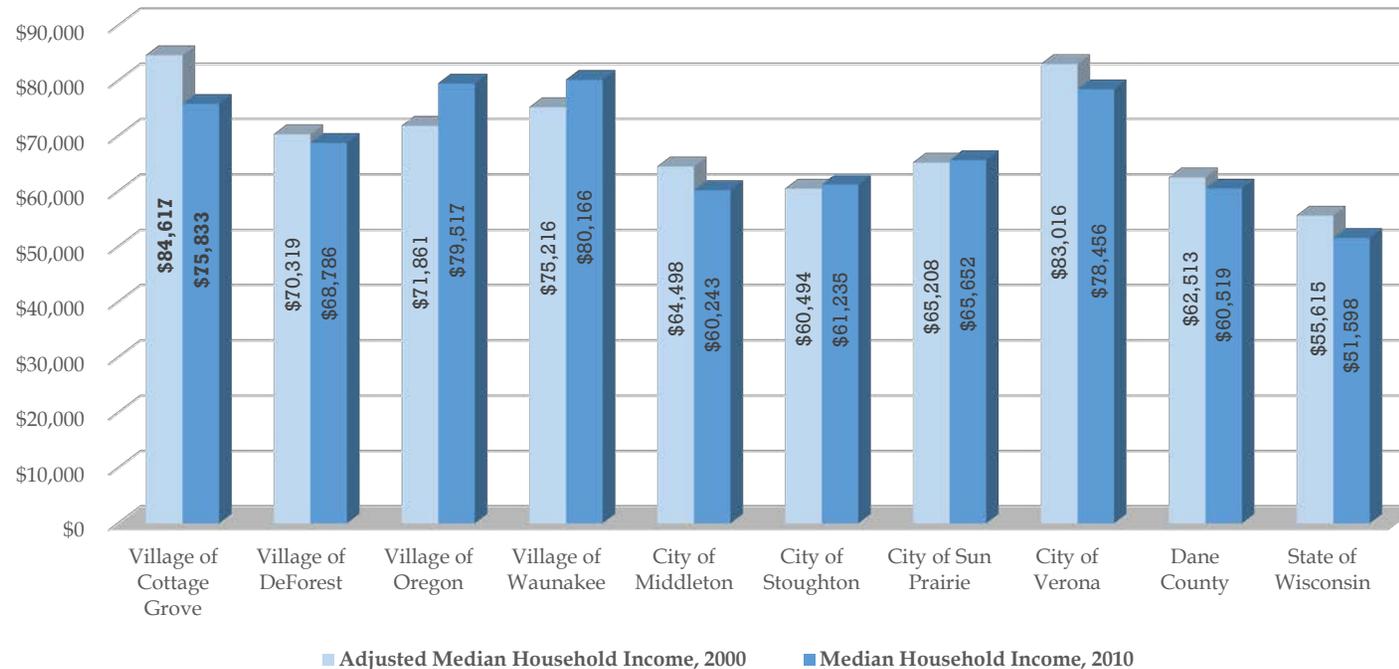
As of 2010, the Village of Cottage Grove had 2,896 persons in its labor force. This labor force is largely employed in what are typically referred to as “white collar” occupations. Figure 1.9a on p.11 shows the percentage of residents employed in various industry types. Industries employing the largest percentage of Cottage Grove residents are health care and social assistance (12.1%), retail trade (10.9%), manufacturing (10.2%), and finance and insurance (9.8%).

The critical economic challenges facing the Village, and the planning area as a whole, relate to keeping the cost of living reasonable,

while keeping pace with development and the demands it places on community facilities and services. Attention should continue to be given to attempts to increase and diversify the service and employment base of the Village, and to generally focus economic development efforts on small- and mid-sized companies and sites. The Village has had good success with this over the period from since 2000.

As discussed in the Land Use chapter, 81% of the assessed property value in the Village is derived from residential properties. The Village should continue to work on correcting this imbalance. Furthermore, as shown in Figure 1.6, Cottage Grove has the second lowest ratio of jobs located in the municipality to employed residents in the municipality (0.58, after Oregon (0.48), and behind Sun Prairie (.66). No other comparable municipality had a ratio below 0.8. The Village should continue to place a priority on

Fig. 9.1: Change in Adjusted Median Household Income, Comparable Communities (2000 to 2010)



Source: U.S. Census Bureau, American Community Survey, 2000 & 2010

expanding employment opportunities in the Village, until a more economically and environmentally sustainable balance is reached.

### Income Data

The reported median household income (in 2010) in the Village was \$75,833 compared with \$60,519 for the County. This represents a household income in the Village that is 25 percent more than the County average, which is greater than the difference in housing costs. Also, the Village’s household income was \$24,000 more than the State average. The Village of Cottage Grove’s median household income ranked fourth highest among comparable communities, trailing Waunakee, Oregon, and Verona. The 2010 census shows only 3.7 percent of Cottage Grove’s population living below the poverty level, compared with 11.6 percent for both Dane County and the State (see Figure 9.1A). While median household income in the Village rose from \$66,628 in 2000 to

