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COTTAGE GROVE

# COMMERCIAL LEAKAGE STUDY

AUGUST 2015

COTTAGE GROVE CHAMBER OF COMMERCE

# EXECUTIVE SUMMARY

Only a 20 minute drive from Capitol Square in Madison, Cottage Grove's economy is heavily influenced by Madison and its neighboring suburbs. Since 1990, the population of Cottage Grove has grown by almost 500%. As the population of Cottage Grove continues to grow, the Village can provide more complete retail and service options to its residents or exist as a residential bedroom community, depending on Madison and other surrounding communities to provide goods and services to its residents. Community leaders must possess an understanding of what is influencing the well-being of Cottage Grove and its residents in order to make the best economic decisions. A Commercial leakage study provides an insightful picture of Cottage Grove's local economy to understand the nature and impact of the commercial supply and demand in the area.

Cottage Grove businesses are currently capturing only 13% of the retail spending generated by its residents. There are significant retail supply gaps in nearly every sector analyzed, suggesting that Cottage Grove could support retail development in most sectors, including automobile dealerships, health and personal care stores, gas stations, and restaurants. Additionally, there are other sectors, including building material and supplies dealers, sporting goods and hobby stores, office supply and gift stores, and bars that are over-represented by businesses, but exhibit spending gaps, meaning these establishments are not effectively capturing local spending. Several suggestions for increasing the local spending capture are included in the discussion.

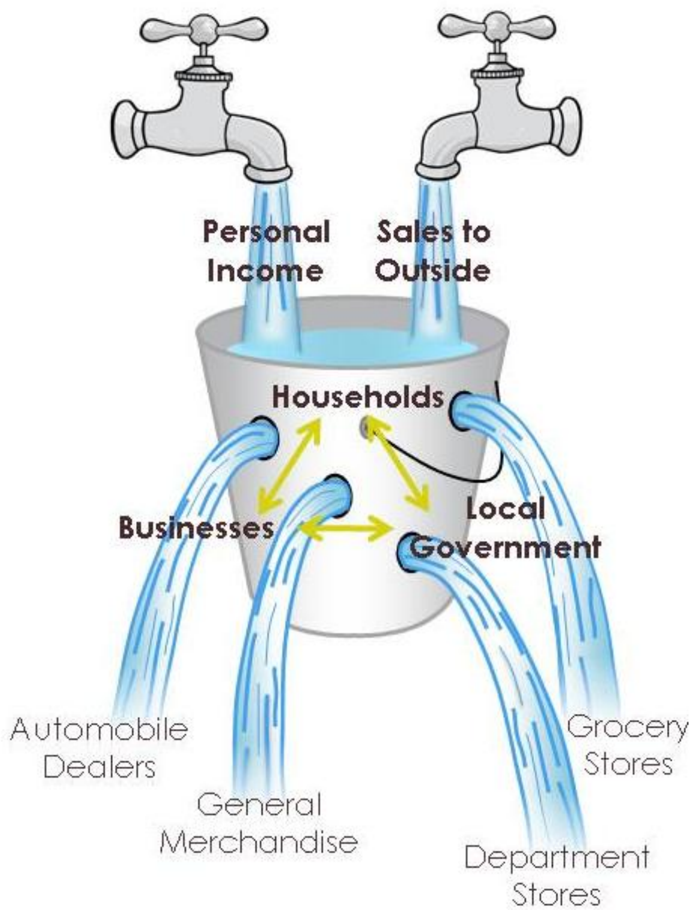
> Cottage Grove is currently capturing only 13% of the retail spending generated by its residents.

Cottage Grove has competitive levels of office business and employment provision within the Village compared to Madison's other suburbs, particularly those on the east side of Madison. However, Cottage Grove has the highest proportion of net migration of office workers out of the Village to work elsewhere compared to its peer communities.

# STUDY METHODOLOGY

A Commercial Leakage Study is undertaken for a community to better understand its local economy and to identify ways in which it can more effectively compete in the regional marketplace. It begins by determining the total sales of various types of goods within a geographic area. This is provided by leading business information firm Dun & Bradstreet. Next, using socioeconomic data from leading demographics firm Esri, we are able to estimate the spending habits for the households living in the geographic area within these business sectors. We can then compare the demand for goods and services that we would expect from each household (potential sales) with the actual sales experienced by local businesses to find gaps between how we would expect households to be spending their money and how much is actually being spent locally. A large gap could indicate opportunities for local businesses to capture additional sales. These sales have "leaked" out of the market area to be fulfilled elsewhere when local businesses cannot meet the demand.

