



# CDA STAFF REPORT

**MEMO DATE:** January 8, 2020  
**MEETING DATE:** **JANUARY 13, 2020**

**TO:** Village of Cottage Grove Community Development Authority  
**CC:** Matt Giese – Village Administrator  
Lee Boushea – Village Attorney

**FROM:** [Erin Ruth, AICP – Village Planning Director](#)

**RE:** **Marketing Goals Discussion**

## BACKGROUND

Stemming from discussion regarding a 2020 marketing project, the CDA is examining its marketing goals.

At the December meeting the CDA reviewed the overall economic development goals in the Comprehensive Plan. It was determined that the goals in the plan were still applicable and did not need to be changed. Those goals are:

1. Expand the commercial tax base in the Village of Cottage Grove to ease the tax burden on local residential property owners.
2. Support and enhance the local Cottage Grove business community.
3. Encourage employment growth with the Cottage Grove community to provide sufficient income and opportunities for residents, to provide quality employees for local businesses, and to attract commuters who may patronize local businesses.
4. Encourage the provision of necessary and desired goods, services, facilities, and establishments for the convenience of local residents, and to maximize the share of resident spending that remains in the community.

Also, at the December meeting the CDA reviewed the strengths, weaknesses, opportunities, and threats (SWOT) list from the Comprehensive Plan. This list was originally compiled in 2016 and the CDA felt that some elements could be updated for the purpose of developing the marketing program.



Staff's proposed updated list is below (note the lists are not intended to be rankings and are numbered only to more easily identify them during discussions):

### Strengths

1. Location provides flexibility for businesses and workforce – near Madison and commuting distance to Milwaukee metro area
2. Interchange at I-94 and visibility from freeway
3. Quality school district
4. Village municipal tax rate among the lowest in Dane County
5. Pending completion of bike trail to Madison and beyond
6. Established TIF districts and demonstrated willingness to provide impactful incentives
7. Quality recreation facilities – golf courses, athletic fields, ball parks, dream park, rugby facility
8. Efficient approval process for development projects
9. Newer housing stock
10. Residents have high levels of education and income

### Weaknesses

1. Lack of distinctive natural feature such as a lake or river
2. Perception in Madison region that Cottage Grove is smaller and farther away than it really is
3. Web searches may direct to other Cottage Groves (the Town, Minnesota, Oregon)
4. Lack of identity or brand

### Opportunities

1. Large amount of land being prepared for development north of I-94
2. Village owned land remaining in Commerce Park
3. Recent large projects attract attention and improve perception of the local business climate
4. Expanding variety of dining and entertainment options
5. As population grows, Village may become an option for businesses that have required more rooftops
6. Increase in housing options may attract new demographics



### Threats

1. Possible encroachment by Madison
2. Large inventory of land available in Dane County

### **NEXT STEPS**

Ultimately the CDA will use this information to formulate a marketing plan that the CDA can execute.

The next decision to make is whether the CDA should pursue a focused marketing plan (focusing on one goal) or a broader program that addresses multiple goals. Staff feels a focused plan would be clearer and it would be easier to gauge the efficacy of such a program compared to a plan that addresses multiple fronts, but the CDA should discuss and decide.

If the plan is to focus on one goal, the CDA will next need to determine which of the general economic development goals above will be the focus. While all the goals are important, staff recommends focusing on goal #1, expanding the commercial tax base. This goal most directly affects the Village's bottom line and has the potential for spin-off effects that address the other goals. For example, bringing Summit to the Village directly provided additional commercial tax base, but it has indirectly helped with each of the other goals by attracting additional businesses and bringing additional customers to the Village. Again, the CDA should discuss and decide if that is the appropriate goal to work on (or which multiple goals if a broader scheme is chosen).

Presumably, any messaging in support of that goal would build upon the Village's strengths and opportunities or work to counteract the Village's weaknesses and threats. The CDA should review the SWOT analysis above to select the elements that relate to the selected goal. For example, strength #1 (location provides flexibility) is related to goal #1 (expand commercial tax base). There are likely several items from the list that relate to any goal, or goals, that are selected.

The final effort for this meeting would be to rank or categorize the selected items from the SWOT analysis. Those determined to be the most important would then form the basis of future messaging in support of the chosen goal.

At the next meeting the CDA can begin to discuss the various ways the messaging could be presented.