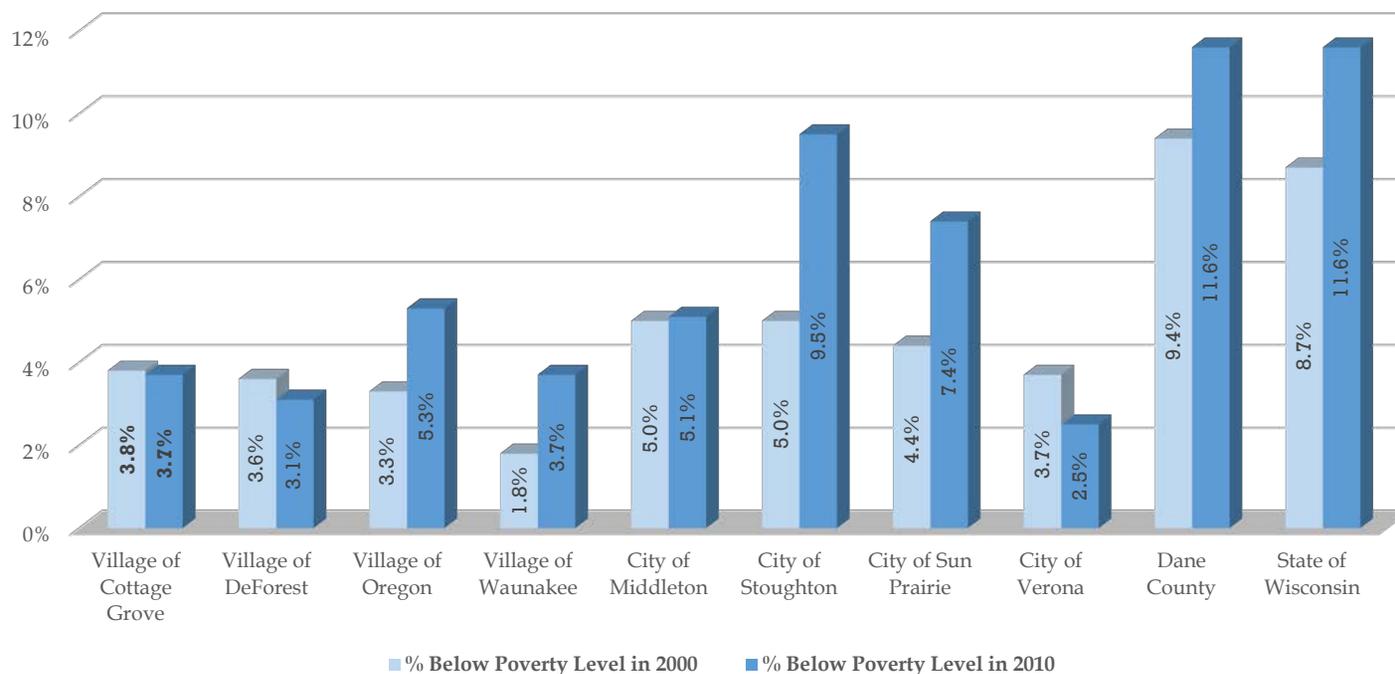
\$75,833 in 2010; a comparison against the 2000 adjusted median household income (factoring the consumer price index) shows a 10% decline in the real value of household income in the Village over that span. Some comparable communities (including Middleton, Verona, and DeForest) also experienced a decline.

### Commuting Patterns

Discussion of commuting patterns can be broken down into two relevant questions, 1) ‘where do workers employed within the Village live?’ and 2) ‘where do Village residents work?’

The first question is answered by analyzing the Village of Cottage Grove’s labor shed (see Figure 9.2). The municipality contributing the most workers to Village employers is the City of Madison at 13.6%, followed by the Village of Cottage Grove at 10.1%, the Town of Cottage Grove at 5.6%, and the City of Sun Prairie at

Fig. 9.1a: Change in Households Below Poverty Level, Comparable Communities (2000 to 2010)



Source: U.S. Census Bureau, American Community Survey, 2000 & 2010

**Fig. 9.2: Labor Shed, Village of Cottage Grove (2010)**

	Count	% Share
City of Madison	227	13.6%
Village of Cottage Grove	168	10.1%
Town of Cottage Grove	94	5.6%
City of Sun Prairie	91	5.5%
City of Stoughton	34	2.0%
Town of Burke	31	1.9%
Town of Pleasant Springs	31	1.9%
City of Janesville	27	1.6%
Village of Marshall	26	1.6%
City of Lake Mills	24	1.4%
All other locations	915	54.9%
<b>TOTAL</b>	<b>1,668</b>	<b>100%</b>

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

**Fig. 9.3: Commute Shed, Village of Cottage Grove (2010)**

	Count	% Share
City of Madison	1,518	52.4%
Village of Cottage Grove	168	5.8%
City of Middleton	110	3.8%
Town of Madison	99	3.8%
City of Sun Prairie	95	3.3%
City of Monona	75	2.6%
City of Milwaukee	49	1.7%
City of Fitchburg	41	1.4%
Town of Cottage Grove	29	1.0%
Village of DeForest	27	0.9%
All other locations	685	23.7%
<b>TOTAL</b>	<b>2,896</b>	<b>100%</b>

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

5.5%. No other municipality contributed more than 2%.

Analysis of the Village of Cottage Grove’s commute shed (Figure 9.3) provides the answer to the question, ‘where do Village residents work?’ Approximately half of all employed Village residents work in the City of Madison. Nearly 6% of employed Village residents work within the Village of Cottage Grove. 3.8% of employed Village residents work in the City of Middleton, with another 3.8% working in the Town of Madison, while 3.3% work in the City of Sun Prairie .

### Economic Base Analysis

As discussed in the previous section, many residents commute outside of Cottage Grove for employment. However, the Village has an existing and growing base of employment for residents, as well as workers who reside outside of the Village who commute into Cottage Grove for work. Top employers within the Village of Cottage Grove include the following listed in Figure 9.4. In addition, Figure 1.9 shows the primary jobs located in Cottage Grove, by industry type. A primary job is defined as the job an individual holds from which he or she derives the most income. Industries with the largest percentage of jobs located in the Village are wholesale trade (25.4%), construction (13.5%), utilities (10.3%), and retail trade (9.7%). In total, there were 1,668 primary jobs located in the Village in 2010.

Another method for examining the economic base of an area is by analyzing location quotients. Location quotients provide a means of comparing the prevalence of a given industry in a subarea to a larger area. Figure 9.5 shows location quotients by industry type for the Village of Cottage Grove, compared to Dane County, the State of Wisconsin, and the United States.