*Imagine the local economy as a bucket being filled with income from outside the community. When this income is spent locally, its benefit is multiplied – that is it benefits local retailers as well as the recipient of the income. However, the local economy is "leaky" – a good portion of the income that flows into the community flows back out when we buy things from outside the local economy, resulting in little benefit to the local economy. A commercial leakage study allows us to examine the outflow of income and identify opportunities for retaining more income within the local economy.*



# COMMERCIAL LEAKAGE IN COTTAGE GROVE

Using both the Village and Town of Cottage Grove as the study area, we see there is a significant retail gap in all major industry groups except in Health and Personal Care stores. Indeed, of the 31 total retail, food, and beverage sectors analyzed, Cottage Grove's business community is meeting existing customer demand in only 3 sectors: health and personal care stores, specialty food stores, and vending machine operators. This is mainly due to Cottage Grove's close proximity to a much larger regional market center, Madison.  It is expected that most of the sales leaking out of the Cottage Grove area are being absorbed by the larger number and variety of businesses in the Madison area. The actual commercial leakage from the Village is likely even higher and is skewed by counting the sales of Horizon Fitness/Johnson Health Tech, whose national sales headquarters are located in Cottage Grove, in the Health and Personal Care Stores segment.

Based on the sales currently leaking out of the community, there is an opportunity to capture additional sales by providing goods and services that address currently unmet retail demand within the trade area. The table on page 6 identifies the major retail sectors which have significant surplus demand and which are suitable for recruitment to Cottage Grove.  Based on current spending patterns, there are two methods we can use to determine which sectors can support additional retail activity. First, we can simply find those sectors with a retail gap, that is the difference between local demand for that particular good or service and the existing sales in that sector (local supply). The other method we use is to compare sales per existing business in the area with the national average sales per business, which allows us to see which sectors are not performing up to their potential. In some cases a range of stores could be supported, reflecting the diverse nature of the category; for example, health and personal care includes beauty supply stores, salons and pharmacies, each of which have very different income profiles. Additionally, many retail store types will incorporate various line items in the store, which minimizes the amount of capture needed for a specific line item (i.e., book stores which also have a coffee bar, etc). Other smaller surplus categories present opportunities for existing retailers to expand their product line to accommodate specific needs. For instance, an existing sporting goods store may be able to provide a more diversified product mix to attract customers seeking additional sporting goods, or an

> …most of the sales leaking out of the Cottage Grove area are being absorbed by the larger number and variety of businesses in Madison.

existing building supply retailer may be able to add gardening products to capture currently unmet demand in the home and garden sector.

Retail recruitment opportunities exist for several industry sectors, identified in the table on page 6. Many sectors have demonstrated retail potential gaps through the process described above. There appears to be significant retail potential in the following industry groups:

- automobile dealers,
- electronics & appliance stores,
- building material and supplies dealers,
- grocery stores,
- clothing stores,
- department stores,
- general merchandise stores,
- full-service restaurants and limited-service eating places.

Additionally, there are smaller retail supply and demand gaps for other motor vehicle dealers, auto parts, accessories, and tire stores, home furnishing stores, lawn and garden stores, shoe stores, jewelry, luggage, and leather goods stores, sporting goods, hobby, or musical instrument stores, book and music stores, office supply, stationery, and gift stores, and used merchandise stores.

Based on the national average sales per establishment and the retail potential (demand) in the market study area, we can identify sectors in which additional businesses can be supported by present market demand. These are shown in the columns on the far right in the accompanying chart on page 6. When the number presented in the "Gap" column is positive, it indicates that that number of businesses may be expected to be supported by local retail demand. From this analysis, we see the Cottage Grove area could potentially support an additional two automobile dealers, one electronics and appliance store, one grocery store, one clothing store, one shoe store, one book and music store, one general merchandise store, one used merchandise store, one specialty food place, four full service restaurants, and six limited-service restaurants.

