

Village of Cottage Grove
Meeting

Notice of Public

COMMUNITY DEVELOPMENT AUTHORITY

Monday, August 10, 2020

5:30 p.m.

Due to the COVID-19 pandemic, this meeting will take place virtually via Zoom. Please join the meeting from your computer, tablet or smartphone by visiting <https://zoom.us/j/96165348447>.

*You can also participate via phone by dialing 1 312 626 6799 and use Meeting ID: 961 6534 8447 #
When asked for your Participant ID, just press #*

You may also choose to participate by providing public comment prior to the meeting via email to Village Clerk Lisa Kalata: lkalata@village.cottage-grove.wi.us

1. Call To Order
2. Determination Of Quorum And That The Agenda Was Properly Posted.
3. PUBLIC APPEARANCES- Public's Opportunity To Speak About Any Subject That Is Not A Specific Agenda Item.
4. Discuss And Consider Approval Of Minutes Of The July 13, 2020 CDA Meeting.

Documents:

[7-13-2020 CDA MINUTES.PDF](#)

5. Discuss And Consider Request For Proposals For Marketing Project.

Documents:

[CDA_RFP-MARKETING_2020-08-03.PDF](#)
[COTTAGE GROVE BRAND BOOK 2018.PDF](#)

6. Discuss And Consider Status Of Original Commerce Park Signage.

Documents:

[CDA_COMMPKSIGNS_2020-07-31.PDF](#)

7. Review Of Village Board Priority List.

Documents:

[VILLAGE BOARD LETTER TO COMMITTEES.PDF](#)

8. Future Agenda Items

9. Adjournment

This agenda has been prepared by Staff and approved by the Chair of the Community Development Authority for use at the meeting as listed above. Any item on the agenda is subject to final action. Notice: Persons needing special accommodations should call 608-839-4704 at least 24 hours prior to the meeting. It is possible that members of and possibly a quorum of members of other governmental bodies may be in attendance at the above stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice.

**VILLAGE OF COTTAGE GROVE
COMMUNITY DEVELOPMENT AUTHORITY
Monday, July 13, 2020**

MINUTES

1. Call to order

The July 13, 2020 regular meeting of the Community Development Authority was called to order at 5:34 p.m. by Lennberg, this was a Zoom meeting.

2. Determination of quorum and that the agenda was properly posted.

It was determined that there was a quorum of members present and that the agenda was properly posted. In attendance were Jeff Lennberg, Mike Elder, John Hogan and Kim Sale, Absent and excused was Sarah Valencia, Jerrud Rossing, and Mike Millage. Also, in attendance were Planning Director Erin Ruth, Village Administrator Matt Giese and Clerk Lisa Kalata.

3. PUBLIC APPEARANCES – *Public's opportunity to speak about any subject that is not a specific agenda item.*
None

4. Discuss and Consider approval of minutes of the March 9, 2020 CDA meeting.

Motion by Hogan to approve the minutes from the March 9, 2020, seconded by Sale. **Motion** carried with a voice vote of 4-0-0.

5. Discuss Status of TID 10 Urban Service Area Amendment.

Ruth gave an update on the TID 10 Urban Service Area Amendment. CARPC did initially approve with conditions which the Village did not agree so they applied to the DNR and the DNR has changed the conditions to recommendations.

6. Development Overview.

Lennberg discussed the marking RFP that the committee had been working on and if they should continue with the RFP and move forward with the project. The committee agreed to continue, and the RFP will be on the next agenda to review.

7. Development overview.

Giese reported that there is interest in the lots between CVS and the post office for potential owner-occupied condos. The Village has partnered with the Farm Golf Course to extend the water and sewer along Weald Bridge toward Vilas Road as they are looking to sell to a developer to develop housing.

8. Future agenda items

Marketing RFP, North Gove Corporate Park Update

9. Adjournment

Motion by Hogan to adjourn at 6:06 pm, seconded by Elder. Motion carried with a voice vote of 4-0-0.

**Lisa Kalata, Clerk
Village of Cottage Grove
Approved:**

These minutes represent the general subject matter discussed in this meeting but do not reflect a verbatim documentation of the subjects and conversations that took place.



REQUEST FOR PROPOSAL
MARKETING AND BRAND INITIATIVE

VILLAGE OF COTTAGE GROVE COMMUNITY DEVELOPMENT AUTHORITY

Issued on Friday, August 14, 2020

Due Thursday, September 10, 2020 by 5:00 p.m.

Submit to:

Erin Ruth, AICP - Director of Planning & Development

Eruth@village.cottage-grove.wi.us

PURPOSE OF REQUEST FOR PROPOSAL

The Village of Cottage Grove seeks the development of a comprehensive brand marketing campaign to drive business attraction and retention, position the municipality as a desirable place for relocation, and to increase awareness within the broader region.

The purpose of this Request for Proposal (RFP) is to establish a lump sum contract through competitive negotiation with a qualified consulting firm with experience in market research, message/positioning development, and municipal identity and branding including development of a brand/values statement, logo design, and recommendations for brand rollout through social media and traditional marketing.

SPECIFICATIONS

The Village of Cottage Grove requests proposals from qualified firms to research, create, and develop an implementation plan for a community branding initiative. Responses to this RFP shall provide the Village with the information required to assess and select a consultant based on experience, qualification, methodology, and work performed for comparable communities.

The goals and objectives to be achieved by the project include, but are not limited to:

1. Economic development – promote available land and Village attributes to real estate professionals and businesses for business attraction and retention.
2. Community identity – identify and promote attributes that make the Village distinct and appealing within the region.
3. Uniformity – convey a common strategic message across a range of communication media.
4. Flexibility – brand must be flexible and adaptable to meet the needs of all departments and municipal functions in the Village, as well as groups and businesses with the Village while maintaining consistency with the overall brand.
5. Continuity – once established, the program shall be easily maintained by Village staff.

ELIGIBILITY

Consultants responding to the RFP should meet the following requirements:

1. The consultant should specialize in project management, marketing, and creative designs as they related to the development of a community brand. Eligible respondents must demonstrate their significant experience with community branding

initiatives. Priority will be given to firms that have experience with local governments for this kind of work.

2. The Village of Cottage Grove desires to issue a contract to a single qualified consultant to lead the project. Consultants may engage subcontractors, but the Village's contract shall be with one consulting firm who serves as the project manager.