The location quotients are derived by the following method. The percentage of jobs in a given industry in the Village is divided by the percentage of workers employed in that same industry in a larger area (in this case the county, state, or nation). A location quotient of 1 would indicate that the percentage of workers in that

**Fig. 9.4: Largest Employers, Village of Cottage Grove (2014)**

Business	NAICS	Industry
<b>500 to 999 employees</b>		
Hydrite Chemical Co.	424690	Chemical wholesaler
<b>250 to 499 employees</b>		
Johnson Health Tech	423910	Sporting goods wholesaler
<b>100 to 249 employees</b>		
Landmark Services Cooperative	541690	Scientific/technical consultant
<b>50 to 99 employees</b>		
Cottage Elementary School	611110	Elementary/secondary school
Glacial Drumlin Middle School	611110	Elementary/secondary school
Kids Safari Learning Center	624410	Child care services
Piggly Wiggly	445110	Supermarket/grocery store
Taylor Prairie Elementary School	611110	Elementary/secondary school
1855 Saloon & Grill	722511	Full-service restaurant
<b>20 to 49 employees</b>		
Aster Retirement Community	623312	Assisted living facility for the elderly
Excellence in Dentistry	621210	Office of dentists
Integrated Security Solutions	334290	Other communications equipment manufacturing
Kindred Hearts	623312	Assisted living facility for the elderly
Learning Ladder	624410	Child care services
PFS Corporation	541380	Testing laboratory
Pizza Hut	722511	Full-service restaurant
Schrock Trucking	484230	Specialized freight trucking, long distance
Shared Medical Services	621111	Office of physicians
Wildwood Family Clinic	621111	Office of physicians



*Landmark Services Cooperative headquarters in the Commerce Park*

industry is the same in the subarea as it is in the larger area.

As an example, 11.3% of the jobs in the Village are in the utility, transportation, and warehousing industry compared to 3.99% in the state. Therefore, the Cottage Grove/Wisconsin location quotient for utilities would be 11.3% divided by 3.99% or 2.83, indicating that the percentage of jobs in the utility industry is roughly three times higher in the Village than it is at the state level.

In the comparison between the Village of Cottage Grove and the State of Wisconsin, the highest location quotient occurs in the wholesale trade industry. The percentage of jobs in the Village is more than five times higher than the percentage at the state level. The lowest LQ scores occur in the agriculture, forestry, fishing, mining, and quarrying industry; and the information industry. Many of the location quotients compared to Dane County and to the United States are similar to those compared to the State of Wisconsin.

It is important to note that these figures examine the jobs located in the Village, and that many of the industry types with low location quotients, such as professional services and finance, are industry types that employ a relatively high percentage of Village residents, though mostly in jobs located outside the Village (see

Source: Wisconsin Economic Development Corporation; Village of Cottage Grove

**Fig. 9.5: Location Quotients, Village of Cottage Grove (2010)**

Industry Type	L.Q. compared to USA	L.Q. compared to WI	L.Q. compared to Dane County
Agriculture, Forestry, & Fishing; Mining, Quarrying, & Extraction	0.0	0.0	0.0
Utilities; Transportation & Warehousing	2.31	2.83	3.77
Construction	2.18	3.65	3.65
Manufacturing	0.59	0.34	0.74
Wholesale Trade	9.07	5.52	6.05
Retail Trade	0.83	0.91	0.94
Information	0.09	0.11	0.05
Finance & Insurance; Real Estate, Rental, & Leasing	0.59	0.67	0.43
Professional, Scientific, & Technical Services; Management of Companies & Enterprises; Administrative & Waste Services	0.67	0.71	0.58
Educational Services; Health Care & Social Services	0.33	0.33	0.31
Arts, Entertainment, & Recreation; Accommodation & Food Services	1.10	1.16	1.31
Other Services	0.42	0.70	0.60
Public Administration	0.50	0.47	0.27

Source: United States Bureau of Labor Statistics; U.S. Census Bureau, *On the Map Application and LEHD Origin-Destination Employment Statistics*, data measures primary jobs; GRAEF

Figure 1.9). To the extent possible, the Village may choose to prioritize business recruitment in those industry types that have the best potential to utilize local talent and experience.

### Cottage Grove Economic Development Infrastructure

Among the Village’s local community assets are its easy access to I-94 and placement between the State’s largest metropolitan areas, Madison and Milwaukee. This access has sprouted the recent Cottage Grove Commerce Park at the north end of the Village just south of the I-94 and CTH N interchange. This growing business park is currently home to Johnson Health Tech, PFS Corporation, Stantec Consulting, Landmark Cooperative, supporting commercial and service centers, and Kids Safari daycare. The Cottage Grove Business Park, located at the southern end of the Village, runs parallel to the C & NW Railroad.

### Environmentally Contaminated Sites and Brownfield Redevelopment Opportunities

New state statutes require a comprehensive plan to evaluate and promote environmentally contaminated sites for commercial and industrial uses in the community. The WisDNR, through its Environmental Remediation and Redevelopment Program, maintains a list of contaminated sites, or brownfields, in the state. WisDNR defines brownfields as “abandoned or under-utilized commercial or industrial properties where expansion or redevelopment is hindered by real or perceived contamination.” Examples of brownfields can be anything from a large abandoned industrial site to a small corner gas station. Properties listed in the WisDNR database are self-reported, and do not represent a comprehensive listing of possible brownfields in a community. Other state and federal databases may provide more comprehensive lists for the Village.

According to the Bureau for Remediation and Redevelopment Tracking System (BRRTS), as of March 2011 there were ten contaminated sites in the Village of Cottage Grove that were either in need of clean up or where clean up was already underway. Of the ten incidents shown, five are classified as LUSTs, or leaking underground storage tanks. These tanks are, or were, known to be contaminating the soil and/or groundwater with petroleum. Five sites in the Village are classified as environmental report (ERP). These sites are often older and have been releasing contaminants

to the soil, groundwater, or air over a long period or time. The ERP locations are typical brownfield sites. Many of the properties on the BRRTS list will need special attention for successful redevelopment to occur.

The locations of these environmentally contaminated sites were considered when making the land use recommendations in this Plan. The Village encourages remediation and redevelopment of these sites for economic development where appropriate.

