



## **CHAPTER 3**

### Implementation



## CHAPTER 3: IMPLEMENTATION

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## CHAPTER 3: IMPLEMENTATION

### INTRODUCTION

A smart growth comprehensive plan serves a community by establishing priorities for the future, evaluating available resources, and providing a means for dealing with change. The purpose of the planning effort is to develop a plan that will guide both public and private decisions. In order to follow the plan as described in the preceding chapters, it is necessary to implement the goals, strategies, and recommendations as outlined on a continual basis. If a plan is to be successful it must be implemented meaningfully and aggressively.

This chapter prescribes a specific series of actions to be completed by the Village of Hortonville, presented in a series of tables. Within each table, the goal serves as an identification of a priority based on the community vision session, committee discussions, and other public participation. The strategies outline more specific methods for achieving the goal; and the recommendations provide specific action steps, such as regulations, ordinances, incentives, expenditures, information, and education needed to fulfill a strategy.

### ROLE OF THE PLAN

All land controls governing the Village of Hortonville must be consistent with the adopted comprehensive plan<sup>1</sup>. The Village's Planning and Zoning Commission is responsible for ensuring this plan is used as a guide to update and/or replace ordinances to reflect the goals of this plan. When the Planning and Zoning Commission reviews any petitions for development, the plan should be reviewed; any recommendations for future development must be based on the identified goals, strategies, recommendations and proposed land use patterns within this plan. If the Planning and Zoning Commission must ultimately make a decision that is inconsistent with the plan, the plan must be amended to reflect the change in policy.

### RESPONSIBILITY

#### Elected Officials

Elected officials must make their decisions on criteria regarding how development will affect the entire community, as well as how it will influence a specific site. As a result, elected officials make complex decisions based upon the comprehensive plan, the goals of the applicant, technical advice from staff, citizen input from advisory boards, and their own judgment on the specific development. The comprehensive plan provides much of the factual information an elected official will need for decision making. Elected officials must familiarize themselves with the contents and overall goals of the plan in order to ensure the plan remains viable.

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<sup>1</sup> *Wisconsin State Statutes 66.1001*

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## Planning and Zoning Commission

The powers and duties of planning commissions have been established by Wisconsin Statutes<sup>2</sup>. The Village of Hortonville's Planning and Zoning Commission is the primary entity responsible for implementing and updating this comprehensive plan. As such, the Planning and Zoning Commission must promote good planning practices within the Village. Commission members should be knowledgeable about the contents, visions, goals, strategies and recommendations of the comprehensive plan. Moreover, the Planning and Zoning Commission must promote active citizen participation in future planning efforts, and should strive to keep the citizens and elected officials informed of any technical issues and proceedings regarding current planning issues. The Planning and Zoning Commission is responsible for periodic amendments to the comprehensive plan so that regulations and ordinances are in compliance with the plan. Likewise, the Planning and Zoning Commission must review all new ordinances to verify they are compliant with the goals, strategies and recommendations of the comprehensive plan.

## CONSISTENCY

### Internal Consistencies

The comprehensive plan was developed sequentially with supportive goals, strategies and recommendations. Utilizing the Hortonville Community and Neighborhood Visioning Workshop and the Village's existing strategic plan as a basis, key issues were identified for each of the nine elements of the plan. Using these issues, along with factual information regarding natural features, historical population and housing data, population and housing projections, and an analysis of existing infrastructure, goals, strategies and recommendations for each comprehensive planning element were developed. The identified goals, strategies and recommendations expressed in this plan were used to prepare the Future Land Use Map (Map 2-1). To maintain internal consistency, any amendment to the plan should be accompanied with an overall review of all nine elements and their associated goals, strategies and recommendations.

Beginning on January 1, 2010<sup>3</sup>, if a local governmental unit enacts or amends any of the following ordinances, the ordinance shall be consistent with that local governmental unit's comprehensive plan<sup>4</sup>:

- Official mapping ordinances enacted or amended under Wisconsin State Statutes 62.23 (6).
- Local subdivision ordinances enacted or amended under Wisconsin State Statutes 236.45 or 236.46.
- County zoning ordinances enacted or amended under Wisconsin State Statutes 59.69.
- City or village zoning ordinances enacted or amended under Wisconsin State Statutes 62.23 (7).
- Town zoning ordinances enacted or amended under Wisconsin State Statutes 60.61 or 60.62.

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<sup>2</sup> *Wisconsin State Statutes 62.23 and 60.62*

<sup>3</sup> *Wisconsin Act 372* delays the consistency requirement until January 1, 2012 for local governments who applied for but not received a comprehensive planning grant from the WDOA. It also gives WDOA discretionary authority to grant consistency extensions to grant local governments who have received a comprehensive planning grant.

<sup>4</sup> *Wisconsin State Statutes 66.1001(3)*

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- Shorelands or wetlands in shorelands zoning ordinances enacted or amended under Wisconsin State Statutes 59.692, 61.351 or 62.231.

### **External Consistencies**

Not only is it important to maintain internal consistencies, but the Village should also be aware of other planning documents and their relevance to the Village's comprehensive plan. An attempt should be made to maintain consistency with these plans if possible. Some examples of these plans include:

#### State Plans:

- Wisconsin State Airport System Plan 2020
- Wisconsin State Bicycle Transportation Plan 2020
- Wisconsin Pedestrian Policy Plan 2020
- Wisconsin State Highway Plan 2020

#### Regional Plans:

- East Central Wisconsin Regional Planning Commission Comprehensive Plan, 2030 (adopted May 2008)

#### County Plans:

- Outagamie County Outdoor Recreation Plan, adopted on October 13, 2009
- Outagamie County Comprehensive Plan, adopted March 2008
- Outagamie County Farmland Preservation Plan, adopted in 2011 and amended in March of 2012
- 2010-2015 Outagamie County Land & Water Resource Management (LWRM) Plan

#### Local Plans:

- Town of Dale Comprehensive Plan (Outagamie County), adopted May 2001, amended 2004
- Town of Ellington Comprehensive Plan (Outagamie County), adopted June 2004
- Town of Greenville Comprehensive Plan (Outagamie County), adopted March 30, 2009
- Town of Hortonia Comprehensive Plan (Outagamie County), adopted November 2006
- Town of Liberty Comprehensive Plan (Outagamie County), adopted 2004

### **MONITORING PROGRESS**

It is the responsibility of the Planning and Zoning Commission to monitor the progress of implementation utilizing the implementation tables that are found at the end of this chapter. The progress of plan implementation should periodically be reported to the Village Board. Additionally, the Planning and Zoning Commission should annually review the goals, strategies and recommendations and address any conflicts which may arise between the elements of the plan. While it is the responsibility of the Planning and Zoning Commission to monitor progress, others may also check progress including community members, Village staff, zoning administrators, planners and citizen groups.

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In order to assist the Planning and Zoning Commission with the monitoring of the plan, it may be necessary to develop and implement a variety of informal tools and techniques. Items for consideration may include:

- Creation of development review ‘checklists’ to assist with determining a proposal’s consistency with the comprehensive plan;
- Integration of plan recommendations into a ‘performance-based budgeting’ initiative (likely to be done by the Village Board/Village Administrator);
- Development of an annual ‘work plan’ for the Planning and Zoning Commission;
- Placing the comprehensive plan as an item on every Planning and Zoning Commission meeting agenda so that either the public and/or Planning and Zoning Commission members can discuss items related to the plan, or to use the time to evaluate implementation progress;
- Developing articles for the Village Voice which focus on certain recommendations or strategies within the plan and calling for public input or volunteers to work on an item; and
- Designation of an official ‘Comprehensive Planning Day’ within the Village and have activities or workshops related to this subject so as to build awareness (perhaps associated with the month of October which is the American Planning Association’s formal “Community Planning Month.”)

## **UPDATING THE PLAN**

A comprehensive plan must be updated at least once every ten years<sup>5</sup>. However, it is strongly recommended that the Planning and Zoning Commission annually review both the implementation schedule and current planning decisions to ensure compliance with the overall goals of the plan and continued consistency with the overall vision of the community. This annual review should also be used to determine if a “major” plan amendment is required.

The comprehensive plan is a dynamic document. The plan should be updated when new demographic, economic, and housing data are released by the U.S. Census Bureau. It is anticipated that the land use element will likely require updating over the course of the plan due to growth and change that the Village may experience. Other elements are less likely to need updates. Furthermore, as community values change, some goals, strategies and recommendations may no longer be relevant. The update to a plan should take less time than the full comprehensive planning process, but should include public participation.