SCOPE OF WORK

The consultant shall lead all aspects of the Village of Cottage Grove's community marketing and branding initiative, including the following:

1. The project will be administered by the Village's Community Development Authority (CDA). The consultant shall attend CDA meetings at key decision points in the project, and a Village Board meeting at the end of the project.
2. The Cottage Grove Chamber of Commerce worked with the UW-Extension in 2018 to create a brand strategy book (attached). The book was informed by a community survey and focus groups and resulted in three community brand themes. This book may form the basis for the proposed marketing project.
3. The applicant shall outline other research necessary to perform the marketing program. This may include an overview of competitor strategies and development of metrics to measure success of the marketing program.
4. The consultant will develop creative elements that include design concepts, logos, messages, brand statement, tagline or other products to support the brand initiative. A minimum of three distinct options shall be presented. The selected design will be delivered with a style manual and guidelines for use and the capability of use in the following:
 - a. Print and electronic advertising
 - b. Website design
 - c. Media placement
 - d. Public relations
 - e. Events
 - f. Templates
5. The consultant will develop strategic objectives that will help better inform the Village on implementation, management, and ongoing promotion of the brand to include, but not be limited to, the following:
 - a. Promotion of the use of the brand among Village departments.
 - b. Maintenance and consistency of brand image and messaging while providing suitable flexibility for the target audiences of the participating agencies.
 - c. Recommendations of ways to articulate the brand, define markets and promotional avenues, and advise on strategies to better promote and create brand awareness.

6. The consultant will develop an action plan for implementation of the brand in sufficient detail to allow the Village to understand the approach and work plan. An action plan should include, but not be limited to, the following:
 - a. Estimated costs/budget associated with the implementation process.
 - b. Proposed timelines for development of creative elements.
 - c. Recommended positioning logo and brand guidelines.
 - d. Implementation plans for brand identity applications and brand identity maintenance plan.

SPECIFIC PROPOSAL INSTRUCTIONS

Proposals should be as detailed and thorough as possible so the Village may properly evaluate the capabilities of the firm to provide the required services and results.

The firm shall submit an electronic copy (PDF) by email to Eruth@village.cottage-grove.wi.us or by emailing a link to a file sharing platform. Please do not send hardcopies by mail. Submittals are due no later than 5:00 pm. On Thursday, September 10, 2020.

Contents of the submittal shall include:

1. A description of the firm's capabilities and experience conducting similar projects. Include a description of the firm, its organizational structure, location of the principal office and the location of the office that would manage this project.
2. A summary of the professional qualifications and experience of the individuals the firm would assign to the project and their individual project responsibilities. Indicate whether these individuals have worked together on previous projects. Indicate each individual's availability to begin the project in the first quarter of 2021.
3. Specific plans or methodology to be used to perform the services with timeline proposed for each phase of the project. Include a description of community engagement efforts included and the deliverables proposed.
4. Estimated timeline for completion through implementation.
5. References (names and contact information) for clients for which the firm performed projects of a similar type and size within the last five years. Priority shall be given to local government references.
6. Work samples of completed projects that are representative of the work proposed for the Village. Describe in detail each project's outcome and the process your firm used to achieve those outcomes.
7. Proposed lump sum fee (not-to-exceed) for this project. Provide a detailed cost for each phase of the project including number of meetings, travel expenses, and deliverable production costs.

8. Proposed engagement agreement with terms and conditions.

EVALUATION CRITERIA

Proposals will be evaluated by the Village of Cottage Grove using the following criteria:

1. Qualifications and experience of the firm and individuals assigned to this project.
2. Specific plans or methodology to be used to perform the services.
3. References from other clients.
4. Quality of illustrative examples.
5. Proposed lump sum fee.
6. All qualified submittals received prior to the deadline will be reviewed by the Village according to the criteria outlined in this RFP. Failure to comply with the provisions of the RFP may cause a proposal to be rejected.
7. The Village reserves the right to (a) accept or reject any/all proposal submittals; (b) to waive any irregularity, technicality, informality, or discrepancy in a proposal; (c) accept any alternative submittal of proposals presented, which in its opinion, would best serve the interests of the Village; and (d) give full and proper evaluation of the consultant or team presenting the proposal.
8. The Village shall be the sole judge of the proposals, and the resulting negotiated agreement that is in its best interests, and its decision shall be final.



COTTAGE GROVE

WISCONSIN



F O R E W O R D

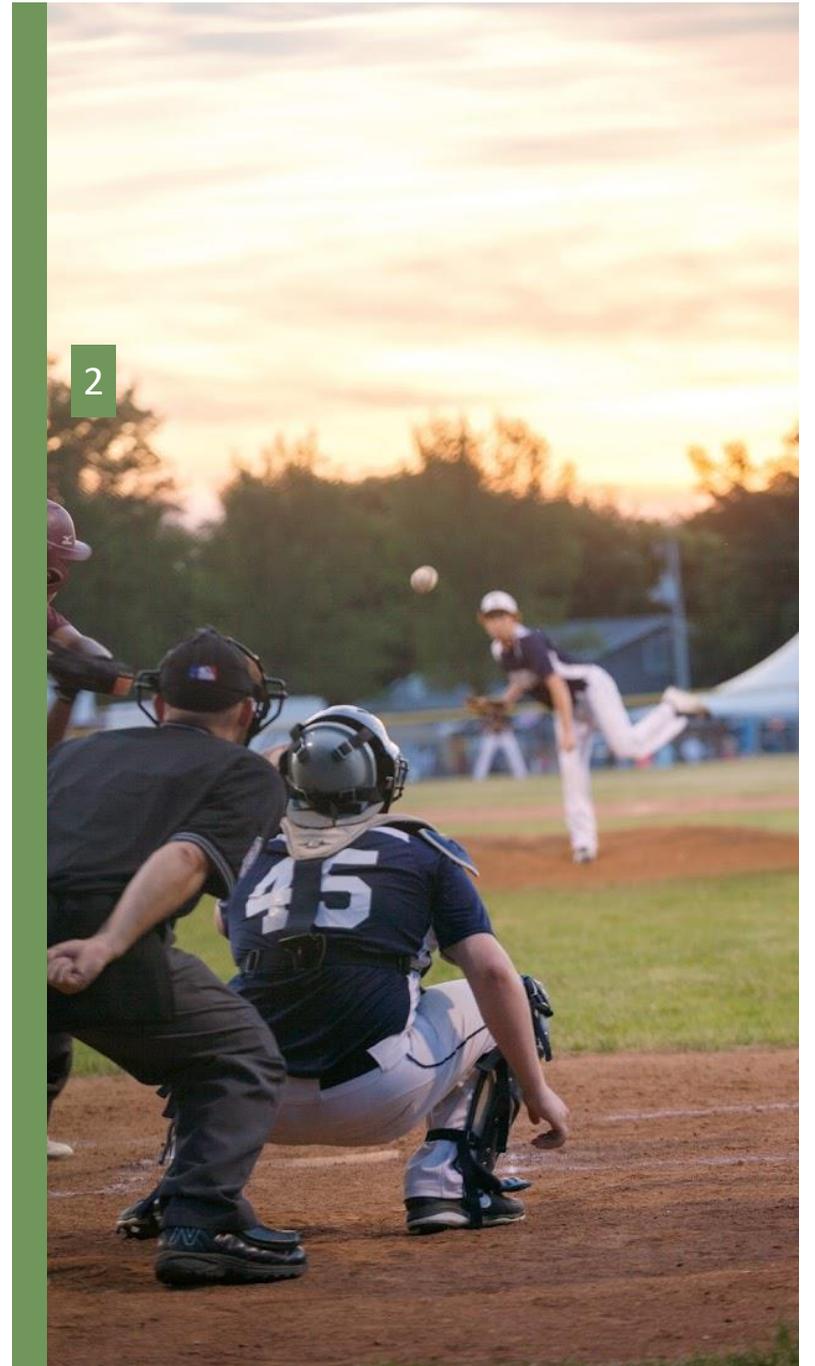
WHY A BRAND STRATEGY?