## **B. Local Economic Development Organizations and Programs**

The Village promotes business retention and economic development in the community through the following programs:

- **Community Development Authority:** In June of 2014 the Village Board passed an ordinance creating the Cottage Grove Community Development Authority (CDA). The CDA is a seven member institution comprised of two elected Village Board members and five residents. It is anticipated that the CDA will spend the remainder of 2014 identifying and prioritizing potential projects. Examples of projects that may be undertaken include redevelopment plans for specific areas (in particular areas around the intersection of Main Street and Cottage Grove Road), the creation of a revolving loan fund to assist business recruitment and expansion, and the creation of loan or grant programs supporting facade improvements or the renovation of historic commercial and residential structures in the Old Town area. Each year the CDA will prepare a work plan and budget for approval by the Village Board. Any project that arises outside the approved annual work plan will require separate Village Board approval.

- **Tax Incremental Financing Districts:** The Village uses Tax Increment Financing (TIF) districts to create incentives for industrial development. TIF provides for up-front public expenditures for land and infrastructure for development. The resulting development pays for such initial expenditures over time through dedicated property tax revenues. At the time this Plan was updated,

the Village operated three TIF districts: TID 5 in the Commerce Park business park area, TID 6 in the Village's planned downtown area, and TID 7 on the south side of the Village including the Cottage Grove Business Park.

- **Alliant Energy Economic Development Efforts:** Alliant Energy's Economic Development staff provides a variety of technical and consulting services to economic and community development organizations, including: information resources, site and building evaluation, marketing material development, community assessments, industrial marketing support, workforce development assistance.

- **Madison Region Economic Partnership (MadREP):** MadREP (formerly known as Thrive) is a multi-county regional economic development entity comprised of Dane, Dodge, Columbia, Sauk, Jefferson, Green, Iowa, and Rock counties. In 2012, MadREP launched 'Advance Now', its comprehensive economic development strategy. The strategy focuses on a five plank platform: 1) advance economic competitiveness, 2) advance innovation and entrepreneurship, 3) advance human capital, 4) advance the Madison region's story, and 5) advance regional cooperation, leadership, and diversity.

## **C. State and Federal Economic Development Programs**

The Village has successfully partnered with the State on several of its economic development programs. This partnership has promoted economic development and improved the quality of life of the community and the Village will use all means available to continue this success. The following programs have been utilized by the Village or other communities in the region to promote economic development.

- **Brownfields Site Assessment and Clean-Up Grants:** Wisconsin's Brownfield Initiative provides access to State and federal financial assistance programs government to encourage brownfield redevelopment through grants, loans, and tax incentives. The ac-

tivities funded include preliminary site assessment and identification, property acquisition, clean-up and remediation, removal of underground storage tanks and containers, economic development, public facilities infrastructure improvements, large-scale physical development, rehabilitation, and demolition.

State resources are available through competitive grant programs administered through the Wisconsin Economic Development Corporation (WEDC). Federal resources are primarily from the Environmental Protection Agency.

- **Capital Catalyst:** WEDC program that makes seed grants to highly structured and well funded organizations or communities dedicated to stimulating entrepreneurship.
- **Certified Sites:** This WEDC program pre-certifies qualifying sites as being development-ready, minimizing risk to investors while helping communities market the sites.
- **Community Development Block Grants (CDBG):** While many Dane County communities participate in a consortium for CDBG purposes, the Village of Cottage Grove has remained independent and may choose to apply directly to the Wisconsin Dept. of Administration for CDBG funding for particular projects from time to time. Grants are provided for Public Facilities (CDBG-PF) which includes select infrastructure and facility projects; Economic Development (CDBG-ED) to assist businesses creating or retaining jobs for low or moderate income individuals; and Planning (CDBG-PLNG) to support community efforts to address improving community opportunities and vitality.
- **Community Development Investment Grant:** Administered by WEDC, these grants support urban, small city, and rural development or redevelopment projects by providing financial incentives for shovel ready projects with an emphasis on downtown community driven efforts.

■ **Transportation Economic Assistance (TEA):** Through WisDOT, Transportation Economic Assistance grants for a broad range of transportation, rail, and bicycle related projects. This

program provides 50% matching funds for transportation projects that promote economic development through attraction and retention of jobs.

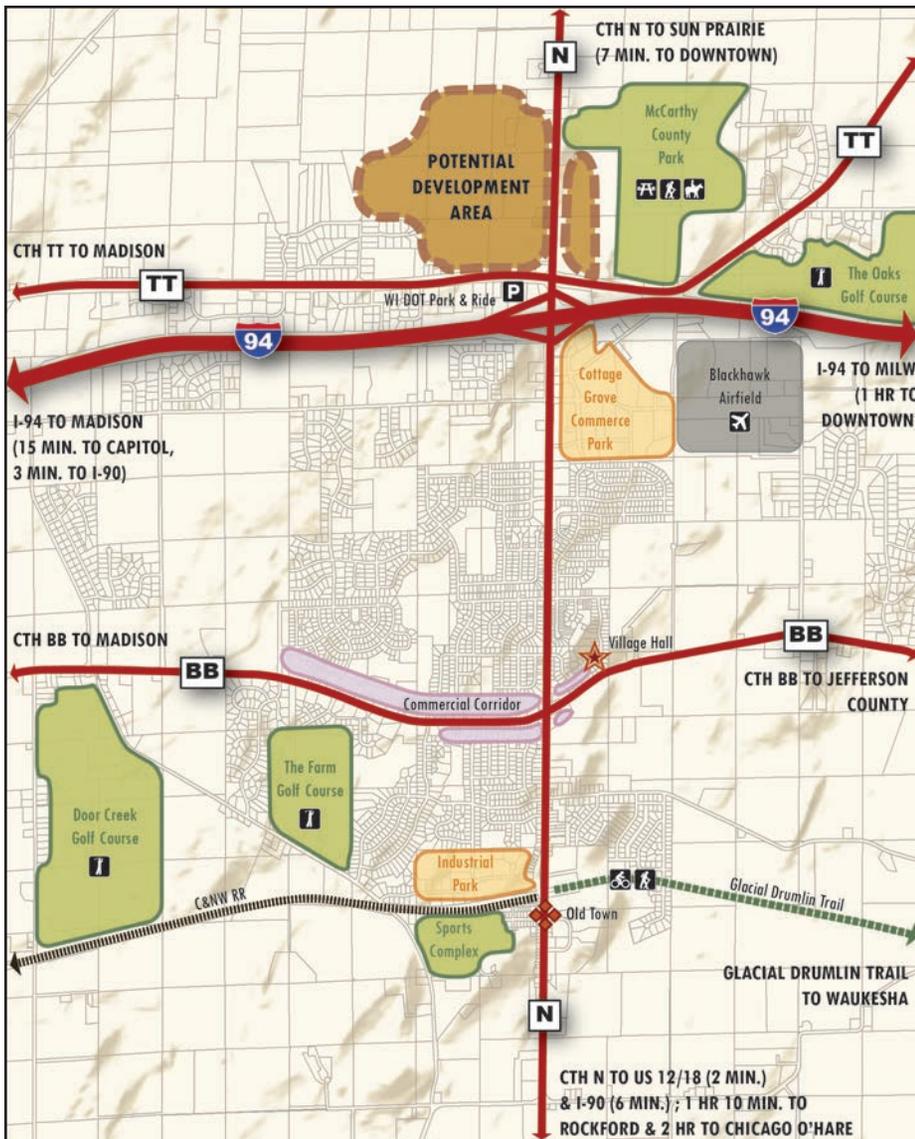
- **US Small Business Administration:** The US Small Business Administration offers a number of programs offering assistance to qualifying businesses, including a guaranteed loan program, a bonding program, and a venture capital program. They also offer grants for qualifying research and development efforts through their Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs.
- **State Infrastructure Bank Program:** The State Infrastructure Bank Program is administered through WisDOT to provide revolving loans used by communities for transportation infrastructure improvements to preserve, promote, and encourage economic development and transportation efficiency, safety, and mobility.