## **ADOPTING THE PLAN OR UPDATE**

As directed by Wisconsin State Statutes 66.1001(4), any plan commission or other body of a local governmental unit authorized to prepare or amend a comprehensive plan shall adopt written public participation procedures that foster public participation, adopt a resolution by a majority vote of the entire commission or governmental unit. The vote shall be recorded in the official minutes of the plan commission; the resolution shall refer to maps and other descriptive materials that relate to one or more elements of the comprehensive plan.

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<sup>5</sup> *Wisconsin State Statutes 66.1001(2)(i)*



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The Village Board and Planning and Zoning Commission may spend time reviewing, revising and requesting revisions to the recommended plan. The Village Board shall draft an ordinance adopting the plan and publish a class 1 public notice 30 days prior to the hearing on the proposed ordinance to adopt the final “recommended plan”. The Village Board must provide an opportunity for written comments to be submitted by public and there must be a response to those comments. In addition, a public hearing must be held on the ordinance. By majority vote, the Village Board must approve the ordinance. One copy of the adopted comprehensive plan, or an amendment to the plan, shall be sent to the following:

- Every governmental body that is located in whole or part within the boundaries of the local governmental unit (county, utility districts, school districts, sanitary districts, drainage districts).
- The clerk of every local governmental unit that is adjacent to the local governmental unit that is the subject of the plan that is adopted or amended.
- The Wisconsin Department of Administration.
- East Central Wisconsin Regional Planning Commission.
- The public library that serves the area in which the local government unit is located.

## **LAND USE PLANNING CONTROLS**

Although zoning and subdivision ordinances are the two most commonly utilized land use planning tools, there are several key tools which can be utilized to ensure that new development occurs in an organized and desired fashion. The Village may wish to modify existing or establish new ordinances which regulate new development.

### **Zoning**

Comprehensive plans and zoning ordinances perform differently. A comprehensive plan is a “guide to the physical, social, and economic development of a local government unit” and that “the enactment of a comprehensive plan by ordinance does not make the comprehensive plan by itself a regulation.”<sup>6</sup> Comprehensive plans provide a vision for 20 years while zoning ordinances have an immediate impact on land use decisions. In order to rectify this difference, re-zoning is completed on an ongoing basis in a manner that is consistent with the overall vision of the plan. The timing of rezoning is dependent on market forces, political climate, and the accuracy of the plan’s predictions.

The Planning and Zoning Commission and Village Board must continually ensure that any future zoning changes are consistent with the comprehensive plan. Several actions can be taken to ensure that zoning decisions are made that accommodate the preferred future land uses as indicated on the Future Land Use Map (see Map 2-1).

- Compare intended future land uses with existing zoning. Amend current zoning to reflect the intended future uses for all areas within the Village.
- Encourage local citizens and elected officials to actively participate in ongoing Village meetings regarding all zoning and planning issues.

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<sup>6</sup> 2009 Wisconsin Act 379

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- Amend existing ordinances and develop new ordinances which are reflective of the goals, strategies and recommendations of all elements in the Village's comprehensive plan.

### **Official Maps**

Cities, villages, and towns which have adopted village powers have the authority to develop an official map<sup>7</sup>. An official map is a diagram which delineates the current and future roadways such as local streets, highways, historic districts, parkways, and parks. Additionally, an official map may delineate railroad right-of-ways, waterways (only if included on a comprehensive surface water drainage plan) and public transit facilities. Furthermore the map may establish exterior lines of future streets, highways, historic districts, parks, parkways, public transit facilities, waterways, and playgrounds. Once an official map is adopted by ordinance, no building permits may be issued to construct or enlarge any building within the limits of the features listed above.

Official maps serve several important functions which ensure that future land use decisions will remain compliant with the comprehensive plan.

- Future costs for land acquisitions for city/village/town streets and other delineated features are lowered or minimized because the land will remain vacant.
- Future subdivisions of land will be streamlined because future streets have already been established; developers will be required to adhere to guidelines set forth within the official map unless it is amended by an ordinance.
- Potential home and land buyers can be readily informed that land has been designated for specific public uses.
- Acceptable route(s) for a potential by-pass for a major state highway can be delineated. Local governments can preserve sensitive environmental features (i.e. trout streams) while establishing a preferred corridor for a by-pass.

### **Sign Regulations**

Many communities are interested in regulating signage for local business in order to preserve a rural atmosphere and "community character." Restrictions are especially important in major transportation corridors, historic downtowns or neighborhoods, or other culturally or environmentally significant areas. As signs have become increasingly larger and bolder due to illumination, roadways have become more cluttered and communities have become less distinctive.

### **Erosion and Stormwater Control Ordinances**

Local communities may adopt a construction site erosion control and stormwater management ordinance. The purpose of these ordinances is to protect surface water quality and minimize the amount of sediment and other pollutants in stormwater runoff from construction sites to lakes, streams, and wetlands.

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<sup>7</sup> *Wisconsin Statutes 62.23(6)*

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## Historic Preservation Ordinance<sup>8</sup>

As development continues to modernize the appearance of an area, the use of an historic preservation ordinance can help a community protect and enhance key cultural and historical features. A historic preservation ordinance can designate local landmarks and protect these properties by regulating new construction, alterations or demolitions that affect them.

## Design Review Ordinance

Design review can accompany many different development aspects and will assist communities in achieving an identified look and character expressed within the individual vision statements. These ordinances, however, need to be based upon well-defined sets of criteria. Signage, lighting, exterior building material types, structural guidelines, colors, and other aspects will have to be specifically identified within any ordinance.

## Building/Housing Codes

The Uniform Dwelling Code promotes health, safety, and general welfare; protects property values; and provides for orderly, appropriate development and growth in the communities. The enforcement of the uniform dwelling code along with enforcement of other local codes can help ensure properties are adequately maintained and that property values are protected.

## Floodplain Ordinance

The Village of Hortonville regulates all areas that would be covered by the regional flood or base flood. In some instances, it may be important to readjust the floodplain boundaries in specific areas. In order to do so, local communities must follow these steps:

- 1) Contract with an engineering firm to conduct hydrologic and hydraulic engineering studies and modeling to calculate the floodplain for the specified area. It is recommended that 2 foot contour intervals be utilized.
- 2) Submit the recalculated floodplain boundaries to the WDNR and FEMA for review.
- 3) If approved, amend existing zoning maps to reflect the re-calculated floodplain boundaries.

## Subdivision Ordinances

Wisconsin State Statutes regulate the division of raw land into lots for the purpose of sale for building development. A subdivision ordinance is related to the zoning ordinance in that it regulates the platting, or mapping, or newly created lots, streets, easements, and open areas. A subdivision ordinance can help implement the comprehensive plan and must be consistent with and conform to the local comprehensive plan goals. Furthermore, subdivision ordinances can incorporate construction standards and timelines for completion of community facilities such as transportation networks or curb and gutter systems.

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<sup>8</sup> Historic Preservation Ordinances are regulated under *Wisconsin Statutes 62.23 (em)*

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## Lighting Controls/Ordinances

As development pressures occur, communities discover that not only are the natural features being altered, but also the scenic views of the night sky are being diminished. Both yard lighting and signage can change the character of a community as significantly as new development. This is especially true in areas where new lighting has become over-excessive in new commercial or industrial districts. Direct lighting or glare can and should be regulated in order to maintain community character.

Currently, lighting and its evening glare is one of the chief complaints residents have in many communities across this state and nation. Many light manufactures have responded positively to complaints about the increased amounts of light pollution. There are many examples of development and lighting structures which have reduced scatter light through new non-glare technologies. Many light manufactures have light cutoff shields that will remove glare, thus increasing the light's effectiveness and reducing its overall energy consumption. Other lights may direct light at ground height only. Since non-glare lighting and other similar technologies are similarly priced to current lighting practices, communities should consider developing lighting ordinances which not only reduce light pollution, but also improve energy consumption and costs.

## IMPLEMENTATION SCHEDULE

The goals established in the implementation schedule should be applied over the planning period which begins in 2014 with the adoption of the comprehensive plan and runs through the planning period. They represent priorities for the Village of Hortonville. Strategies provide more detailed and readily measurable steps toward reaching each goal, while recommendations are specific actions used to ensure plan implementation.

Due to the nature of comprehensive planning, goals, strategies and recommendations of each particular element are interrelated. To ensure that implementation of the plan is achieved in a timely fashion, landmark dates have been set for each recommendation. During periodic reviews, the Planning and Zoning commission should verify that these deadlines have been met and consider additional recommendations to better achieve the stated goal, if necessary. Specific landmark dates have been established to ensure that individual recommendations complement one another in their implementation. The landmark dates have been reviewed by the public, the Planning and Zoning commission and the Village Board to assure that they are feasible expectations.