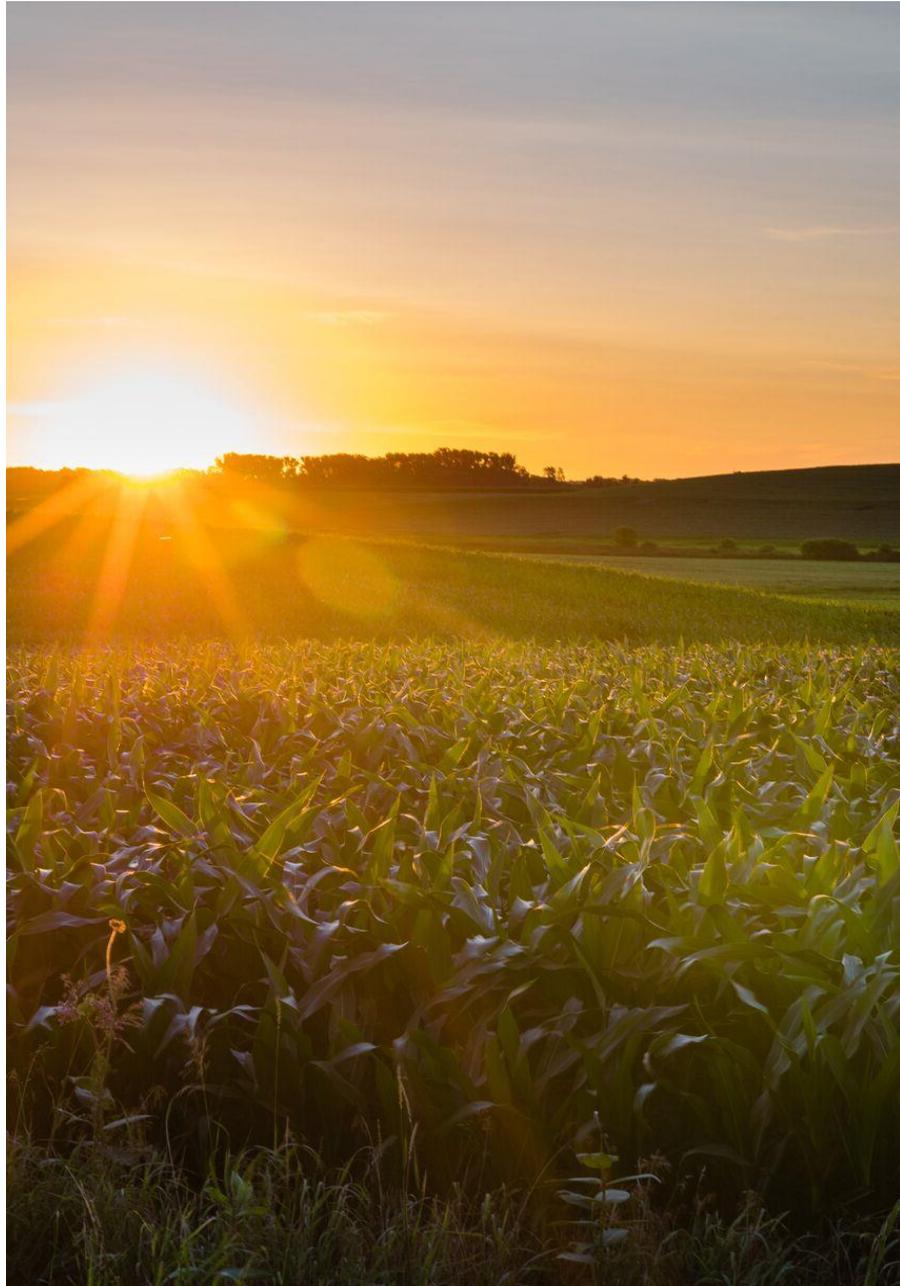
A strong brand identity can help a community, like ours, differentiate itself from other, similar places in a positive manner that helps achieve our community development goals.

The primary objective of this brand strategy is to help stakeholders within Cottage Grove deliver a consistent message about our community that is grounded in statistics, examples and testimony. It is the hope of the Cottage Grove Branding Committee that this work will support growth and development by articulating a common identity that will benefit those that work or live in Cottage Grove.

2



contents



- 1 Identifying the Cottage Grove Brand
- 2 Brand Goals & Strategy
- 3 Brand Pillars
- 4 Community Identity Survey



Identifying
the Brand



The Brand Identification Process

Why a Community Brand Strategy?

Communities in larger regions often find themselves in unspoken, friendly competition for attention and investment from stakeholders. A strong community brand identity **can help a community differentiate itself from other, similar communities in a positive manner** that helps achieve community and economic development goals.

The primary objective of this brand strategy is to help stakeholders within the Cottage Grove community **deliver a consistent message** about the community that is **grounded in statistics, examples and testimony**. It is the hope of the Cottage Grove Branding Committee that this work will support economic and community growth that will benefit those that work or live in Cottage Grove.

How was the Cottage Grove Brand Strategy Identified?

The Cottage Grove Branding Committee, the Cottage Grove Chamber of Commerce and the University of Wisconsin-Extension researched and drafted the brand strategy over an 18-month period. In 2017, the committee conducted a **community identity survey** through the University of Wisconsin-River Falls Survey Center in order to better understand the resident experience of Cottage Grove. This study was supplemented by information from various government and private sector sources.

For nearly 200 years Cottage Grove has been the entry point for new residents coming to Wisconsin's capitol region. The community identity survey revealed that Cottage Grove offers a **positive resident experience**, and a **high quality of life in close proximity to education, government and business centers**.



The goal of community branding is to create a set of messages, images and facts that helps communicate ...

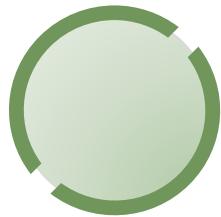
What the community offers to different stakeholder groups

How the community builds and upholds a positive reputation

Why the community seeks to welcome others

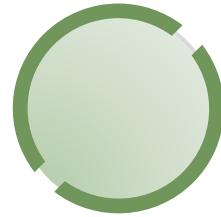
A BLUEPRINT FOR COMMUNICATING

Because a community brand is a set of internal mental associations related to a particular place, a community brand identity is only useful if it is communicated to stakeholders. This requires effort on the part of those who are already invested in the community.