#### **D. Assessment of Desired Economic Development Focus**

This Comprehensive Plan must, under the State Comprehensive Planning legislation, “assess categories or particular types of new businesses and industries” that the Village desires. In order to do this, the Village must recognize its economic development assets and opportunities to leverage those assets. In addition the Village must acknowledge its current economic focus and consider how that relates to its desired economic focus. Finally, by assessing its “Strengths” and “Weaknesses” for economic development, the Village can consider its assets against what it is, where it wants to go, and identify gaps or challenges to achieving its desired economic direction.

#### **Economic Assets**

The Village’s location is one of its strongest assets. Located just minutes away from Madison, and a reasonable commute from Waukesha or Milwaukee—the Village is an extremely strategic choice for residents and employers that want to keep their options open for potential jobs/workforce. Excellent transportation access



Map of Cottage Grove & vicinity

via Interstate 94, the artery connecting Madison and Milwaukee, and a direct connection to Interstate 39/90 to Janesville/Beloit/Rockford/Chicago is another important asset to the Village.

Locally, the Village offers small town charm within a dynamic cultural and economic region. It has a strong K-12 school system

(Monona Grove) with two neighborhood elementary schools and one middle school located within the Village.

The Village is surrounded by natural assets including productive agricultural land, golf courses, protected parks and open spaces including McCarthy County Park, and the Glacial Drumlin State Trail which connects the Village to Waukesha.

### Economic Development Focus Areas

**Industrial/Business Parks:** Commerce Park, a high-quality office/business park is located south of the I-94 interchange. Commerce Park has attracted several companies, along with some restaurants, services, a convenience store, commercial development, and a daycare facility. The development would provide for additional office and office-support service uses including, but not limited to, sit-down restaurants and lodging facilities. This area would be appropriate for regional-oriented services given its close proximity to the airport and Interstate 94.

The Village desires to expand opportunities for high-quality regional economic development opportunities to the north side of Interstate 94, east and west of CTH N. In this location, regional commercial, office, and research type uses are desired, with some opportunities for low-intensity high-quality industrial (mostly research oriented) development. As these areas develop, consideration of compatibility with adjacent uses—Oaks Golf Course, McCarthy County Park, and Koshkonong Creek—will be considered. The Village will continue to pursue Urban Service Area expansions in this area in response to developer interest.

On the southern edge of the Village along CTH N, the Village has designated a large Planned Mixed Use future land area. This area is envisioned to present another type of economic development opportunity—including a mix of General Industrial type uses, agricultural processing, and other uses that are compatible with some of the existing businesses in the area, such as Landmark Cooperative Services.

**Downtown:** A new downtown near the intersection of CTH BB

and CTH N is an initiative of this Plan. The Village’s new downtown would be a concentration of public and quasi-public buildings (e.g., village hall) and downtown-style uses (e.g., retail, office, entertainment, condominium housing). This Plan recognizes that identifying a specific location for this type of downtown-style development is an important economic development strategy for the community.

**Corridor Commercial:** The Village desires high-quality retail and professional service development along CTH BB west of CTH N. Controlling the amount of auto-oriented development along this growing corridor is critical in ensuring re-investment and redevelopment of older properties in this area.

**Recreational:** The Village benefits from a strong base of recreational resources. Cottage Grove is the western trailhead of the Glacial Drumlin State Trail (which extends to Waukesha). Dane County’s McCarthy County Park is located directly adjacent to the Village, and it offers an ever expanding variety of outdoor amenities. The Village is also home to the Wisconsin Rugby Club. The club hosts regional and national tournaments at its facility near Firemen’s Park, while also sponsoring a number of men’s and women’s teams at a variety of experience levels. The Club also serves as an archive of rugby history. The Village seeks to integrate planned development and enhancement of the community’s recreational resources with long-term economic development efforts. The Village anticipates collaboration with the Wisconsin Rugby Club, Monona Grove School District, Dane County, and the Wisconsin Department of Natural Resources on the expansion and development of recreational facilities within the community including sports facilities and multi-purpose trails.