The primary responsibility for implementing the plan recommendations contained in the implementation schedule lies with the Village Board. Secondary responsibility for performing the recommendations in the plan lies with the Planning and Zoning Commission which is appointed by the elected officials, along with other key partners.

The following implementation tables indicate the comprehensive plan goals, strategies, and recommendations by element; primary and secondary responsibility for implementation; and a priority/timeline date for completion. An abbreviation list precedes the tables; the list should be used to interpret the responsible parties involved with implementation of specific recommendations. Since the Village will be implementing the comprehensive plan at the same

time as it is implementing its existing strategic plan, references to the Village's existing strategic plan are included under the related recommendations.

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## ABBREVIATION LIST AND PRIORITY/TIMELINE

### Priority/Timeline

- 1: 1 - 2 Years (2014-2015)
- 2: 3 - 5 Years (2016-2018)
- 3: 5 - 10 Years (2019-2024)
- 4: 10 - 20 Years (2025-2034)
- 5: 20 – 30 Years (2035-2044)
- Ongoing/As Needed

### Abbreviation List

Adm.	Village Administrator
Atty.	Corporate Counsel
BLS	Bethlehem Lutheran School
BOLPRD	Black Otter Lake Protection and Rehabilitation District
CGEC	Civic Group Event Committee
Clerk	Village of Hortonville Clerk
DPW	Department of Public Works
ECWRPC	East Central Wisconsin Regional Planning Commission
EDC	Economic Development Committee
ESA's	Environmentally Sensitive Areas
FC Chamber	Fox Cities Chamber of Commerce
FCCVB	Fox Cities Convention and Visitors Bureau
FCEDC	Fox Cities Economic Development Corporation
FCEDP	Fox Cities Economic Development Partnership
FCRP	Fox Cities Regional Partnership
FW Chamber	Fox West Chamber of Commerce
GOEDC	Greater Outagamie Economic Development Corporation
HA Chamber	Hortonville Area Chamber of Commerce
HASD	Hortonville Area School District
HCFP	Hortonville Community Food Pantry
HFC	Hortonville Forestry Committee
HHS	Hortonville Historical Society
HHFD	Hortonville-Hortonia Fire District
HPC	Historic Preservation Committee
HPD	Hortonville Police Department
HPL	Hortonville Public Library
Mark Comm	Marketing Committee
NewNorth	New North
NEWREP	Northeast Wisconsin Regional Economic Partnership
O Chamber	Oshkosh Chamber of Commerce
OC-ADRC	Outagamie County Aging & Disability Resource Center
OCEM	Outagamie County Emergency Management
OCHD	Outagamie County Highway Department

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OCHA	Outagamie County Housing Authority
OCLC	Outagamie County Land Conservation Department
OCPD	Outagamie County Planning Department
OCSD	Outagamie County Sheriff Department
OCZA	Outagamie County Zoning Administration
P & Z	Planning and Zoning Commission
PFC	Public Facilities Committee
PWC	Public Works Committee
Rec Comm	Recreation Committee
Senior TF	Senior Citizen Taskforce
Trails	Trails Subcommittee
UW-Ex	Outagamie County University of Wisconsin Extension
V. Bd.	Hortonville Village Board
DOA	Wisconsin Department of Administration
WisDOT	Wisconsin Department of Transportation
WisTourism	Wisconsin Department of Tourism
WDNR	Wisconsin Department of Natural Resources
WEDC	Wisconsin Economic Development Corporation



TABLE 3.1: ISSUES AND OPPORTUNITIES

<b>Overall Goal: To preserve and enhance the Village's quality of life including its small town, semi-rural atmosphere, its farms, parks, recreational areas and open spaces, its community events and traditional, pedestrian-scale downtown.</b>					
<b>Goal IO 1: Enhance the quality of life and sense of community within the Village of Hortonville.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
IO 1.1, LU 1.5, ED 2.2, CF 2.1	Recommendation IO 1.1.1: Consider sidewalk improvements, pedestrian and bicycle safety and accessibility to retail, community parks and recreational facilities, community facilities, Black Otter Lake, schools and residential neighborhoods when reviewing new development proposals or upgrading existing infrastructure.	Consider the ability to walk and bike when reviewing development proposals.	P & Z	Rec. Comm., DPW	As Needed
IO 1.1, LU 1.7, ED 2.1, T 1.4	Recommendation IO 1.1.2: Consider creating temporary and permanent public and quasi-public spaces for the community to come together and relax, and recreate.	Identify potential sites, develop protocol for use.	P & Z	CGEC, Village Board	3, As Needed
IO 1.1, ED 2.3	Recommendation IO 1.1.3: Develop new community events. ( <i>Strategic Plan, Celebrate Community, Goal: Create Ongoing Year-Round Events.</i> )	Create list, secure sponsors, obtain approval.	CGEC	Local Businesses, Organizations, Village Board	3, As Needed
IO 1.2	Recommendation IO 1.2.1: Encourage youth participation in local government decisions. ( <i>Strategic Plan, Goal: Increase/Maintain Recreational Equipment and Facilities. Goal: Provide and Cultivate Opportunities for Youth to Identify Their Own Interests.</i> )	Consider appointing a youth member to P & Z, look into initiating Youth in Gov. Day.	Adm.	HASD, P & Z, Village Board, BLS	2, Ongoing
IO 1.2	Recommendation IO 1.2.2: Increase the level of adult participation in local government decisions. ( <i>Strategic Plan, Quality Municipal Services and Facilities, Goal: Create a Plan for Communications and Public Relations.</i> )	Use Village website/Village Voice/kiosk to increase participation.	Adm.	Mark Comm., Dept. Heads	1, Ongoing
IO 1.3, CF 6.2	Recommendation IO 1.3.1: Encourage residents to establish neighborhood organizations.	Id methods to encourage neighborhood groups.	Adm.	HPD	As Needed
IO 1.3	Recommendation IO 1.3.2: Formulize a neighborhood approach to address planning issues in the Village.	Establish policy to utilize a neighborhood approach.	Adm.	Dept. Heads, Village Board, P & Z	2, As Needed

TABLE 3.2: LAND USE

<b>Overall Goal: To create a geographically balanced system of land uses that meets the development needs of the Village and the desires of its residents in terms of location, intensity and density, compatibility with adjacent uses and efficient distribution relative to infrastructure.</b>					
<b>Goal LU 1: Encourage a pattern of community development and growth that preserves and enhances the quality of life for the residents of the Village.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
LU 1.1, LU 1.2, ED 1.5, H 1.4, CF 4.1, CF 5.3, AG 1.1	LU 1.1.1: Increase well-designed development densities and intensities to cost effectively provide public services and facilities.	Enc. infill dev., or dev. adj. to ex. dev.	P & Z	Village Board, Admin., DPW	As Needed
LU 1.2, ED 1.2	LU 1.2.1: Continue to direct new businesses and industries to the Village's business and industrial parks. ( <i>Strategic Plan, Thriving Business Environment, Goal: Encourage Retail, Commercial and Industrial Growth.</i> )	Create marketing materials, post on website(s).	Adm., EDC	P & Z, HA Chamber, Village Board	As Needed
LU 1.2	LU 1.2.2: Direct new industrial development to areas adjacent to the existing Hortonville Business and Industrial Parks as indicated on the future land use map	Consult the future land use map.	Adm., EDC	P & Z, Village Board	As Needed
LU 1.2	LU 1.2.3: Revisit the identified use of Priority Growth Area 5, as needed, to determine if other uses (i.e. residential) are compatible adjacent to/near the existing business/industrial park.	Monitor & revisit other land uses adj. to the bus/ind park.	P & Z	Village Board, Adm., EDC	As Needed
LU 1.2, ED 2.1, CR 1.5	LU 1.2.4: Develop a downtown economic development plan that incorporates the historical significance of the downtown area.	Work with downtown bus.to dev. bus. plan.	EDC	Downtown Businesses, P & Z, HPC, HHS	2
LU 1.2, CF 4.1, CF 5.2	LU 1.2.5: When identifying future or expanding business/industrial sites, consider the environmental conditions and resources of the area.	Consider, use future land use map.	EDC, Adm.	P & Z, DPW	As Needed
LU 1.2, LU 1.6, AG1.1, I.C. 1.5, T 1.3	LU 1.2.6: Work with the towns of Greenville and Hortonville and individual property owners on a long-term, cooperative plan to develop the area between the existing corporate limits and the proposed roundabouts in a logical and cost-effective manner. ( <i>Strategic Plan, Thriving Business Environment, Goal: Create a Retail/Service Business Attraction Plan.</i> )	Form a committee to develop plan. Use to review dev. proposals. Maintain communication.	Adm.	DPW, P & Z, Village Board	1
LU 1.2, LU 1.1, ED 1.5	LU 1.2.7: Direct new commercial/industrial development to areas already served by public infrastructure such as sewer, water, streets, etc. Give second priority to areas adjacent to existing public infrastructure or to areas where infrastructure can be cost-effectively extended.	Enc. infill dev., or dev. adj. to ex. dev.	P & Z	Village Board, Adm., EDC, DPW	As Needed