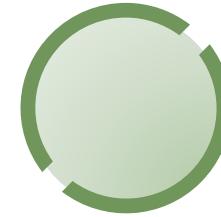
Proactive

Cottage Grove must be **proactive** in promoting its message to potential stakeholders



Consistent

Using the Cottage Grove Brand Book as a reference guide for communication will help ensure that a **consistent and clear message** is communicated to stakeholders.



Positive

Relying on the Cottage Grove Brand Book increases the chances that we will be successful in promoting **positive associations** related to the community.



8

For nearly 200 years Cottage Grove has been the entry point for new residents coming to Wisconsin's capitol region. Our community offers positive resident experience, and a high quality of life in close proximity to education, government and business centers.



Community Brand Identity Goals

This community brand is focused on community identity, with a particular interest in expressing the Cottage Grove resident experience in a way that would enhance collective community identity. Initiated by the Cottage Grove Chamber of Commerce, and supported by both the Village of Cottage Grove and Town of Cottage Grove, **this process was undertaken out of recognition that individuals have a wide variety of choices when considering communities to call home in Wisconsin's capitol region.**

We are honored when people choose Cottage Grove, and hope to communicate a part of who we are as a community through this community brand identity. The goals of this brand identity include:

- **Appeal** to talented residents and stakeholders
- **Differentiate** Cottage Grove from other communities within the greater Madison and Dane County region
- **Encourage** and welcome potential residents and stakeholders to invest in Cottage Grove, whether that means a commitment to growing their career, business, home or family in our community
- **Grow** public and private community assets within Cottage Grove
- Help Cottage Grove **attract and retain business and retail development** that will enhance the resident experience
- **Leverage** existing municipal and private investments in the community



What is a Community Brand Pillar?

A **community brand** expresses the enduring essence of a community, including its reputation, values, resident feelings and community-wide expectations. A community brand helps us succinctly communicate the underlying promise of a community. In other words, a community brand is the expression of what makes a community special.

Community brand pillars are short phrases that succinctly express the brand identity. Community brand pillars are often the reasons residents and stakeholders have chosen to become, or remain, a part of the community. The community brand pillars in this book were carefully identified after reviewing results of a survey on community identity and discussions with various Cottage Grove leaders and stakeholders. When possible, examples and statistics are provided as “proof points” to support the community brand pillars.



Cottage Grove Community Brand Pillars



Positive Resident Experience



Higher Quality of Life



Close Proximity to Education, Government & Business Centers



Positive Resident Experience

Welcoming Newcomers Since 1834

Cottage Grove takes its name from an early settler's cottage, nestled in an oak grove, which was the first building to greet immigrants heading into southwestern Wisconsin. From this early beginning, Cottage Grove has established itself as a welcoming community for new residents in Wisconsin's capitol region. Although there are life long residents of Cottage Grove, the community has grown from less than 1,000 people in 1970 to over 9,000 in 2018.

Modern newcomers have found a warm welcome here. Cottage Grove attracted new residents at an annual rate of 6.5 percent from 2010 through 2017, outpacing Dane County (5.6%), the State of Wisconsin (1.9%), and the United States (4.8%) during the same time period. Between 2010 and 2017, the population of Cottage Grove grew by 11.8 percent. Since 73 percent of our residents have been in their current home more than eight years, we can confidently say that Cottage Grove is place where newcomers grow deep roots.

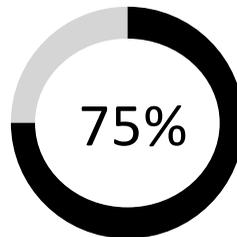
In a recent survey on community identity, Cottage Grove residents reported that people in the community are friendly, trustworthy and watch out for one another. About 77 percent of survey respondents living in the community for less than five years reported spending social time with neighbors at least several times a year, and 45 percent reported social time with neighbors at least several times a month.





Average Commute
Time

80% of residents say their neighbors
watch out for one another.



The quality of the local public schools
was rated as an important factor in
deciding where to live by 75% of
Cottage Grove residents on a recent
survey on community identity.

Midwestern nice.

Cottage Grove residents report
that time with family, friends,
church or worship, and outings
to local restaurants, parks or
festivals are the ways in which
they spend their free time.



AFFLUENT

Median 2016 household income was \$88,600 and mean household income was \$101,207



GROWING

An increase of 11.8% in the number of households from 2010 to 2017



EDUCATED

43% of residents ages 25 to 34, and 51% of those 35 to 44 have at least a bachelor's degree