**E. Economic Development Goals, Objectives, and Policies**

**Goals:**

1. Create efficient, well-designed business and employment centers.

**Fig. 9.6: Village Strengths & Weaknesses for Economic Development**

Strengths	Weaknesses
Location provides flexibility for businesses and workforce - near Madison, commuting distance to Milwaukee metro area	Expansion potential limited by neighboring communities and desire to protect natural resources and agricultural lands
Interchange at Interstate 94 and visibility from freeway	Need for large employers
Direct connection to Interstate 90/39	Housing costs
Quality of school district	Cost of living and taxes
Urban service area capacity for growth	Lack of true downtown area
Land availability - business park and other areas in Village	Traditionally viewed as bedroom community
Infrastructure planned for growth and capacity	Potential for intergovernmental conflict in pursuing regional economic development directives
Small community feel with access to major metro amenities	Global and national economic challenges
Recent examples of very high quality development	
Quality of life amenities including schools and recreational facilities	
Responsive Village leadership	

2. Enhance the Village of Cottage Grove business districts.
3. Address historic imbalance between residential and non-residential tax base by attracting commercial and industrial development.

**Objectives:**

1. Provide a generous supply of developable or re-developable land for industrial, office, and commercial land uses.
2. Identify strategic locations for high quality industrial and office

developments.

3. Provide necessary municipal services such as sanitary sewer, municipal water, and stormwater management facilities to strategic Village growth areas.
4. Encourage the creation of highly planned, mixed use centers that include employment, shopping, housing, and recreation opportunities in a compact, pedestrian-oriented setting.
5. Promote the concept of development “paying its own way.”
6. Strengthen the retail power of established commercial areas by discouraging new strip commercial developments on the Village’s fringes.
7. Enhance the aesthetic quality of Cottage Grove business districts.
8. Encourage infill development on underutilized or blighted commercial properties.

**Policies:**

1. Through the Future Land Use Map, designate a sufficient number of sites and opportunities for the economic development opportunities in the Village.
2. Put strong emphasis on ensuring the continuous provisions of high-quality office, commercial and industrial sites within the Village of Cottage Grove.
3. Continue to support regional office, research, light industrial and supporting commercial and service development in the Commerce Park area.
4. Encourage regional office, research, and compatible commercial uses north of Interstate 94 along CTH N.
5. Discourage unplanned, incremental strip commercial development along major community entryways, such as CTH BB and CTH N.
6. Work to enhance and beautify the streetscapes along major cor-

ridors and community gateways, particularly Highways N and BB and the Interstate.

7. Encourage the redevelopment or rehabilitation of underutilized and deteriorated commercial properties, with a focus on properties in need of redevelopment.
8. Continue to encourage the creation of a new downtown area as a specialty retail, service, civic, and residential district.
9. Upgrade signage, landscaping, site design, and related development standards for existing commercial, office, and industrial development areas.
10. Support the continued marketing and development of Commerce Park and other business park areas in the Village.
11. Require deed restrictions and protective covenants for all industrial and business park plats or land divisions. Deed restrictions, architectural guidelines, and restrictive covenants should be reviewed by the Village to assure high quality development.
12. Require that new businesses or industrial development provide adequate separation and/or buffering between facilities and nearby existing or planned residential neighborhoods, while still encouraging the concept of live-work neighborhoods where neighborhoods and site planning standards and high.
13. Cooperate in regional initiatives, like Thrive, to boost the economic development opportunities in the Village and region.