LU 1.2, H 1.3	LU 1.2.8: Consider creating a new mixed use zoning district to encourage infill development and to permit mixed commercial and residential uses within the same structure.	Dev. zoning ord.	Adm.	EDC, P & Z, Atty.	2
LU 1.3, ED 2.2	LU 1.3.1: Develop and adopt criteria/design standards that future commercial and industrial proposals must meet in order to be approved by the community. ( <i>Strategic Plan, Visually Attractive and Inviting Atmosphere, Goal: Create an Initiative to Beautify the Village.</i> )	Dev. and adopt commercial/ industrial design standards.	EDC	Adm., Atty., Village Board, P & Z	2
LU 1.3	LU 1.3.2: The Planning & Zoning Commission should work toward developing more detailed "Neighborhood Development Plans" for identified growth areas which employ the following concepts, where practical: major streets and connections; utility extensions, corridors and routes; parks, parkways and trailways; and natural stormwater management, groundwater recharge & habitat corridor/restoration opportunities.	Phase in the development of neighborhood plans.	P & Z	Adm., Village Board & Staff, Identified Village neighborhoods	Ongoing
LU 1.3	LU 1.3.3: The Planning & Zoning Commission should examine potential tools and regulations that would give a more aesthetically pleasing and cohesive design for the two "Community Gateway Improvement Zones" over time.	Explore opp. To dev. the 2 Community Gateway Improvement Zones	P & Z	Adm., Village Board, local civic groups	Ongoing
LU 1.4, LU 1.1, H 1.1, H 1.4, CF 4.1	LU 1.4.1: Identify areas within the Village and the planning area for residential development, including multi-family and senior housing. Areas identified for res. growth on the future land use map include Priority Residential Growth Area.	Id future areas, if poss. cons. Areas adj. to ex. dev.	P & Z	Village Board, Adm., DPW	1
LU 1.4 , H 1.4	LU 1.4.2: When reviewing development proposals, consider the relationship between housing and other land uses and the impacts to Black Otter Lake.	Consider relationships to other land uses.	P & Z	Adm., DPW. EDC, Village Board	As Needed
LU 1.4, LU 1.1, CF 4.1, AG 1.1	LU 1.4.3: New subdivision development should be encouraged within the existing Village limits and/or as an extension of existing development to cost-effectively provide public infrastructure and services.	Consider when reviewing dev. proposals.	P & Z	Adm., DPW, Village Board	As Needed
LU 1.5, IO 1.1, ED 2.1, T 2.1, CF 2.1, T 1.3	LU 1.5.1: Enhance the ability to walk and bike to major and minor destinations within the Village. ( <i>Strategic Plan, Diverse Recreational Facilities, Goal: Connect and Expand Multi-Purpose Trail Corridors.</i> )	Dev. walking and biking infrastructure through CIP.	DPW	Adm., P & Z, Village Board, Rec Comm.	Ongoing
LU 1.5, ED 2.1, T 1.5	LU 1.5.2: Add way-finding signage to direct visitors to key community services and amenities. ( <i>Strategic Plan, Visually Attractive and Inviting Atmosphere, Goal: Develop and Implement Parks Plan, Goal: Increase Creative Signage/Improve Commercial Signage.</i> )	Dev., signage, budget, install.	DPW	Adm., Village Board	1

LU 1.5, T 1.1, T 2.1	LU 1.5.3: Address safety and congestion concerns at various locations around the Village.	Contact partners. Address some issues during Main St. reconstruction.	DPW	HASD, HPD, OCHD, WisDOT, ECWRPC	1
LU 1.5, T 1.3, IC 1.1, ED 2.1	LU 1.5.4: Ensure that Village needs and desires are incorporated into the redesign of Main Street and the Hortonville Bypass.	Continue to actively work with others.	DPW	Adm., Village Board, HPD, WisDOT, ECWRPC, OCHD	1
LU 1.5, T 1.5	LU 1.5.5: Develop and adopt street design standards	Form comm. to dev. and adopt standards.	DPW	Consultant, Village Board, Adm.	2
LU 1.5, T 1.5	LU 1.5.6: Update the Village's Official Map. The Village's current map does not include the Wis 15 Bypass or impacts this new road may have on the existing and future road network. Once updated, the Official Map should be adopted by the Village Board. This map should be reviewed annually and updated as necessary.	Update and adopt Official Map. Review annually and update as needed.	Adm.	DPW, P & Z, Village Board	2, As Needed
LU 1.5, CF 1.1	LU 1.5.7: Ensure that new governmental facilities are centrally located and accessible for pedestrian, as well as vehicular traffic.	Consider pedestrian and vehicle access when planning new facilities.	P & Z	Village Board, Adm., Dept. Heads	As Needed
LU 1.5	LU 1.5.8: When reviewing development proposals, land use or zoning changes near or adjacent to the existing Outagamie County garage, consider the County's desire to remain at this location and to expand its existing facility.	Consider the Counties desires when reviewing changes in the vicinity of the County garage.	P & Z	Village Board	As Needed
LU 1.6, LU 1.2, IC 1.5	LU 1.6.1: Hold an annual meeting with neighboring towns and Outagamie County to share information and discuss items of mutual concern.	Initiate and contact others to share inform.	Adm.	Out. Co. Depts., Adj. Towns, Dept. Heads	1, Annually
LU 1.6, LU 1.2, AG 1.1, CF 1.1	LU 1.6.2: Establish a method of open communication with others regarding new development proposals.	Contact and establish protocol.	Adm.	Out. Co., Adj. Towns	1
LU 1.6, LU 1.2, IC 1.6, CF 1.1	LU 1.6.3: Establish extraterritorial plat review to ensure that new development proposals are consistent with the Village's comprehensive plan.	Establish procedure, if necessary rescind waiver.	Adm.	P & Z, Village Board, Atty.	2
LU 1.7, IO 1.1, ED 2.1, CF 2.1	LU 1.7.1: Consider identifying locations for future parks, open space and public facilities.	Id and develop facilities.	P & Z	DPW, Adm., Village Board, Rec. Comm.	1, Ongoing
LU 1.7, CF 2.1	LU 1.7.2: Maintain and regularly update the Outdoor Recreation, Open Space, and Urban Forestry Plan. ( <i>Strategic Plan, Diverse Recreational Facilities, Goal: Need Long-Term Recreation Plan and Budget.</i> )	Update plan every 5 yrs.	DPW	Rec. Comm., P & Z, Village Board, Adm.	Ongoing
LU 1.8	LU 1.8.1: When updating the existing zoning ordinance, ensure that it is consistent with the comprehensive plan.	Ensure consistency.	Adm.	P & Z, Atty., Village Board, Dept. Heads	As Needed

**TABLE 3.3: ECONOMIC DEVELOPMENT**

<b>Overall Goal: To provide recommendations and incentives, including aesthetic controls and infill development, for the long-term economic vitality of downtown Hortonville and other commercial and industrial areas with the Village.</b>					
<b>Goal ED 1: Provide and support a range of economic development activities that encourages retail, commercial and industrial growth.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
ED 1.1, IC 1.1	ED 1.1.1. Participate in monthly meetings of the Fox Cities Economic Development Partnership.	Attend monthly meetings.	Adm.	FCEDP	Ongoing
ED 1.1, IC 1.1	ED 1.1.2: Participate in meetings of the Greater Outagamie County Economic Development Corporation.	Attend monthly meetings.	Adm.	GOEDC	Ongoing
ED 1.1, IC 1.1	ED 1.1.3: Contact and work with the Fox Cities Regional Partnership within the Fox Cities Chamber of Commerce to promote available commercial properties on the partnership website and become aware of site selector's regional requests for proposals.	Promote avail properties on websites. Consider partnership membership.	Adm.	FC Chamber	Ongoing
ED 1.1	ED 1.1.4: Seek federal, state and county economic development grants.	Work with others to secure grants.	Adm.	FCEDP, GOEDC, ECWRPC	Ongoing
ED 1.1	ED 1.1.5: Actively participate in the Fox West Chamber of Commerce.	Maintain membership, work with Chamber.	EDC	FW Chamber	Ongoing
ED 1.1	ED 1.1.6: Staff or contract for a dedicated economic development position for recruitment and retention activities.	Secure ED coordinator.	Village Board	Adm., EDC	2
ED 1.1	ED 1.1.7: Encourage entrepreneurs to submit business plans to the Northeast Wisconsin Regional Economic Partnership (NEWREP) Business Plan Competition as well as the Governor's Business Plan Competition.	When approached enc. entrep. to work with NEWREP.	EDC, Adm.	NEWREP, FW Chamber, HA Chamber	As Needed
ED 1.2, ED 1.3	ED 1.2.1: Continue to promote available lots on the Village website.	Promote lots on website.	Clerk	Adm., Area Landowners	Ongoing
ED 1.2	ED 1.2.2: Review design standards for commercial and industrial development to ensure screening between neighboring residential properties.	Review and revise if necessary.	Adm.	EDC	2
ED 1.2, ED 1.3	ED 1.2.3: Use Locate in Wisconsin (www.locateinwisconsin.com) to promote available buildings, sites and properties that will sync and be promoted on the following economic development organizations' websites: Wisconsin Economic Development Corporation, New North, Inc. and the Fox Cities Regional Partnership.	Post available properties on website.	Adm.	WEDC, New North, FCRP	1, Ongoing