| Community | Local Market Capture |
|---|---|
| Cambridge | 132% |
| Fort Atkinson | 96% |
| McFarland | 83% |
| Oregon | 69% |
| De Forest | 63% |
| Fitchburg | 63% |
| Cottage Grove* | 58% |
| Stoughton | 41% |
| Waunakee | 30% |
| Deerfield | 30% |
| Marshall | 25% |
| Cottage Grove** | 13% |

* Local market capture with Horizon Fitness sales
** Local market capture without estimated Horizon Fitness sales

National averages for sales per establishment data also allow us to determine whether and which of Cottage Grove's business sectors are underperforming. If the number in the "Gap" column of the chart on page 6 is negative, there are more businesses than would be expected to be supported by retail demand. If there is a retail spending gap exhibited in that sector, it is likely due to the fact that these businesses are not as efficiently capturing local demand that they could be, and are probably exhibiting below-average sales per business compared to the national average.  For example, the sporting goods, hobby, and musical instrument stores sector exhibits a retail gap of almost $1.9 million, despite there being 4 more businesses in the Cottage Grove area than would be predicted to be supported based on national rates. However, if the number in the "Gap" column is negative and indicates a sector has more businesses than expected and it is also expressing a supply surplus, rather than a supply gap, it is likely businesses in this sector are attracting spending from outside the immediate trade area. A comprehensive chart of the gap areas is found at the end of the report.

Based on our analysis, Cottage Grove businesses seem to be capturing about 58% of the retail potential within the Village and Town of Cottage Grove. This rate is slightly lower than average for other similar Madison suburbs, as seen in the chart on page 4. However, as noted before, retail supply (sales) in the study is skewed upward by Horizon Fitness/Johnson Health Tech. We estimate that if the Horizon Fitness sales are eliminated, only about 20% of local retail demand is being met in Cottage Grove.

Ideally, the Cottage Grove business community would increase their share of sales to at least one-half of local demand. There are two categories of strategies the Cottage Grove community could pursue to increase the portion of local demand kept in the community. The first are community-wide or organizational strategies that could be undertaken by the Village of Cottage Grove, the Chamber of Commerce, or a downtown organization. The second category of strategies are those that would be implemented by individual businesses. Recommendations for both of these strategies are discussed on the next pages.