**F. Economic Development Programs and Recommendations**

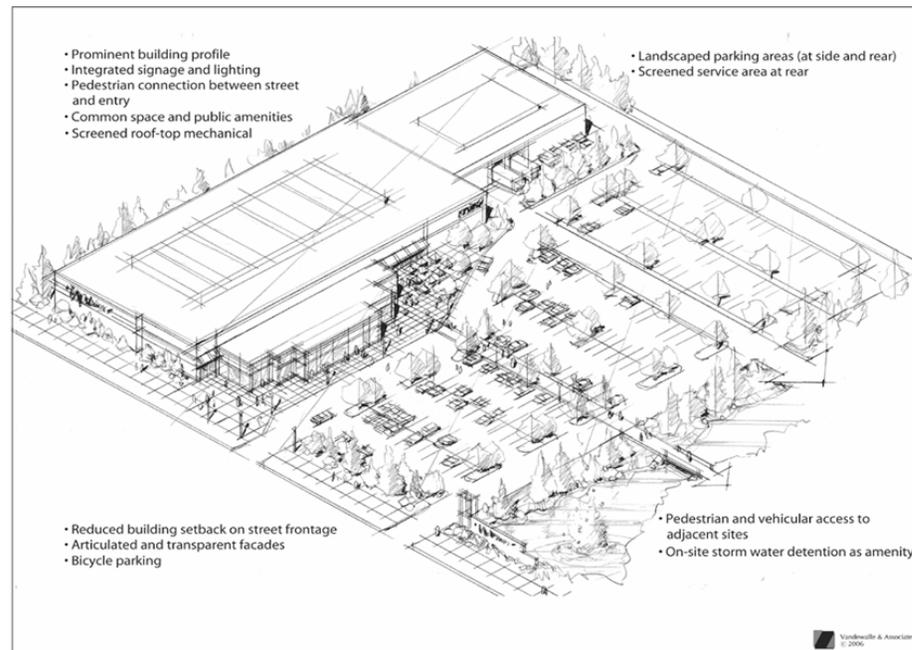
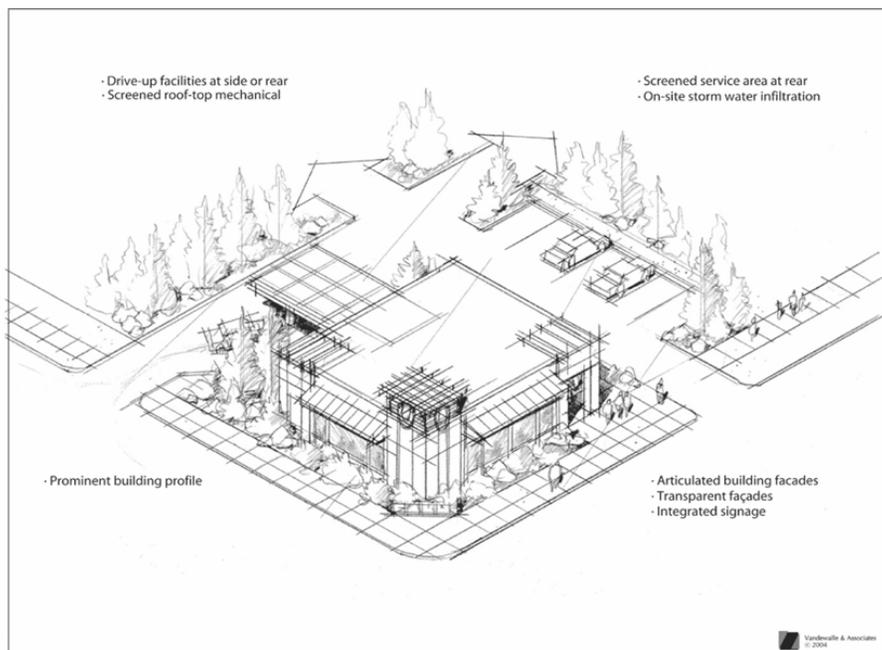
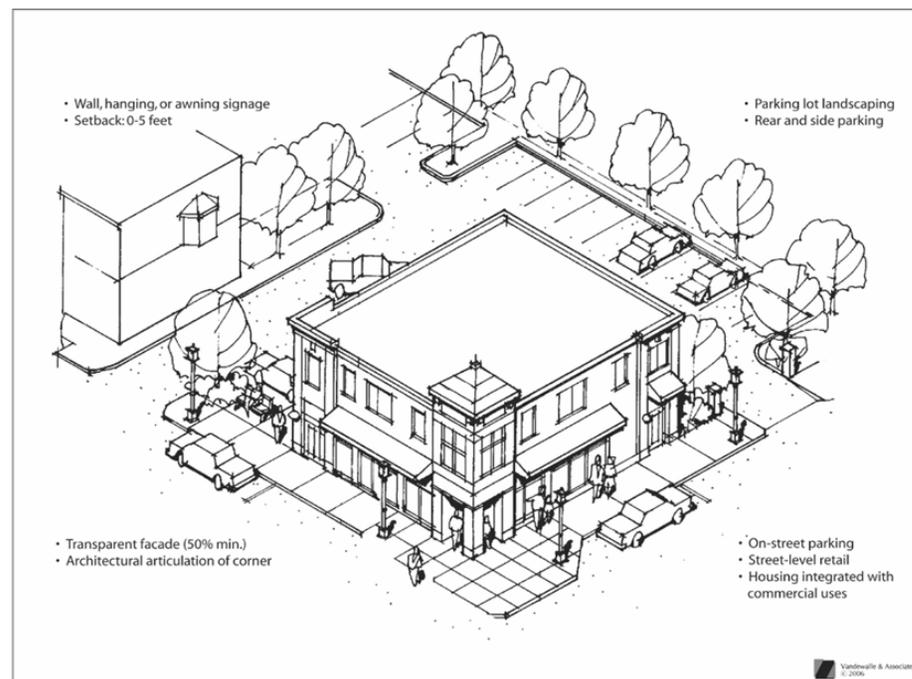
**Continue to Implement and Strengthen Cottage Grove’s Commercial and Industrial Design Standards**

In order to ensure high-quality, lasting projects that are compatible with the desired character, the Village has a strong track record of implementing design standards. Ensuring that all development is held to the same standards creates a consistency and sense of certainty that businesses appreciate and rely on to ensure

the continued value of their business.

The illustrations on p. 118 include general design guidance for three types of commercial development projects: (1) In-Vehicle Sales and Service; (2) Indoor Retail, Service and Community Facility (Large Scale); and (3) Neighborhood Commercial, Community Facility, and Mixed Use. Overall, the following principles should be incorporated into site and building designs for new and expanded commercial uses, regardless of type:

- New driveways with adequate throat depths to allow for proper vehicle stacking.
- Limited number of access drives along arterial and collector streets.
- Common driveways serving more than one commercial use, wherever possible.



Site and building design recommendations for neighborhood commercial/mixed use (upper right), in-vehicle sales and service (lower left), and large format retail (lower right).

Source: Vandewalle & Associates

- High quality landscaping treatment of bufferyards, street frontages, paved areas and building foundations.
- Street trees along all public street frontages.
- Intensive activity areas such as building entrances, service and loading areas, parking lots, and trash receptacle storage areas oriented away from less intensive land uses.
- Parking lots heavily landscaped with perimeter landscaping and/or landscaped islands, along with screening to block views from streets and residential uses.
- Parking to the sides and rear of buildings, rather than having all parking in the front.
- Signage that is high quality and not excessive in height or total square footage.
- Location of loading docks, dumpsters, mechanical equipment, and outdoor storage areas behind buildings and away from less intensive land uses.
- Complete screening of loading docks, dumpsters, mechanical equipment, and outdoor storage areas through use of landscaping, walls, and architectural features.
- Safe, convenient, and separated pedestrian and bicycle access to the site from the parking areas to the buildings, and to adjacent commercial developments.
- Site design features that allow pedestrians to walk parallel to moving cars.
- Illumination from lighting kept on site through use of cut-off fixtures.
- High quality building materials, such as brick, wood, stone, and tinted masonry.
- Canopies, awnings, trellises, bays, and windows to add visual interest to facades.
- Variations in building height and roof lines, including para-

pets, multi-planed, and pitched roofs and staggered building facades (variations in wall depth and/or direction).

- All building façades containing architectural details and of similar quality as the front building façade.
- Central features that add to community character, such as patios and benches.
- Avoidance of linear, “strip commercial” development patterns within multi-occupant development projects. Buildings shall instead be arranged and grouped so that their orientation complements adjacent, existing development; frames adjacent street intersections and parking lots; features pedestrian and/or vehicle access ways and spaces; and properly considers the arrangement of parking lots, gathering spaces, and other site amenities.
- Design of parking and circulation areas so that vehicles are able to move from one area of the site to another (and from one site to the adjacent site) without re-entering a street.