ED 1.3	ED 1.3.1: Promote the former canning factory on South Lincoln Street for economic revitalization.	Id under-utilized sites and promote for redevelop.	Adm.	EDC, Village Board	Ongoing
ED 1.3, ED 1.2	ED 1.3.2: Post available redevelopment sites on the Village website as well as Locate in Wisconsin.	Promote sites on websites	Adm., Clerk	WEDC, NewNorth, FCRP	Ongoing
ED 1.3	ED 1.3.3: Promote Outagamie County's Interactive GIS Website to view and search property/tax information, floodplain, PLSS, historic air photos, and foreclosure information.	Promote as needed.	EDC	Outagamie County	As Needed
ED 1.4	ED 1.4.1: Work cooperatively with neighboring jurisdictions to delineate future municipal boundaries.	Contact adj. towns, consider boundary agreements.	Adm.	P & Z, Village Board, Atty.	2
ED 1.5, LU 1.1, LU 1.2, CF 4.1, CF 5.3, AG 1.1	ED 1.5.1: Direct development to areas already served by public infrastructure and services (sewer, water, streets, emergency services). Give second priority to areas adjacent to public services.	Enc. infill dev., or dev. adj. to ex. dev.	P & Z	Village Board, Adm., EDC, DPW	As Needed
ED 1.6	ED 1.6.1: Create a retention program to encourage existing businesses to remain in Hortonville or expand operations.	Create program.	EDC	Adm., HA Chamber, UW-Ex	1
ED 1.6	ED 1.6.2: Use the Fox Cities Regional Partnership's Incentive Database for federal, state, county and local incentives; develop local incentives for business expansion and building improvements.	Id list of incentives and utilize.	EDC	FCRP, Adm.	1, Ongoing
ED 1.6	ED 1.6.3: Conduct and annually track business retention visits, set goals to increase meeting frequency, and follow up with businesses and family farms. <i>(Strategic Plan, Thriving Business Environment, Goal: Create a Retail/Service Business Attraction Plan.)</i>	Contact ex. bus and dev. survey.	EDC	HA Chamber, UW-Ex	1, Ongoing
ED 1.6	ED 1.6.4: Survey businesses to determine what they are interested in learning or receiving assistance with, and provide information through e-newsletters based on survey results. <i>(Strategic Plan, Thriving Business Environment, Goal: Create a Retail/Service Business Attraction Plan.)</i>	Dev. survey, e-newsletter.	EDC	HA Chamber, UW-Ex	1, Ongoing
ED 1.6	ED 1.6.5: Use the Village newsletter to feature local businesses and promote a positive, growth-oriented image.	Work with local bus., HA Chamber to promote local bus.	EDC	Adm., HA Chamber	1, Ongoing
ED 1.6, AG 2.2, ED 1.7	ED 1.6.6: Support a "buy local" philosophy and promote the annually updated <i>Farm Fresh Atlas of Eastern Wisconsin</i> . <i>(Strategic Plan, Thriving Business Environment, Goal: Encourage Retail Commercial and Industrial Growth.)</i>	Enc. HASD, others to buy local. Use Village newsletter, website. Provide link to <i>Farm Fresh Atlas</i> .	Adm., Clerk	HA Chamber, HASD	2, Ongoing

ED 1.6	ED 1.6.7: Encourage businesses to add or expand their exports. Use the Global New North web based clearinghouse to find information and resources on exporting in the New North Region. <i>(Strategic Plan, Thriving Business Environment, Goal: Create a Retail/Service Business Attraction Plan.)</i>	Provide info to local bus.	Adm. EDC	NewNorth, ECWRPC	As Needed
ED 1.7	ED 1.7.1: Utilize the UW-Extension Outagamie County office to provide a detailed market analysis highlighting retail opportunities within the Village.	Contact UW-Ex	Adm.	UW-Ex	2
ED 1.7	ED 1.7.2: Align the Village's assets and needs with recent regional economic studies including the <i>Ignite Fox Cities Garner Report</i> and Oshkosh Area Industry Cluster Analysis.	Id needs and align to Village assets.	EDC	FCRP, FC Chamber, O Chamber	2, Ongoing
ED 1.7	ED 1.7.3: Use the Fox Cities Regional Partnership's Incentive Database for federal, state, county and local incentives and work with potential business owners to create a local incentive program. <i>(Strategic Plan, Thriving Business Environment, Goal: Encourage Retail, Commercial and Industrial Growth.)</i>	Id list of incentives and utilize.	EDC	FCRP, Adm., Bus. Owners	1, Ongoing
ED 1.7, ED 1.6, AG 2.1, AG 1.2	ED 1.7.4: Support the local agricultural and resource-dependent economies and strong manufacturing base.	Dev. and provide incentives, regulatory flexibility. Encourage food providers to use local foods.	EDC	Adm., Grocers, Restaurants, HASD, BLS, Local Farmers, HA Chamber.	2, Ongoing
ED 1.7	ED 1.7.5: When created, utilize the regional revolving loan fund called East Central Regional Revolving Loan Fund (ECRRLF) to provide effective financing options for businesses and projects.	Include the ECRRLR in econ. dev. tool box.	EDC	Adm., ECWRPC, HA Chamber	1, As Needed
ED 1.7	ED 1.7.6: Provide incentives for small to medium sized businesses who locate in Hortonville. <i>(Strategic Plan, Thriving Business Environment, Goal: Encourage Retail, Commercial and Industrial Growth.)</i>	Id list of incentives and utilize.	EDC	FCRP, Adm., Bus. Owners	1, Ongoing
ED 1.7	ED 1.7.7: Encourage businesses to utilize the Outagamie County Prosperity Fund to assist with start-ups or expansions.		EDC	Adm. OCPD	As Needed
<b>Goal ED 2: Build community and neighborhood identity.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/ Timeline
			Primary	Partner	
ED 2.1, IO 1.1, LU 1.7	ED 2.1.1: Use the concept of "Placemaking" (i.e. new Village Square, etc.) to enrich the downtown business district.	Solicit input from residents to design amenities for the downtown.	Adm.	Consultant, Residents, Dept. Heads	2, As Needed