## Cottage Grove Retail Marketplace Profile

| Industry Group | NAICS | Demand (Retail Potential) | Supply (Retail Sales) | Retail Gap | Number of Businesses | Existing Sales per Business | National Avg Sales per Est. | Potentially Supported Businesses | Actual # of Businesses | Gap |
|---|---|---|---|---|---|---|---|---|---|---|
| Automobile Dealers | 4411 | $26,536,382 | $0 | $26,536,382 | 0 | - | $16,402,235 | 2 | 0 | 2 |
| Other Motor Vehicle Dealers | 4412 | $2,074,443 | $177,984 | $1,896,459 | 1 | $177,984 | $3,292,901 | 1 | 1 | 0 |
| Auto Parts, Accessories & Tire Stores | 4413 | $1,902,159 | $24,178 | $1,877,981 | 1 | $24,178 | $1,437,129 | 1 | 1 | 0 |
| Motor Vehicle & Parts Dealers | 441 | $30,512,984 | $202,162 | $30,310,822 | 2 | | | 4 | 2 | 2 |
| Furniture Stores | 4421 | $1,968,661 | $67,673 | $1,900,988 | 1 | $67,673 | $2,060,605 | 1 | 1 | 0 |
| Home Furnishings Stores | 4422 | $1,218,365 | $294,065 | $924,300 | 2 | $147,033 | $1,443,586 | 1 | 2 | -1 |
| Furniture & Home Furnishings Stores | 442 | $3,187,026 | $361,738 | $2,825,288 | 3 | | | 2 | 3 | -1 |
| Electronics & Appliance Stores | 443 | $5,020,536 | $110,574 | $4,909,962 | 1 | $110,574 | $2,178,116 | 2 | 1 | 1 |
| Bldg Material & Supplies Dealers | 4441 | $4,508,452 | $1,217,077 | $3,291,375 | 3 | $405,692 | $3,987,514 | 1 | 3 | -2 |
| Lawn & Garden Equip & Supply Stores | 4442 | $858,746 | $0 | $858,746 | 0 | - | $2,165,179 | 0 | 0 | 0 |
| Bldg Materials, Garden Equip. & Supply Stores | 444 | $5,367,198 | $1,217,077 | $4,150,121 | 3 | | | 2 | 3 | -1 |
| Grocery Stores | 4451 | $20,789,165 | $5,097,105 | $15,692,060 | 2 | $2,548,553 | $6,043,286 | 3 | 2 | 1 |
| Specialty Food Stores | 4452 | $562,243 | $855,420 | ($293,177) | 5 | $171,084 | $790,264 | 1 | 5 | -4 |
| Beer, Wine & Liquor Stores | 4453 | $1,161,614 | $615,329 | $546,285 | 1 | $615,329 | $1,322,900 | 1 | 1 | 0 |
| Food & Beverage Stores | 445 | $22,513,022 | $6,567,854 | $15,945,168 | 8 | | | 5 | 8 | -3 |
| Health & Personal Care Stores | 446,4461 | $12,431,169 | $76,247,016 | ($63,815,847) | 1 | $76,247,016 | $2,943,188 | 4 | 1 | 3 |
| Gasoline Stations | 447,4471 | $16,629,855 | $2,544,066 | $14,085,789 | 1 | $2,544,066 | $4,852,276 | 3 | 1 | 2 |
| Clothing Stores | 4481 | $5,329,987 | $273,035 | $5,056,952 | 2 | $136,518 | $1,760,857 | 3 | 2 | 1 |
| Shoe Stores | 4482 | $1,340,429 | $0 | $1,340,429 | 0 | - | $1,207,263 | 1 | 0 | 1 |
| Jewelry, Luggage & Leather Goods Stores | 4483 | $1,421,335 | $398,139 | $1,023,196 | 2 | $199,070 | $1,251,050 | 1 | 2 | -1 |
| Clothing & Clothing Accessories Stores | 448 | $8,091,751 | $671,174 | $7,420,577 | 4 | | | 5 | 4 | 1 |
| Sporting Goods/Hobby/Musical Instr Stores | 4511 | $2,576,311 | $682,394 | $1,893,917 | 6 | $113,732 | $1,700,404 | 2 | 6 | -4 |
| Book, Periodical & Music Stores | 4512 | $769,949 | $0 | $769,949 | 0 | - | $1,400,310 | 1 | 0 | 1 |
| Sporting Goods, Hobby, Book & Music Stores | 451 | $3,346,260 | $682,394 | $2,663,866 | 6 | | | 2 | 6 | -4 |
| Department Stores Excluding Leased Depts. | 4521 | $10,920,319 | $93,721 | $10,826,598 | 1 | $93,721 | $21,809,958 | 1 | 1 | 0 |
| Other General Merchandise Stores | 4529 | $11,457,954 | $0 | $11,457,954 | 0 | - | $11,279,897 | 1 | 0 | 1 |
| General Merchandise Stores | 452 | $22,378,273 | $93,721 | $22,284,552 | 1 | | | 2 | 1 | 1 |
| Florists | 4531 | $156,993 | $59,190 | $97,803 | 1 | $59,190 | $322,331 | 0 | 1 | -1 |
| Office Supplies, Stationery & Gift Stores | 4532 | $1,008,916 | $175,757 | $833,159 | 5 | $35,151 | $976,888 | 1 | 5 | -4 |
| Used Merchandise Stores | 4533 | $641,696 | $0 | $641,696 | 0 | - | $660,922 | 1 | 0 | 1 |
| Other Miscellaneous Store Retailers | 4539 | $1,286,476 | $473,294 | $813,182 | 6 | $78,882 | $1,196,895 | 1 | 6 | -5 |
| Miscellaneous Store Retailers | 453 | $3,094,081 | $708,241 | $2,385,840 | 12 | | | 4 | 12 | -8 |
| Electronic Shopping & Mail-Order Houses | 4541 | $10,585,257 | $0 | $10,585,257 | 0 | - | $10,818,174 | 1 | 0 | 1 |
| Vending Machine Operators | 4542 | $511,725 | $715,512 | ($203,787) | 1 | $715,512 | $1,420,102 | 0 | 1 | -1 |
| Direct Selling Establishments | 4543 | $1,139,076 | $121,323 | $1,017,753 | 2 | $60,662 | $1,937,975 | 1 | 2 | -1 |
| Nonstore Retailers | 454 | $12,236,058 | $836,835 | $11,399,223 | 3 | | | 2 | 3 | -1 |
| Full-Service Restaurants | 7221 | $6,143,829 | $273,517 | $5,870,312 | 2 | $136,759 | $968,757 | 6 | 2 | 4 |
| Limited-Service Eating Places | 7222 | $8,794,119 | $2,306,329 | $6,487,790 | 5 | $461,266 | $780,720 | 11 | 5 | 6 |
| Special Food Services | 7223 | $801,485 | $0 | $801,485 | 0 | - | $1,161,333 | 1 | 0 | 1 |
| Drinking Places - Alcoholic Beverages | 7224 | $1,124,087 | $731,605 | $392,482 | 4 | $182,901 | $473,880 | 2 | 4 | -2 |
| Food Services & Drinking Places | 722 | $16,863,520 | $3,311,451 | $13,552,069 | 11 | | | 21 | 11 | 10 |