For new and expanded industrial, office and research uses, the standards listed below are advised:

- New driveways with adequate throat depths to allow for proper vehicle stacking.
- Limited number of access drives along arterial and collector streets.
- High quality landscaping treatment of bufferyards, street frontages, paved areas and building foundations.
- Screening where industrial uses abut non-industrial uses, in the form of hedges, evergreen trees, berms, decorative fences or a combination.
- Screening of parking lots from public rights-of-way and non-industrial uses.
- Complete screening of all loading areas, outdoor storage areas, mechanical equipment, and dumpsters using berms, hedges, or decorative walls or fences.

- Street trees along all public road frontages.
- High quality building materials, such as brick, wood, stone, tinted masonry, pre-cast concrete, and architectural metal, particularly in office and research development areas.
- Location of loading areas at the rear of buildings, with very limited loading in office and research areas.
- Separation of pedestrian walkways from vehicular traffic and loading areas.
- Design of parking and circulation areas so that vehicles are able to move from one area of the site to another (and from one site to the adjacent site) without re-entering a street.
- Variable building setbacks and vegetation in strategic locations along foundations.
- Areas for future building and parking expansion, even if none is anticipated in the near future.

### **Pursue Appropriate Retail Expansion Opportunities**

Like many other communities in the area, there is a mismatch in the Village between the purchasing power of local households and the number of local establishments where purchases can be made. This results in a significant leakage of wealth from the community, and unnecessary and longer automobile trips as Cottage Grove residents travel outside the community for much of their shopping, particularly to Madison. A gap analysis performed in 2010 using ESRI Business Analyst Online revealed that within a 5 minute drive time of Village Hall (approximately the Village boundary and immediate environs) there was a total combined annual income of \$251 million, a retail demand of \$95 million, and a retail supply of \$53 million. These numbers indicate a retail gap of \$42 million. In other words, residents living within the 5 minute radius of the Village Hall are spending a net of \$42 million outside the Village. A greater quantity and variety of everyday retail shopping geared specifically toward the local market would help re-circulate local wealth while bolstering local tax revenues.

More local shopping and employment would also put less strain on regional roads resulting in less auto pollution and greater convenience. Appropriate locations for future retail development are described more fully in the Land Use chapter and on Map 5, Future Land Use.

### **Capitalize on the Regional Agricultural Heritage and Economy**

As the national movement to link consumers with producers of locally grown food gains momentum, Cottage Grove could take advantage of the growing local food movement based on the volume of food grown and already produced in the area. Some direct marketing angles include:

- Farmers' markets provide an outlet for locally-produced food, contribute to the local economy, and enhance a community's sense of place and downtown activity. A Cottage Grove farmers market could be created in the new downtown area.
- Farm tours or special events can enhance the bottom line for farmers and provide educational and recreational opportunities for visitors. The Village could work with local farms could hold special events such as "Summer Saturday Breakfasts" to generate enthusiasm for their products and potentially reduce labor costs for pick-your-own events.
- Community-supported agriculture (CSA) programs which farmers sell shares of their products to consumers in advance of the growing season. This cooperation can provide healthful food choices that support local farms, while relieving some of the burdens and uncertainties of conventional marketing.
- Restaurants are finding new marketing opportunities by promoting locally grown produce and meats on their menus. Local restaurants could be encouraged to buy local food products, and use it as a marketing strategy to attract local residents and visitors.
- Schools, hospitals, and other institutions that purchase large quantities of food could purchase directly from local producers or grower cooperatives for seasonally-available meat and produce items. Eating fresh, in-season produce could be promoted more

widely for the health of students and the elderly.

- Grocery stores can take advantage of larger farms and grower cooperatives that produce reliable quantities of consistently high quality food. Forward-thinking market buyers can provide the freshest food products to their customers, support local farms, and ensure an increasingly wary public of the quality of its food products. The supermarkets in the area could capitalize on the abundance of seasonally-available meats and produce items.

- Specialty food and product retailers create value-added products from locally grown items.

### **Bio-based Industry**

Advances in technology are opening up new markets for traditional agricultural products. The “new uses” economy is focused on finding new ways to use and process corn, soybeans and other carbohydrate-rich farm products into plastics, fuel, and even pharmaceuticals. At the same time that production costs are declining to process these carbohydrate-base materials, environmental regulations and “green” economic incentives are increasing the cost of other hydrocarbon- or petroleum-based products.

Wisconsin can supply raw materials for the “new uses” economy. To compete with east and west coast efforts to capture this emerging economy, many mid-nation states are assembling initiatives to produce and commercialize these bio-industrial products. “New uses” economic clusters are being built.

The Village is strategically located close to a major research and development center at the University of Wisconsin-Madison, agricultural producers, and the manufacturing centers of southeastern Wisconsin, north central Illinois, and Chicago. This location could lend itself to production of bio-based products, with raw materials coming in from surrounding farms.

### **Promote Revitalization and Redevelopment**

There are several redevelopment opportunities in the Cottage Grove area over the 25-year planning period. Some of these are

the brownfield sites listed in the previous section that may be appropriate for remediation over the planning period. Others are sites that are underutilized, and may be redeveloped to serve a higher value purpose or use.

Sites like these typically do not redevelop themselves. Instead, careful planning, site assessment, public-private partnerships, redevelopment incentives, and persistence over a number of years are required. Typically, this type of detailed planning and implementation process includes:

- Evaluating the planning area’s condition.
- Conducting a regional and local economic opportunities analysis.
- Identifying goals and objectives for the redevelopment area.
- Prioritizing redevelopment sites.
- Conducting a market assessment for each redevelopment site.
- Preparing a redevelopment strategy and concept plan map, with attention to priority sites.
- Aggressively pursuing implementation through adoption of a statutory redevelopment plan; establishment of a redevelopment tax increment financing district; possible brownfield remediation; possible site acquisition, consolidation, and demolition; and developer recruitment.

Redevelopment strategies for brownfield (contaminated) sites are extremely site-specific, dependent upon factors such as previous ownership, past land use, and the type of potential environmental contamination. A detailed environmental site assessment and market analysis is recommended before proceeding in any brownfield redevelopment project. There are a range of funding sources and implementation tools available from both public and private agencies to assist communities, businesses, lenders, and private citizens in the clean-up and redevelopment of brownfields in Wisconsin.