ED 2.1, IO 1.1, LU 1.7, T 1.4	ED 2.1.2: Utilize empty parking lots or block off Main Street to create temporary public spaces with events such as local farmers markets, run/walk road races, sidewalk sales and art-walk events, music or other community gatherings.	Id facilities w/in the community that could be used for events.	CGEC	Adm., Dept. Heads, Bus., Non-profits, Civic Groups, etc.	As Needed
ED 2.1, CR 1.5	ED 2.1.3: Adopt historical preservation design standards to enhance the historic character of the downtown and provide uniformity. ( <i>Strategic Plan, Thriving Business Environment, Goal: Encourage Retail, Commercial and Industrial Growth; Visually Attractive and Inviting Atmosphere, Goal: Create an Initiative to Beautify the Village.</i> )	Form a committee, dev. and adopt standards.	Adm.	HHS, HPC, Atty., Village Board, HA Chamber	1
ED 2.1, CR 1.5	ED 2.1.4: Provide incentives for building façade restoration.	Work with bus. owners to improve façades.	Village Board	HA Chamber, Beautification Committee	1,Ongoing
ED 2.1	ED 2.1.5: Apply for WEDC's Connect Communities, which is a year-long program that provides technical assistance and networking opportunities for downtown revitalization efforts as well as access to additional financial and technical assistance programs. ( <i>Strategic Plan, Goal: Create Ongoing Year-Round Events.</i> )	Apply for WEDC's Connect Communities program.	Village Board	Downtown Bus., HA Chamber, WEDC	2
ED 2.1	ED 2.1.6: After participating in WEDC's Connect Communities, apply to participate in the five year Wisconsin Main Street Program that teaches communities to create and professionally manage a downtown or historic commercial district that is stable, physically attractive, competitive and visible. ( <i>Strategic Plan, Thriving Business Environment. Goal: Encourage Retail, Commercial and Industrial Growth.</i> )	Apply to Main Street Program.	Village Board	WEDC, Downtown Bus., HA Chamber	2
ED 2.1, LU 1.5, T 1.5	ED 2.1.7: Define the downtown area through the use of way-finding signs. ( <i>Strategic Plan, Thriving Business Environment, Goal: Define Downtown Area; Visually Attractive and Inviting Atmosphere, Goal: Increase Creative Signage/Improve Commercial Signage.</i> )	Dev., signage, budget, install.	DPW	Adm., Village Board	1
ED 2.1, LU 1.2	ED 2.1.8: Maintain existing businesses and attract new complementary businesses to the downtown and Village proper.	Work with downtown bus.to dev. bus. plan and encourage retention.	EDC	Downtown Businesses, P & Z, HPC, HHS, Adm., HA Chamber, UW-Ex	2
ED 2.1, ED 1.3	ED 2.1.9: Encourage the reuse and redevelopment of vacant/underutilized buildings in the downtown area. ( <i>Strategic Plan, Thriving Business Environment, Goal: Encourage Retail, Commercial and Industrial Growth.</i> )	Promote sites on websites.	Adm., Clerk	WEDC, NewNorth, FCRP	As Needed



ED 2.1, T 1.1, T 1.3	ED 2.1.10: Enhance parking opportunities by implementing the recommendations identified in a parking study that is being developed by East Central Wisconsin RPC in 2013 - 2014.	Use the CIP to implement recomm. from parking study.	Village Board	DPW	2
ED 2.1, LU 1.5, IO 1.1, T 1.3, T 2.1	ED 2.1.11: Enhance pedestrian and bicycling facilities in the downtown area. <i>(Strategic Plan, Visually Attractive and Inviting Atmosphere, Goal: Make Downtown Pedestrian and Bicycle Friendly.)</i>	Use the CIP and redesign of Main Street to implement.	Village Board	WisDOT, EDC, Beautification Committee, OCHD, EWRPC, DPW	2
ED 2.1, T 1.3, LU 1.5	ED 2.1.12: Enhance the downtown area by adding amenities such as curb bump outs, decorative pavement, rotating banners, trees and other vegetation. <i>(Strategic Plan, Thriving Business Environment, Goal: Define Downtown Area.)</i>	Use the CIP and redesign of Main Street to implement.	Village Board	WisDOT, EDC, Beautification Committee, OCHD, ECWRPC, DPW	2
ED 2.1, LU 1.2, CR 1.5	ED 2.1.13: Develop a Main Street Business Plan. <i>(Strategic Plan, Thriving Business Environment, Goal: Create a Retail/Service Business Attraction Plan.)</i>	Work with downtown bus.to dev. bus. plan.	EDC	Downtown Businesses, P & Z, HPC, HHS	2
ED 2.1, LU 1.3	ED 2.2.1: Develop and adopt design standards for all commercial and industrial development within the Village. <i>(Strategic Plan, Visually Attractive and Inviting Atmosphere, Goal: Create and Initiative to Beautify the Village.)</i>	Dev. and adopt commercial/ industrial design standards.	EDC	Adm., Atty., Village Board, P & Z	2
ED 2.2, LU 1.3, LU 1.4	ED 2.2.2: New business development should be compatible with the character of surrounding development and the overall character and scale of the Village.	Consider relationships to other land uses and overall character of the Village /neighborhood.	P & Z	Adm., DPW, EDC, Village Board	As Needed
ED 2.2, LU 1.3	ED 2.2.3: Use the adopted standards to review proposed developments for quality of construction and architectural design in order to better establish neighborhood/village identity.	Use adopted standards when reviewing proposed developments.	P & Z	Adm., DPW, EDC, Village Board	As Needed
ED 2.2, IC 1.3	ED 2.2.4: Better identify (signage) existing neighborhoods and develop programs that provide methods for future communication, input, collaboration and meeting the needs of residents.	Form a committee to develop a communication plan.	P & Z	Adm., Village Board	2
ED 2.2, IC 1.1	ED 2.2.5: Encourage developers to incorporate common open space and pedestrian trails in the design and development of business and light industrial parks to increase amenities and attract higher quality business partners.	Work with developers, incorporate open space/ ped. trails in future parks.	P & Z	Adm., Village Board, EDC, Rec. Comm.	As Needed
ED 2.2	ED 2.2.6: Encourage businesses that support and are compatible with residential land uses.	Support home-based bus. that are compatible w/ res. uses.	P & Z	Adm., Village Board, EDC	As Needed

ED 2.3	ED 2.3.1: List local events, dining opportunities, and things to do on the Wisconsin Department of Tourism website at <a href="http://www.travelwisconsin.com/events">http://www.travelwisconsin.com/events</a> . <i>(Strategic Plan, Thriving Business Environment, Goal: Define Downtown Area.)</i>	Periodically list local events, etc. on Dept. of Tourism website.	CGEC, Marketing Director, Adm.	HA Chamber, WisTourism	As Needed
ED 2.3	ED 2.3.2: List local events, dining opportunities and things to do on the Fox Cities Convention and Visitor Bureau's website at <a href="http://www.foxcities.org">http://www.foxcities.org</a> . <i>(Strategic Plan, Thriving Business Environment, Goal: Define Downtown Area.; Events that Celebrate Community, Goal: Identify and Enhance Existing Events.)</i>	Work with FCCVB to list local events, etc.	Utility Clerk, Marketing Director	FCCVB, HA Chamber, Adm.	As Needed
ED 2.3	ED 2.3.3: The Village should provide an area for a monthly flea market. <i>(Strategic Plan, Events that Celebrate Community, Goal: Create Ongoing Year-Round Events.)</i>	Establish location and hold monthly.	CGEC	HA Chamber	2, Ongoing

**TABLE 3.4: HOUSING**

<b>Overall Goal: Encourage a balance of different forms of high quality well-maintained housing at appropriate densities, locations and price ranges to meet the needs of a variety of ages and household types.</b>					
<b>Goal H I: Maintain an adequate housing supply that will meet the needs of current and future residents and promote a range of housing choices for anticipated income levels, age groups and special housing needs.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
H 1.1, LU 1.4	H 1.1.1: When siting a senior housing project, consider access to community services and amenities.	Consider access to community services and amenities.	P & Z	Village Board, Adm., DPW, Dept. Heads	As Needed
H 1.1	H 1.1.2: Consider developing a senior housing project in the Village.	Id. a location for senior housing. Work with others to dev.	Seniors TF	P & Z Developers, Village Board	As Needed
H 1.1, IC 1.2	H 1.1.3: Investigate programs and grant opportunities at the state and county level to support the development of housing appropriate to the needs of a greater variety of household types, especially headed by senior citizens.	If needed, investigate and compile a list of programs/grants.	Seniors TF	Village Board	As Needed
H 1.2	H 1.2.1: Develop and promote a resource guide for aging and disabled residents.	Work with ADRC. Have guide available to residents.	Seniors TF	ADRC	1, Ongoing
H 1.2, CF 1.1, H 2.1	H 1.2.2: Work with the local civic groups and the Hortonville Area School District to provide assistance to residents for outside maintenance, handicap ramps, etc.	Contact and work with others to provide assistance to residents.	Seniors TF	HASD, Local Civic Groups, CGEC, Youth Groups	Ongoing
H 1.3	H 1.3.1: Promote the conversion of underutilized facilities for residential uses, if feasible.	Id potential sites for redevelopment and promote.	Adm.	Village Board, P & Z	1, As Needed
H 1.3	H 1.3.2: Seek sponsors and funds to support the development of rental and owner occupied homes affordable to households with incomes between 60% and 80% of the local median household income.	Work with others to support the dev. of affordable housing.	Adm.	P & Z	Ongoing
H 1.3	H 1.3.3: Encourage the design and siting of new affordable housing that fits into existing neighborhoods.	Review zoning ordinance. Revise as nec.	P & Z	Village Board	Ongoing