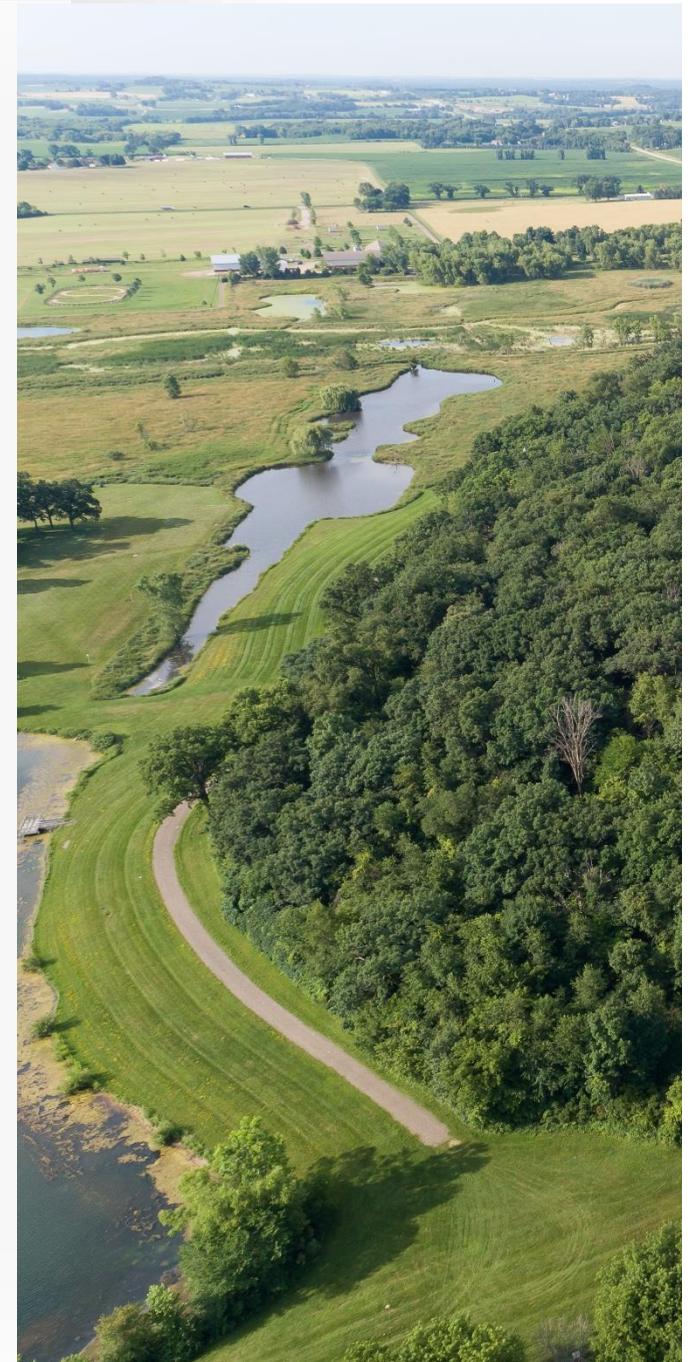
CLOSE BY

Less than 20 minutes to downtown Madison, 75 minutes to Milwaukee, and 180 minutes to Chicago

Average commute of 20 minutes.

85% of new residents say Cottage Grove is a good place for working parents.

80% of households with children under 6 have two adults in the workforce.





Higher Quality of Life

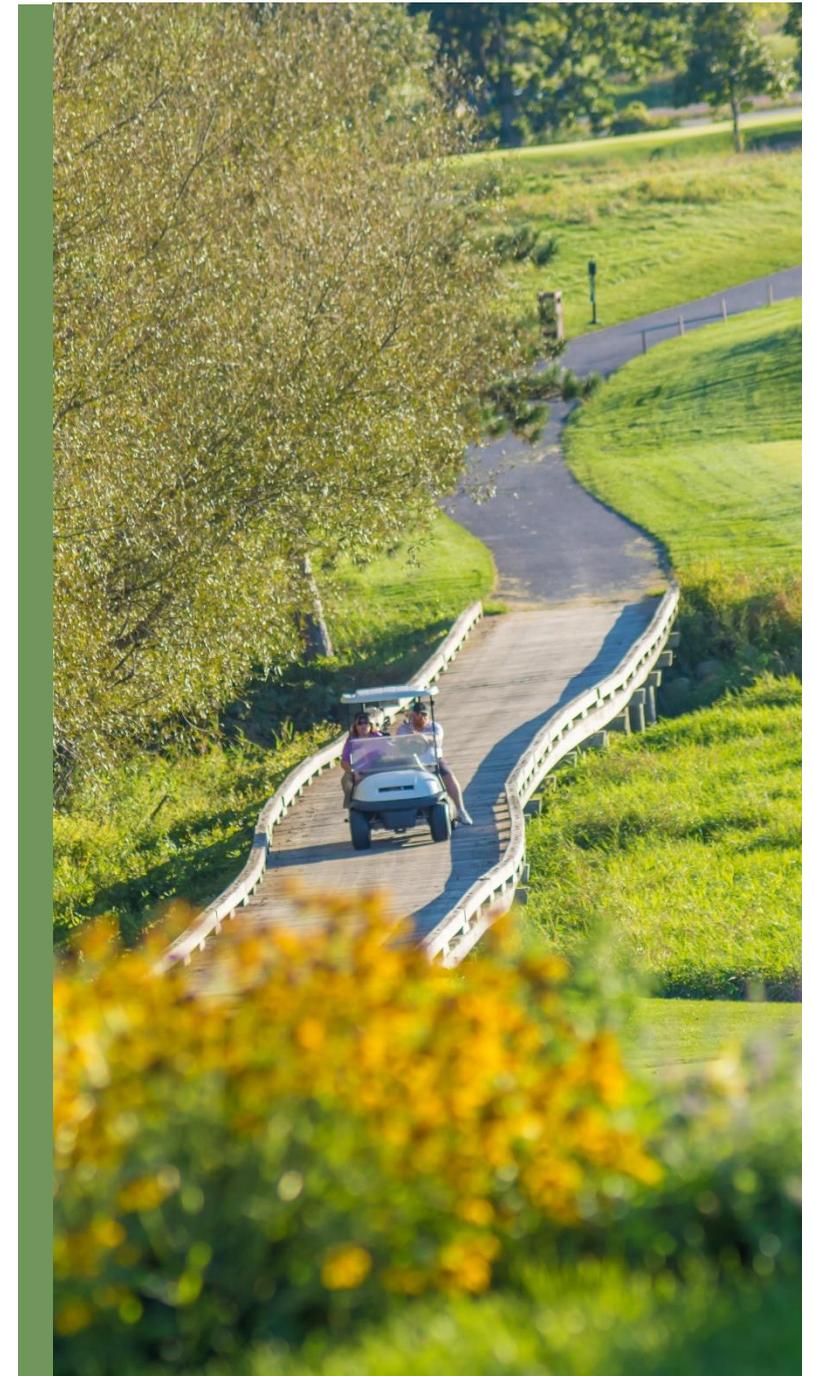
Open Space, Short Commutes & Work/Life Balance



The wide Midwestern prairies, rolling drumlins and big skies in Cottage Grove provide a perfect background for biking, hiking and horse trails. A generous amount of public park land, and close proximity to professional and collegiate sports, theatre, dining and entertainment centers in Madison and Milwaukee have attracted residents seeking a higher quality of life.

The community's appeal to professionals means that median income for all Cottage Grove households is \$88,600, and average income rises to \$104,352. Nearby childcare and family-oriented amenities makes life easier for working parents. Approximately 80 percent of Cottage Grove households with children under six years of age report that both parents are in the workforce, with 74 percent of households with children 6 to 17 years old reporting the same. In a recent survey 85 percent of residents less than five years reported that this is a good community for working parents.

Good jobs are made easier by short commutes, only 20 minutes on average, that allow residents a healthy work/life balance. Residents report that spending time with family, friends, and taking advantage of area park and recreation areas, along with local festivals are among their favorite past times.