# COMMUNITY-LED STRATEGIES
## FOR LOCAL SPENDING CAPTURE

The Village, Chamber of Commerce, or other organization(s) could launch a **website development matching program** for local retailers with grants up to, say $5,000 or 50% of the project cost (whichever is less; terms to be determined later) to be used for website design or redesign, updates, search engine optimization, social networking, and database/application development. This could be combined with a series of workshops to assist local businesses increase local sales through on-line efforts.

**Buy local campaigns** promote purchasing goods and services within a community and when successful can increase the amount of local spending remaining in the community. A good model for a buy local campaign is the Dane Buy Local program. More information on this specific program can be found at www.danebuylocal.com.

Another strategy that is much more challenging, but could potentially have large positive impacts relates to spatial relationships between local businesses and their customers. We know that a dense retail core is associated with higher sales per store than retail and services that are dispersed across the community. Additionally, increased compactness increases the interactions between both store owners and their customers which then leads to increased rates of collaboration, innovation and creativity, which can result in better marketing and more effectively meeting customer needs, compared to fewer interactions in a dispersed environment.

The Village and Chamber of Commerce, in their business retention and recruitment efforts, can identify opportunities for **clustering complimentary or related retail and services**. There may be various factors to determine relatedness. For example commuter-oriented businesses (gas, coffee, donuts, breakfast, dry cleaning, etc.) may want to be clustered on County Roads N and BB. A dining & entertainment cluster associated with reasons visitors come to Cottage Grove or a professional services cluster could be located in a compact downtown area or along another important commercial corridor. This strategy would need to be implemented over the long term. Such an effort would begin with collecting information about products and services offered, shopping patterns, a business survey, and analyzing visitor behavior and motivations. A plan would then be developed for transitioning from

> "Experience shopping" is the trend towards shopping areas with restaurants, entertainment, and national chain stores, often outside.

existing land use patterns to the preferred patterns suggested by the study.

Related to clustering complimentary or related businesses is the identification of **anchor businesses**. The community should identify single businesses that offer a type or magnitude of goods or services that enable it to act as initial lures to attract customers. Surrounding stores and other community businesses benefit from proximity to this key good or service. Planning should be undertaken to site the correct types of businesses in locations to draw on the anchor business's activity.

Many small businesses often have difficulty obtaining long-term bank financing for expansion because they lack assets to mortgage, cannot obtain affordable terms or rates, and/or cannot present a strong business plan. This affects the business's ability to operate at peak efficiency by missing out on expansion or improvement opportunities. **Tax Increment Financing or rotating loan funds can be utilized by the community to package public and private loans** to make projects feasible.

"**Experience shopping**" is the trend towards shopping areas with restaurants, entertainment, and national chain stores, often outside. Some communities are reinventing closed shopping malls into outdoor centers (think Hilldale Mall in Madison). However, traditional downtowns have been utilizing this model for years and can capitalize on it now, though this often requires cohesive management and direction. Numerous large projects can be undertaken to improve a business district's competitive position and attract new customers, but these projects typically require cooperation, organization, and efficient management. The Main Street Program, developed by the National Trust for Historic Preservation is one model for communities to organize and undertake joint projects such as street and building improvements, joint promotions and marketing, and special events. More information about the Main Street and Connect Communities Programs in Wisconsin can be found at http://inwisconsin.com/community/assistance/main-street-program/.