H 1.3	H 1.3.4: Maintain the ability to build varied types and sizes of housing. A balanced mix of well-designed housing types (owner and renter occupied), various sizes and prices for all income levels can enhance the character, viability and fulfill the housing needs of the Village.	Review zoning ordinance. Revise as nec.	P & Z	Village Board	Ongoing
H 1.3, LU 1.2	H 1.3.5: Consider mixed use zoning that will allow the incorporation of residential and commercial uses, where appropriate.	Dev. zoning ord.	Adm.	EDC, P & Z, Atty.	2
H 1.4, IC 1.1	H 1.4.1: Work with the Hortonville Area School District to establish a construction training program between the high school and local construction companies.	Contact HASD and local bus. to determine interest.	Adm.	HASD, EDC, HA Chamber, Village Board, P & Z	3
H 1.5, LU 1.1, LU 1.4, CF 4.1	H 1.5.1: Direct new residential development to areas already served by or adjacent to existing infrastructure.	When reviewing dev. proposals, consider areas already served by ex. infrast.	P & Z	Village Board	As Needed
H 1.5, LU 1.1, CF 5.3	H 1.5.2: Promote infill development or conversion of existing units.	Id potential properties, enc.	P & Z	Village Board, Admin.	As Needed
H 1.5, LU 1.1	H 1.5.3: Review and amend the current zoning regulations to accommodate increased densities.	Review and amend zoning ord., if nec.	P & Z	Village Board, Atty.	2
H 1.6, LU 1.4, AG 1.1	H 1.6.1: Review all new housing proposals taking into consideration their special relationship with other land uses such that decisions will be made in the best interest of the Village as a whole.	Consider when reviewing dev. proposals.	P & Z	Village Board	As Needed

**Goal H 2: Encourage preservation and rehabilitation activities to preserve the integrity of the existing housing stock and the cultural identity and history of the area.**

Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
H 2.1, H 1.2, CF 1.1	H 2.1.1: Encourage community/housing improvement activities to reduce the incidence of poorly maintained owner and renter occupied housing.	Contact and work with others to provide assistance. Consider initiating a community-wide annual event.	Adm., CGEC	HASD, Local Civic Groups, Senior TF	Ongoing
H 2.1, H 1.2, CF 1.1	H 2.1.2: Encourage individuals and local groups, such as churches and civil civic organizations, to aid elderly residents with home maintenance issues.	Contact and work with others to provide assistance to residents.	Seniors TF	HASD, local Civic Groups, CGEC, Youth Groups	Ongoing
H 2.1	H 2.1.3: Review/revise existing nuisance/junk ordinances to address parking of vehicles on residential lawns. Current zoning ordinance addresses junk cars but not licensed vehicles.	Review/ revise ex. ord. to address licensed vehicles parking on grass.	P & Z	Adm., Atty., Village Board, Bldg. Inspector	1

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H 2.1	H 2.1.4: Develop neighborhood groups or programs to address maintenance issues. Programs could include a “tool sharing” program or a program to share maintenance expertise.	Consider adopting a tool sharing program. Enc. neighborhood group formation.	Adm.	Local Civic Groups, Engaged Residents	3
H 2.2	H 2.2.1: Encourage eligible home owners to seek federal and state tax credits that can be used for preservation and renovation activities.	Provide information on Village website.	Clerk	HHS, HPC	1
H 2.2	H 2.2.2: Develop an inventory of historically and architecturally significant homes in the Village.	Seek funding. Dev. inventory.	HHS	Adm., HPC	3

TABLE 3.5: TRANSPORTATION

<b>Overall Goal: Encourage the development of a balanced vehicular and pedestrian transportation system, including public transportation, throughout the Village and surrounding area based on an orderly hierarchy of local, county and state roads and a series of bicycle and pedestrian trails linking residential neighborhoods, commercial areas, institutional uses and park and recreational areas.</b>					
<b>Goal T 1: The Village of Hortonville should ensure that its local transportation system is well maintained and safe for its residents and operates as an efficient system.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
T 1.1, LU 1.5, T. 2.1	T 1.1.1: Work with WisDOT, East Central Wisconsin RPC, Outagamie County and the Hortonville Area School District to address safety and congestion concerns.	Contact partners address some issues during Main St. reconstruction	DPW	WisDOT, ECWRPC, HASD, HPD, OCHD	1
T 1.1, LU 1.5	T 1.1.2: Work with WisDOT, East Central Wisconsin RPC and Outagamie County to address access control, vision corners and other long-term planning needs on state and county highways.	Contact & work with partners to address concerns.	DPW	WisDOT, ECWRPC, HASD, HPD, OCHD	1, Ongoing
T 1.1, T 1.3, ED 2.1	T 1.1.3: Address parking concerns in the downtown business district, at high use restaurants and at the Otter Miller Athletic Field. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Increase/Maintain Recreational Equipment and Facilities. Quality Municipal Services and Facilities, Goal: Provide or Improve Municipal Buildings and Parking.)</i>	Use CIP to implement <i>recomm.</i> from parking study. Form committee to address other parking issues.	Village Board, DPW	Adm.	2, Ongoing
T 1.2	T 1.2.1: Continue to conduct a PASER evaluation of the existing road network.	Continue to use PASER to prioritize needs.	DPW	Adm.	Ongoing
T 1.2	T 1.2.2: Identify road reconstruction and maintenance activities based on the PASER evaluation and incorporate these improvements in the Village's Capital Improvement Plan (CIP). <i>(Strategic Plan, Quality Municipal Services and Facilities, Goal: Maintain Infrastructure for Growth.)</i>	Utilize CIP to address road needs.	DPW	Village Board	Ongoing
T 1.2, LU 1.5	T 1.2.3: Continue to use capital improvement programming to establish appropriate funding levels for road projects.	Utilize CIP to address road needs.	DPW	Village Board	Ongoing
T 1.3, T 2.1, LU 1.5, ED 2.1, IC 1.1	T 1.3.1: Continue to work with WisDOT, East Central RPC and Outagamie County on the redesign of Main Street.	Continue to actively work with others.	DPW	Adm., Village Board, HPD, WisDOT, ECWRPC, OCHD, HASD	1
T 1.3, T 1.1, ED 2.1	T 1.3.2: Incorporate recommendations from the ongoing parking analysis of the downtown business district that is being developed by East Central Wisconsin RPC. <i>(Strategic Plan, Quality Municipal Services and Facilities, Goal: Provide or Improve Municipal Buildings and Parking.)</i>	Use CIP to implement <i>recomm.</i> from parking study.	Village Board	DPW	2

T 1.3, T 2.1, LU 1.5, ED 2.1, T 2.1	T 1.3.3: Incorporate recommendations from the <i>Village of Hortonville's Trail Planning and Connections Report</i> , dated September 6, 2013 that was prepared by East Central Wisconsin RPC. ( <i>Strategic Plan, Diverse Recreational Facilities, Goal: Connect and Expand Multi-Purpose Trail Corridors.</i> )	Dev. walking and biking infrastructure through CIP.	DPW	Adm., Village Board, P & Z, Rec. Comm.	Ongoing
T 1.3, LU 1.5, IC 1.1	T 1.3.4: Encourage WisDOT to accommodate bicycle and pedestrian amenities into overpass structures for the Wis. 15 Bypass.	Work with others to accommodate future walking/biking amenities.	DPW	Adm., WisDOT, OCHD, Rec. Comm.	1
T 1.3	T-1.3.5: The Village should work with WisDOT immediately to identify a potential (future) bicycle and pedestrian facility crossing (bridge or tunnel) of the new Wis 15 corridor approximately half-way between the eastern roundabout and the Nash Street overpass.	Contact & work with WisDOT to locate a future bike/ped. accessway.	P & Z	Adm., Village Board, OCHD, WisDOT	1
T 1.3	T 1.3.6: When weighing the pros and cons, the Village should strongly consider a jurisdictional transfer of CTH TT, between CTH T and CTH M, from the county to the Village in order to facilitate the eventual transfer of Wis 15 to the county.	Continue to take a proactive approach with OCHD on jurisdictional transfers.	Adm.	P & Z, Village Board, OCHD	1
T 1.3	T 1.3.7: The Village should work with Outagamie County to ensure that appropriate design features, including bicycle and pedestrian accommodations are integrated into the eventual re-construction of the existing Wis 15 corridor, once the jurisdictional transfer is completed.	Continue to work proactively with OCHD on the redesign & construction of Main Street.	Adm.	P & Z, Village Board, OCHD	1
T 1.3, LU 1.5, IC 1.2	T 1.3.8: Encourage WisDOT to consider developing a Park and Ride facility near the east proposed roundabout.	Contact WisDOT to discuss. Incorp. During design of east roundabout.	DPW	OCHD, WisDOT, Adm., ECWRPC, Towns of Dale and Greenville	1
T 1.3, IC 1.2	T 1.3.9: Monitor WisDOT excess right-of-way disposal process for opportunities to site a Park and Ride facility near the eastern roundabout.	Maintain contact with WisDOT & indicate desires.	DPW	WisDOT	1, 2,3
T 1.3, LU 1.2, LU 1.6	T 1.3.10: Continue to work with WisDOT, Outagamie County, East Central Wisconsin RPC and the towns of Ellington, Hortonville and Greenville to ensure that transportation and land use near the east and west roundabouts are consistent with the Village's short and long range plans. ( <i>Strategic Plan, Thriving Business Environment, Goal: Create a Retail/Service Business Attraction Plan.</i> )	Continue to work with others.	DPW	WisDOT, OCHD, ECWRPC, Adm., Towns of Dale and Greenville	1, Ongoing
T 1.3	T 1.3.11: Ensure that a traffic study is completed before traffic signals are removed from Main Street.	Contact and work with WisDOT and others.	DPW	WisDOT, OCHD, ECWRPC	1