Close Proximity to Education, Government & Business

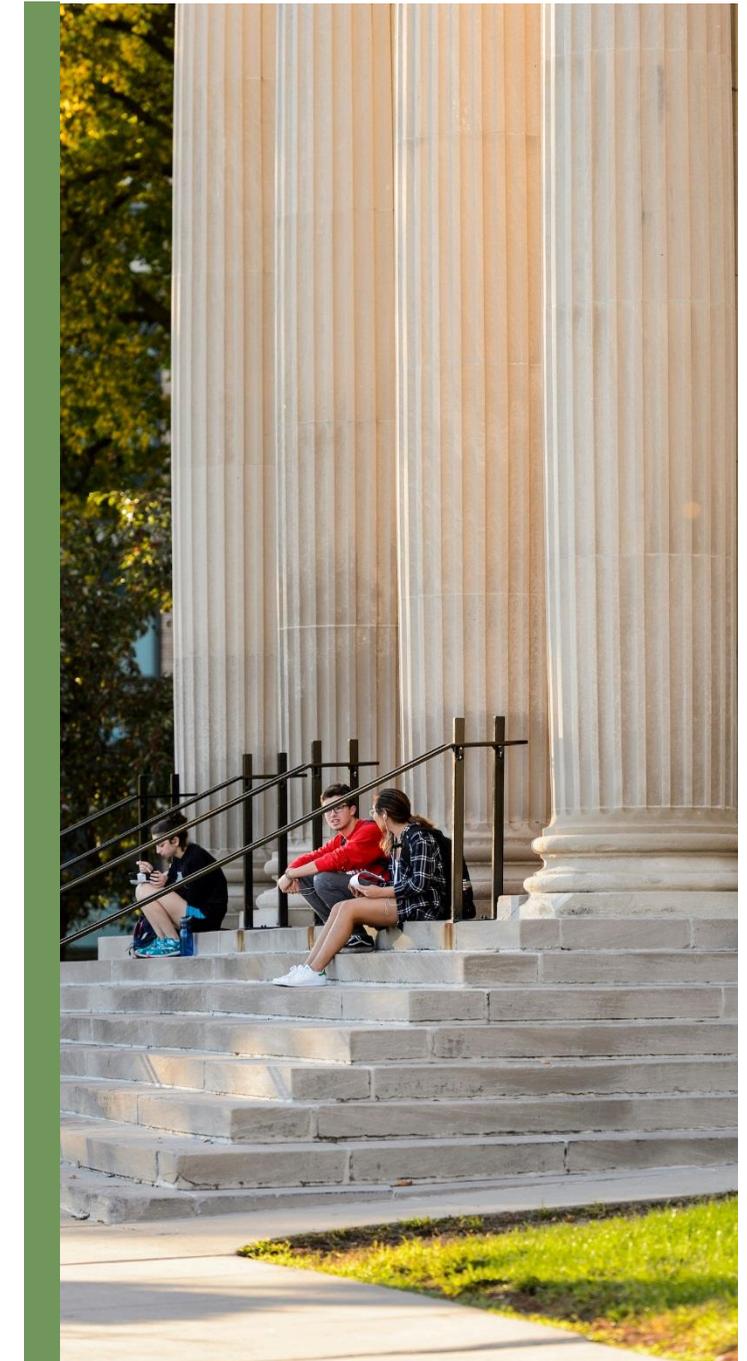
Well-Funded Public Schools, a World-Class University, Center for State Government & a Vibrant Economic Region

In a recent study on community identity, 75 percent of Cottage Grove residents surveyed reported that the quality of public schools was an important factor in deciding where to live. Cottage Grove residents are served by six separate public school districts; Monona Grove, Deerfield, McFarland, Stoughton, Sun Prairie and Marshall.

The world-class University of Wisconsin-Madison enrolls 43,000 students and is located only 15 miles from Cottage Grove. UW Madison provides residents with access to a world-class education, in addition to public lectures, concerts and other cultural opportunities. Edgewood College and Madison College (formerly Madison Area Technical College) round out local opportunities for higher education.

Located 15 miles from Wisconsin's State Capitol, and even closer to several large state agencies, Cottage Grove is an ideal location for those who need access to state government.

Cottage Grove is nestled in a vibrant region with a high degree of entrepreneurship and access to highly skilled employees. Known for innovative healthcare, life sciences, advanced manufacturing and information technology, the Wisconsin's capitol region is one of the Upper Midwest's economic engines.





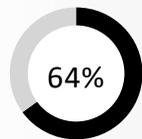
“

Close Knit &
Close By

”

Cottage Grove attracted new residents at an annual rate of 6.5 percent from 2010 through 2017, outpacing Dane County (5.6%), the State of Wisconsin (1.9%), and the United States (4.8%) during the same time period.

When calculated as an increase in households, as opposed to general population, Cottage Grove grew by 11.8% between 2010 and 2017, nearly four times the growth rate for the State of Wisconsin (2.4%).



64% of Households are Middle Class or Higher.

Median Household Income.

\$88,600



A Growing Community



You are Always Welcome in Cottage Grove

Consider this an invitation to become a part of our community. Whether you're a new resident, new business, or just passing through, we're sure you'll feel at home in Cottage Grove.



Cottage Grove WI
Welcoming Newcomers Since
1834





Our Thanks

Acknowledgements

This brand strategy was completed by a local study group of community leaders, working with the Cottage Grove Chamber of Commerce, the Village of Cottage Grove, the Town of Cottage Grove and the University of Wisconsin-Extension.

Funding was provided by the Cottage Grove Chamber of Commerce, the Village of Cottage Grove and the Town of Cottage Grove.

University of Wisconsin-Extension Cottage Grove Community Identity Survey

January 27-February 23, 2017

Responses: 447; +/- 4.5%

Between January 27 and February 23, 2017 a random sample of Cottage Grove residents received a mail survey about their perceptions of living in Cottage Grove. The survey included respondent perceptions of the degree to which Cottage Grove residents are open to others, friendly, trustworthy and able to talk about community problems. Additional questions including the importance of community amenities and features were included, along with several sets of questions that focused on resident social life, civic engagement and attention to various media outlets for local news.





CDA STAFF REPORT

MEMO DATE:	July 31, 2020
MEETING DATE:	AUGUST 10, 2020
TO:	Village of Cottage Grove Community Development Authority
CC:	Matt Giese – Village Administrator Larry Konopacki – Village Attorney
FROM:	Erin Ruth, AICP – Village Planning Director
RE:	Commerce Park signs

OVERVIEW

The original Commerce Park signs are still located out on the site. One is located in a publicly owned greenspace fronting I-94 east of the Summit building, and the other is in the median on Commerce Parkway near the entry to the park (see the attached map with photos).

One of the legs on the sign near I-94 is falling apart. The sign should either be repaired or removed. The sign near the entry is not dilapidated, but it is starting to show its age as it is made from EIFS which eventually requires repair and maintenance. The sign near the entry was made redundant by the higher quality masonry signs located near the Commerce Parkway and Highway N interchange.

STAFF RECOMMENDATION

Staff is seeking feedback from the CDA on whether to remove or repair the signage.

Commerce Park Signs



July 31, 2020



Commerce Park sign locations



Parcels

0 140 280 560 Feet



Dear Village Committee and Commission Members:

Thank you for your service and commitment to our community. The Village Board works through an annual prioritization process to identify the areas of focus for our community. The prioritization list serves as a tool when developing budgets, allocating staff time, and guiding decisions for the community. We are looking to our committees to partner with the Board on advancing these priorities. As such, it is important for the committees to understand the priorities and planned work ahead. This year, a number of new initiatives have made the top of the prioritization list in addition to priorities that have been on the list for many years. Please see the attached documents detailing the prioritization process, trustee comments, and vote distribution for further context.