**Business Improvement Districts** (BID) and Merchant Associations can also fulfill a vital role in retail district success by organizing a professional management or volunteer structure for the commercial area.

In addition to many efforts the community can do to improve local spending capture, there are a number of things to avoid, including constructing highway bypasses that draw traffic onto limited-access highways away from commercial areas, building remote parking lots far from businesses, moving municipal or other government functions away from downtown businesses, and failing to address crime or maintenance issues.

# BUSINESS-LED STRATEGIES
## FOR LOCAL SPENDING CAPTURE

Business owners often need additional education and training in improving business management skills such as accounting, finance, planning, marketing, customer relations, merchandising, personnel management, and tax procedures. Such business owners have many resources available to them, but often they are unaware of them.  Some sources of assistance include **Small Business Development Center offices (sponsored by the Small Business Administration), Service Corps of Retired Executives (SCORE), UW Extension, and the Wisconsin Technical College System.**

In some smaller communities that already draw from a limited trade area, such as Cottage Grove, whose trade area is greatly influenced by Madison's, changing demographics and consumer habits have a significant impact on businesses that stick to the 9-to-5 business model for the bulk of their sales. The population of Cottage Grove and Dane County is made up of many dual-earning households and suburban and rural residents with long commutes, so there are fewer local daytime shoppers, especially in suburbs like Cottage Grove that feed many workers into Madison. A recent report suggested that 70 percent of all consumer spending is done after 6 p.m. (Destination Marketing International). Many suburban and small town businesses have been slow to adapt to this trend, thereby missing out on a critical window to capture a key segment of the local market. Simply **adjusting hours of operation**, therefore, is an excellent way to make a business available for more sales.

**70%**

**of all consumer spending is done after 6 p.m.**

Maximizing a business's **web presence** is a prime method for marketing and increasing sales capture. In general, the web has an increasing importance as a decision-making tool, not just as a sales market. Providing basic information such as operating hours, location, and directions on a store website and populating major business search sites like Google or Yelp with similar information can provide low- to no-cost market exposure to many searchers. Optimizing a business website for mobile use is also important for web searchers in a world where a growing portion of web activity is done on mobile devices. Additionally, social media sites including Facebook, Twitter, and Instagram give businesses another mouthpiece for reaching new customers and informing existing customers.  However, it is important to be active on social media in order to keep your business's message fresh.

Lastly, there are many different incentives businesses can provide and a number of various other activities they can be involved in to reach a wider market.  Businesses can **participate in holding events**, such as outdoor festivals, sidewalk sales, and fundraisers to encourage people to visit.

Participation in local events is often accompanied by publicity in local media and social media sharing. Participating in loyalty programs is also an effective method to turn customers into repeat customers

# OFFICE SPACE ANALYSIS

There are no specific industry classifications that correspond to the need for professional office space, but rather a number of classifications which may hint at potential needs for office space. The following charts enumerate the number of businesses and employees in those sectors that suggest the need for commercial office space in the Village and Town of Cottage Grove and nine comparable Dane County communities. Data is provided in two separate industry classification systems (Standard Industrial Classification and North American Industry Classification System) to best capture the total commercial office space needs.

From this data, we see Cottage Grove has a slightly higher per capita rate of office establishment than Stoughton, Deerfield, McFarland, Waunakee, and Oregon, and trails only Cambridge among nearby peer communities. Cottage Grove has a very similar rate of office employment per capita to Waunakee, trailing behind Fitchburg, Stoughton, and Cambridge, but ahead of several other peer communities. When we compare the number of office jobs as a percentage of total jobs in Cottage Grove to the number of office jobs as a percentage of total jobs in Dane County, we are able to analyze the office employment location quotient, in which 1.00 would mean a community has the same proportion of office jobs as the County, less than 1.00 means the community has a lower proportion, and greater than 1.00 means the community has a higher proportion. 27.8% of the jobs in Cottage Grove are office jobs, meaning its office employment location quotient is 0.60, which is almost identical to Waunakee and McFarland, slightly higher than Oregon, and much higher than DeForest and Deerfield. Fitchburg, Cambridge, Stoughton, and Marshall have higher office job location quotients than Cottage Grove. All location quotients in this sample are below 1.00 because most of the office employment in Dane County is concentrated in Madison.