The top 6 priorities for the current Board are as follows:

1. Village Economy/Economic Development
2. Diversity, Equity, and Inclusion (DEI)
3. Sustainability and Climate Change
4. Village Library Consideration
5. Fiscal Responsibility
6. Housing

Economic Development:

Economic development within the village is first on the priority list and has been on the priority list for many years. Inherently, the priorities that follow are critical domains needed to support a vibrant local economy. We want to bring businesses to the community. In order to attract businesses, the community needs to be a desirable place to live, work, and play.

Diversity, Equity, and Inclusion:

The Village Board has taken a number of actions in the last few months in regards to this new priority. One of the immediate actions of the Board was to pass Resolution 2020-07. This is a joint resolution of Cottage Grove Village Board and Cottage Grove Police Department to condemn and confront racism. This resolution includes a commitment to “opening a dialogue that acknowledges, confronts, and addresses intentional racism, systemic racism, racial biases and implicit biases within our community.” A copy of this Resolution is attached.

Additionally, the Board will be forming an Ad Hoc Committee on Diversity, Equity, and Inclusion. This committee will assist the Board in reviewing Village practices, policies, procedures, objectives and goals as related to diversity, equity, and inclusion.

Another component of this initiative is to encourage all elected officials, citizen appointees, staff, and community members to learn about diversity, equity and inclusion and how we can work towards demonstrating and reflecting these values within our community.

Sustainability and Climate Change

The Village Board has also taken immediate action on this new priority. The Board has formed an Ad Hoc Sustainability Committee to review the village’s practices and procedures and see if

there are ways the village could improve on our environmental footprint. This committee will also work with the Board to encourage and educate our community around sustainable practices.

Village Library:

The Library Planning Committee was formed in November, 2019, to determine if there is support in our community to build a library. The Committee has learned that while a library may not be the top reason to move to a community, it is clearly noted as missing. For many, a library is an important part of a community. Libraries provide a public space that provides a resource for a community and citizens. The committee will bring forward a recommendation for next steps regarding the potential of a community library to the Village Board in the coming months.

Fiscal responsibility:

The Village Board has a 5-year fiscal plan, which we follow and monitor closely. Economic development helps to maintain or lower taxes for citizens. Slow growth in a community, both in business and residential development, coupled with the cost of living increases that occur every year will cause taxes to increase. Without development, the Village will either have to cut services or raise taxes to continue to provide the same level of service residents have come to expect.

Housing:

Over the past two years, multiple experts have presented to the Board, Plan Commission and CDA (Community Development Authority) regarding the importance of having housing that is affordable – meaning 1/3 of a family's income goes toward rent or mortgage.

Housing availability and affordability is an issue for both renters and homeowners in Dane County. The Dane County Housing Needs Assessment for 2019 highlighted the combination of a county-wide shortage of new housing, increased construction costs, and strong demand which has only worsened housing affordability in our area. Cottage Grove does not currently have housing to support families with work in a variety of occupations with respectable earnings. This shortage of affordable housing (aka workforce housing) impacts our ability to support current businesses and be competitive for potential commercial growth because we can't provide a local labor pool.

The village is forming a Housing Task Force to work with experts to analyze our current housing stock and determine what types of housing our community is lacking. The Task Force will produce recommendations specific to Cottage Grove's housing needs while considering a wide range of populations including young people starting their careers, people at different income levels, empty nesters and those on a fixed income. The task force will also ensure that the Village is adhering to Wisconsin State Statutes related to housing and local government.

The work of the committee you serve on is vital to the success of these priorities. We look forward to working with you to continue to make our Village a safe, friendly and attractive community for businesses, neighbors, and families to live, learn, work, play and enjoy the richness and opportunities of a growing Village.

Dated this 3rd day of August 2020.

Signed by the Village Board



Staff Memo

MEMO DATE:	June 18, 2020
TO:	Village Board
FROM:	Matt Giese – Village Administrator
RE:	Village Board Prioritization Process

BACKGROUND

The following is the overall list of priorities that each Board came up with. Following each item I included the initials of the Board member so you can see who submitted what.

Overall List (in no particular order; each item is entered as submitted) (/// = similar priority or category submitted)

A---Village's Economy/Economic Development: Encourage more business/retail growth, both existing and new (TA) /// Support local businesses in recovering from COVID-19 pandemic (SV) /// Encourage Business and Retail Growth: Pursue opportunities for economic growth that will build upon our desire to meet the needs of current and potential residents, enhancing the character of our community, provide quality local jobs within Cottage Grove and build our tax base. Pursue streetscape improvements with a beautification budget that will promote residents and visitors to spend more time on our main streets. (HM) /// Residential growth - as it coincides with commercial and economic growth. We need workers of all incomes. Workers of all incomes in our community will entice different types of businesses to come to our community as we will have a base of workers available to them and they don't have to try to get workers to come to our community from other communities. We need workers of all ages, races, genders. (MR) /// Support existing businesses and accelerate commercial / retail development to provide citizens with more local options as well as improve our tax base ratio. Support residential development with more diverse options and increase our pace of development. Engage Chamber of Commerce and other key Stakeholders (e.g. Town of Cottage Grove) to market / promote existing businesses. Opportunities to activate TIDs 8, 9, and 10. (JW) /// Growth and development: hire professional marketing firm and implement an aggressive marketing campaign with goal of seeing Cottage Grove chosen over other surrounding communities. (JL) /// Business Growth - To provide more amenities that would attract people to Cottage Grove; To help support lowering taxes. (PV)



B---Fiscal responsibility, stabilize and lower Village taxes (TA) **///** Remain Fiscally Responsible - strive for minimal tax increase for the Village portion of the taxes. (JW) **///** Sustainable Finances: Short term - Every calendar year maintains a balanced budget. Long term - It is important to me that the existing board is financial stewards for the future generations of village residents. We need to remain fiscally healthy so there is no burden on the future of our community residents. We are mindful of large expense projects with a high level of certainty of the revenue that it will generate to offset those costs. (PV)

C---Invest in our future with increased street maintenance (TA)

D---Engagement and Communication: Continue to improve engagement with Village residents and stakeholders. Encourage involvement and communication (TA) **///** Improve engagement with Village Residents and those outside the Village. Take more opportunities to connect with Village Residents (i.e. local events; promoting our website, facebook, other social media, etc.). (JW)

E---Village Library: Library Committee - hear result of research and recommendation from committee; make decision (SV) **///** Community space planning for the future: Prepare financial plans and proposals so our community can consider building a library and community space. A library is a unique and valuable space in a community that brings together people of all ages to access a variety of resources and information. Libraries serve many purposes providing space for the community to gather, support education and arts, provide business resources, and serve a diverse population of any age or background. (HM) **///** Library into the Financial Management Plan. A library is so much more than books and is a resource our community is missing. It can be a space for education, resources, meeting space for work, study and friends, and an inclusive space for all. (MR) **///** Construction of a library. (JL)

F---Housing: Housing Task Force - get Task Force created with clear deliverables (SV) **///** Housing, Land Use and Planning: Promote land use policies that will advance goals for a healthy community, create positive economic outcomes and provide environmental benefits. Continue to develop the Housing Task Force to study the detailed inventory of current housing options and create a vision for increasing options in the future including a greater variety of home values, unit sizes, lot sizes, apartments, town homes, duplexes, and condos and increase transportation options to promote connectivity between neighborhoods and businesses. Pursue positive relationships with neighboring communities to increase current and future transportation connectivity.(HM) **///** Affordable housing – the housing task force will help determine our community’s understanding and need for housing options, including housing that is affordable to many different levels of income and regardless of disability, race, gender, or sexuality. (MR) **///** Focus on affordable/workforce housing options. I want to see all people have the chance to call Cottage Grove their home. We need the housing that covers all socio-economic ranges so all workforce can find a home here; therefore, more housing and neighborhoods. (JL) **///** Residential growth and development within housing: To help support diversifying our community; To help support lowering taxes. (PV)



G---Parks and Recreation/Amenities: Bike Path - complete bike path that continues glacial drumlin trail to Vilas Rd. (SV) **///** Parks and Recreation: Continue to promote an active community where bicycling, walking, and recreation are a safe, healthy, and accessible part of our daily activities. Expand recreational and park opportunities and facilities to meet the needs of our community's senior, youth, and adult populations. Continue the park and playground updates, continue the master planning process for the future 6th Addition to Westlawn park, and plan for installation of phase one of Westlawn park on Red Hawk Trail. (HM)

H---Get ordinances updated to be accurate and current (SV)

I---Equity, Inclusivity and Race: Establish an Ad Hoc Committee that works to organize community conversations, perhaps some are facilitated by professionals, on racial biases that exist within the community, and how we can address them. Invite other community stakeholders and organizations to participate/collaborate/partner.(HM) **///** Engagement and communication - Diversity and inclusion education for our community and facilitate a forum, training for board, staff, police and community. (MR) **///** Look for opportunities to promote and increase our community's diversity and inclusion. (JW) **///** Diversity and inclusion -To develop a long term plan that would promote diversity and inclusion within our community. (PV)

J---Facilities Planning: Conduct a long range facilities study or space needs analysis that includes future staffing and space needs for all municipal departments, future expansion options, estimates for capital and facility operations costs associated with the future staffing and space needs with an emphasis on sustainable design including alternative energy options. (HM) **///** Long range village facility and land use planning because as we continue to grow, we need to have a plan going forward for expansion when we need more village staff so we can continue to provide our residents with the level of service they have come to expect. (MR)

K---Sustainability and Climate Change: Protect natural resources by working to improve air and water quality. Implement a plan to transition Village vehicles, equipment and buildings to use more sustainable/efficient energy, protect waterways by investing in a leaf truck to help with watershed phosphorus levels, increase the tree canopy with diverse tree species, work with neighboring communities to designate valuable natural spaces for preservation and create a water management plan with a more regional focus to improve water quality, continue to provide resources to residents for ways that they become more sustainable (Focus on Energy, water softener information, de-icing/salt practices, etc). (HM) **///** Implement vision / plan to ensure the benefits we have now as Village citizens are there tomorrow and beyond (i.e. clean air / water; similar resources; etc.) and we reduce its environmental impact now and in the coming years. Reduce our greenhouse gas emissions 50% by 2030. Install solar panels on municipal buildings where practical (e.g. municipal services building with large roof). Options for wind power and other green initiatives. Increase non-gas options for transportations (i.e. multi-use paths throughout the village and connections beyond; Village replacement of gas to electric vehicles and equipment). Increase tree planting efforts through doubling of tree budget. Continue to partner with community organizations and support their environmental efforts (i.e. Boy Scouts bee hives; Lions annual tree planting; etc.). Reduce the



salt usage on winter streets leveraging best practices from other communities; action on Public Works committee already (JW) **///** Focus on energy - Continued long term planning on conservation of energy. (PV)

L---Addressing Food Insecurities - Not sure this needs to be a priority or even a need in CG but would want to better understand our community dynamics in relation to potential food insecurities. If this was an issue I would want to see it as a priority of the village on how we would address it. (PV)

SUGGESTED NEXT STEPS

-Review the comprehensive list of priorities that were submitted. Please let me know if I incorrectly lumped one of your individual priorities in a category that you do not feel fits.

-At the Board meeting: 1) you may ask each other questions about what they have submitted; 2) you could lobby for your individual submitted items.

Prioritization: each Board member has 20 “points” to allocate to the comprehensive list of projects however he/she would like. For example, one point on 20 projects, two points on 10 projects, or even all 20 points on one project. Please submit your individual prioritized list to me by **July 2nd**. I will compile everyone’s points and submit the results in the July 6th meeting packet.

The final list does not bind the Board to approve or move forward with any specific projects. The main purpose of this process is for the Board, staff and public to see what is and isn’t a priority for the current Board. At subsequent meetings the Board could work further to build consensus work plans for the top few priorities.

Staff will take general direction from the final list as a means of making budget proposals in the draft 2021 budget as well as establishing staff performance goals.

Please reach out if you have any questions.

2020 Village Board List of Priorities

Rank	Item	Description	John Williams	Troy Allen	Jeff Lenberg	Heidi Murphy	Melissa Ratcliff	Sarah Valencia	Paul Vandervelde	Total	2019 Rank
1	A	Village Economy/Economic Development	6	8	7	1	1	0	3	26	1
2	I	Equity, Inclusivity and Race	3	0	3	5	3	3	3	20	NR
3	K	Sustainability and Climate Change	6	0	0	5	3	3	2	19	7
4	E	Village Library	0	0	4	2	8	3	1	18	NR
5	B	Fiscal Responsibility	3	8	0	0	0	1	4	16	5
6	F	Housing	0	0	6	2	1	3	2	14	2
7	G	Parks and Recreation, Additional Amenities	0	0	0	2	2	3	2	9	3
8	J	Facilities Planning	0	0	0	1	1	1	2	5	4
9	D	Engagement and Communication	2	2	0	0	0	0	0	4	9
10	H	Update Ordinances	0	0	0	1	0	3	0	4	NR
11	C	Street Maintenance	0	2	0	1	0	0	0	3	12
12	L	Food Insecurities	0	0	0	0	1	0	1	2	NR
			20	20	20	20	20	20	20	140	

note: please see corresponding document for further descriptions of items listed

NR = Not Ranked (in previous year's list)