The U.S. Census Bureau provides some commuting data that can also be useful for this analysis. The Census Bureau enumerates the number of workers commuting into, out of, and within their communities, and classified the workers within three large industry groups: "Goods Producing," "Trade, Transportation, and Utilities," and "All Other Services." We are most interested in the "All Other Services" industry class, though this class includes many service jobs that are not office-based. Still, we can see that Cottage Grove had a larger number of service employees leaving the Village for employment elsewhere than any other peer community except Cambridge. It also has a lower proportion of commuters traveling into the Village than most of its peer communities. Lastly, Cottage Grove also exhibits a slightly lower rate of workers employed in service jobs working where they lived than its peer communities.

**Office Businesses and Jobs in selected Madison Suburbs and Rate per 1000 Population**

| City | Population | Businesses | Business/ 1000 Pop | Jobs | Jobs/1000 Pop |
|---|---|---|---|---|---|
| Fitchburg | 26,852 | 531 | 19.8 | 6248 | 232.7 |
| Stoughton | 13,039 | 256 | 19.6 | 2785 | 213.6 |
| Cambridge | 1,488 | 63 | 42.3 | 279 | 187.5 |
| Waunakee | 13,067 | 210 | 16.1 | 1732 | 132.5 |
| Cottage Grove | 6,664 | 142 | 21.3 | 871 | 130.7 |
| McFarland | 8,182 | 144 | 17.6 | 840 | 102.7 |
| DeForest | 9,466 | 140 | 14.8 | 906 | 95.7 |
| Oregon | 9,871 | 157 | 15.9 | 895 | 90.7 |
| Deerfield | 2,492 | 44 | 17.7 | 190 | 76.2 |
| Marshall | 3,928 | 44 | 11.2 | 260 | 66.2 |

**Office Job Concentration in Selected Madison Suburbs Compared to Dane County Average**

| City | Office Jobs | Total Jobs | Percent | Location Quotient |
|---|---|---|---|---|
| Fitchburg | 6248 | 15,422 | 40.5% | 0.88 |
| Cambridge | 279 | 776 | 36.0% | 0.78 |
| Stoughton | 2785 | 8141 | 34.2% | 0.74 |
| Marshall | 260 | 793 | 32.8% | 0.71 |
| Waunakee | 1732 | 6145 | 28.2% | 0.61 |
| Cottage Grove | 871 | 3137 | 27.8% | 0.60 |
| McFarland | 840 | 3033 | 27.7% | 0.60 |
| Oregon | 895 | 3409 | 26.3% | 0.57 |
| DeForest | 906 | 5541 | 16.4% | 0.36 |
| Deerfield | 190 | 1482 | 12.8% | 0.28 |
| Dane County | 188,304 | 409,819 | 45.9% | 1.00 |

**Commuting In to, Out of, and Working In Places of Residence in Selected Madison Suburbs**

| City | Population | Outflow | Per capita | Inflow | Per capita | Interior Flow | Per capita |
|---|---|---|---|---|---|---|---|
| Deerfield | 2492 | 994 | 0.40 | 1160 | 0.47 | 92 | 0.04 |
| DeForest | 9466 | 3922 | 0.41 | 3851 | 0.41 | 503 | 0.05 |
| Fitchburg | 26852 | 9971 | 0.37 | 9429 | 0.35 | 775 | 0.03 |
| Stoughton | 13039 | 5622 | 0.43 | 3743 | 0.29 | 1101 | 0.08 |
| McFarland | 8182 | 3544 | 0.43 | 2355 | 0.29 | 404 | 0.05 |
| Waunakee | 13067 | 5305 | 0.41 | 2703 | 0.21 | 705 | 0.05 |
| Oregon | 9871 | 4526 | 0.46 | 1997 | 0.20 | 514 | 0.05 |
| Cambridge | 1488 | 883 | 0.59 | 477 | 0.32 | 32 | 0.02 |
| Marshall | 3928 | 1495 | 0.38 | 318 | 0.08 | 103 | 0.03 |
| Cottage Grove | 6664 | 3681 | 0.55 | 1555 | 0.23 | 195 | 0.03 |

## Cottage Grove Commercial Leakage Study Area