T 1.4, IC 1.2	T 1.4.1: Maintain contact with the Outagamie County Highway Department, WisDOT, East Central Wisconsin RPC, and the surrounding towns to ensure coordination on regional and statewide transportation issues that may affect the Village.	Continue to meet annually w/ OCHD. Set up annual meetings with others.	DPW	Adm., WisDOT, OCHD, ECWRPC, Adj. Towns	Ongoing
T 1.4, IO 1.1, ED 2.1	T 1.4.2: Once the jurisdictional transfer of Main Street is complete, work with Outagamie County Highway Department to coordinate street closures for public events, since permits will be required.	Work with OCHD on Main Street closures.	CGEC	OCHD, DPW, Adm.	As Needed
T 1.5	T 1.5.1: Review and revise the road classification system, as needed, so that the most important roads are eligible for federal funding.	Work with WisDOT to review road classification system, as needed.	DPW	WisDOT, OCHD, ECWRPC	As Needed
T 1.5, LU 1.5	T 1.5.2: Develop and adopt minimum standards for street construction.	Form comm. to dev and adopt standards.	DPW	Consultant, P & Z, Village Board, Adm.	2
T 1.5, LU 1.5, ED 2.1	T 1.5.3: Add directional signage to key village destinations to improve way-finding. <i>(Strategic Plan, Visually Attractive and Inviting Atmosphere, Goal: Develop and Implement Parks Plan. Goal: Increase Creative Signage/Improve Commercial Signage.)</i>	Dev, signage, budget, install.	DPW	Adm., Village Board	1
T 1.5, LU 1.5	T 1.5.4: Continue to update the official map to reflect ongoing changes and improvements in the Village's transportation system and changes in the transportation systems of adjacent municipalities, Outagamie County, the rail system and the region that directly impact the Village.	Update and adopt Official Map. Review annually and update as needed.	Adm.	DPW, P & Z, Village Board	2, Annually, As Needed
T 1.5	T 1.5.5: Adopt a "Complete Streets" policy and process to better guide infrastructure decisions.	Form a comm. or use an ex. comm. to dev. policy.	DPW	P & Z, Village Board, Adm.	3
T 1.5, CF 1.1, IC 1.5	T 1.6.1: Continue to work with neighboring communities to share the maintenance of common roads.	Continue to work with others to share costs.	DPW	Adj. Communities, Adm., Village Board	Ongoing
<b>Goal T 2: Provide, support and maintain a wide range of transportation alternatives for residents and visitors.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
T 2.1, LU 1.5, T 1.3, CF 2.1	T 2.1.1: Provide sidewalks along streets to major destinations such as schools, the downtown, parks and the Wiouwash Trail. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Connect and Expand Multi-Purpose Trail Corridors.)</i>	Dev. walking and biking infrastructure through CIP.	DPW	Adm., P & Z, Village Board, Rec. Comm.	Ongoing



T 2.1, T 1.5, LU 1.5	T 2.1.2: Encourage bicycle transportation and bicycle friendly road construction.	Consider incorporating when constructing new or renovating ex. roads.	DPW	Village Board, P & Z	As Needed
T 2.1	T 2.1.3: Pursue funding and grants for adding bicycle lanes and pedestrian infrastructure, sidewalks and pedestrian crossing when building/constructing roads.	Pursue funding and grants to pay for infrastructure to support biking and walking.	DPW	Village Board, Rec Comm.	As Needed
T 2.1, LU 1.5	T 2.1.4: Encourage the Hortonville Area School District to adopt a Safe Route to School (SRTS) Plan and to implement the recommendations.	Encourage adoption of SRTS plan and work with HASD to implement.	Adm.	HASD, DPW, OCHD, WisDOT	2, Ongoing
T 2.1, T 1.3, LU 1.5, ED 2.1	T 2.1.5: Incorporate recommendations from the <i>Village of Hortonville's Trail Planning &amp; Connections Report</i> , dated September 6, 2013 that was prepared by East Central Wisconsin RPC. ( <i>Strategic Plan, Diverse Recreational Facilities, Goal: Increase/Maintain Recreational Equipment and Facilities.</i> )	Dev. walking and biking infrastructure through CIP.	DPW	Adm., P & Z, Village Board, Rec. Comm.	Ongoing
T 2.1, CF 2.1	T 2.1.6: In the future, consider working with others to develop a bike and pedestrian plan that looks at regional trail connections.	Contact OCPD to express interest and work w/ them to dev. and implement.	Rec. Comm.	DPW, Village Board, P & Z	2, As Needed
T 2.1, LU 1.5	T 2.1.7: Develop and adopt a sidewalk policy.	Dev. and adopt policy.	DPW	Rec Comm., P & Z, Village Board, Atty.	3
T 2.1, CF 2.1	T. 2.1.8: Work with the Outagamie County Greenway Implementation Committee, adjacent communities and the WDNR to develop a proposed route for the future extension of the existing Wiouwash Trail in the Village of Hortonville to Shawano County.	Contact & work with the Outagamie County Greenway Implementation Committee.	Trails	OCPD, Outagamie County Greenway Implementation Committee, DPW, P & Z	1
T 2.2, IC 1.5	T 2.2.1: Encourage Outagamie County Rural Service to continue to provide a demand responsive, door to door service for the senior population and those with disabilities who live in Outagamie County for trips within the county.	Support rural public transportation options to serve Village residents.	Adm.	Senior TF, OC-ADRC	As Needed
T 2.2	T 2.2.2: Consider investigating the possibility of establishing an inner Village volunteer network to provide transportation within the Village for elderly and disabled residents.	Determine if needed and implement a program.	Senior TF	OC-ADRC	3
T 2.3	T 2.3.1: Consider working with Valley Transit, the City of Appleton and other communities along the STH 12 Wis 15 corridor to bring limited scheduled intra-city bus service to Hortonville.	Contact and work with others to bring limited fixed route bus service to Hortonville.	Adm.	Valley Transit, ECWRPC, City New London, Local Communities	3

**TABLE 3.6: UTILITIES AND COMMUNITY FACILITIES**

<b>Overall Goal: To preserve, rehabilitate and develop infrastructure, including utilities, public buildings, schools, libraries, parks, police, fire and emergency services to accommodate the changing needs of the Village of Hortonville and its 1.5 mile planning area.</b>					
<b>Goal CF 1: Provide high-quality and cost effective community facilities and services that meet existing and projected future needs.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 1.1	CF 1.1.1: Continue to prepare a Five-Year Capital Improvement Program (CIP) to comprehensively address the Village's future needs by programming the timing and funding for undertaking identified projects.	Continue to prepare 5-year CIP w/ 10, 15 and 20 year timelines.	Adm.	Dept. Heads, Village Board	Ongoing
CF 1.1	CF 1.1.2: Continue to ensure that capital expenditures are consistent with the village's comprehensive plan.	Align CIP w/ Comp. Plan.	Adm.	Dept. Heads, Village Board, P & Z	Ongoing
CF 1.1, IC 1.2, IC 1.5	CF 1.1.3: Continue to explore opportunities for shared services within Outagamie County, neighboring municipalities, the Hortonville Area School District (HASD) and other public entities.	Meet periodically w/ and maintain working relationship.	Dept. Heads	HASD, Outagamie County Depts., Adj. Towns	Ongoing
CF 1.1, H 1.2, H 2.1	CF 1.1.4: Work with the HASD, local churches, youth groups and civic organizations to establish a program that would provide benefit to elderly residents for light home and/or lawn maintenance.	Contact and work with others to provide assistance to residents.	Senior TF	HASD, Local Civic and Youth Groups, CGEC	Ongoing
CF 1.1, IC 1.2	CF 1.1.5: Provide coordination and cooperation between community partners (civic organizations, local government, Hortonville Area School District and others) for park maintenance, trail development and beautification projects.	Coordinate citizen effort.	DPW	Beautification Committee, Civic Groups, HASD, Rec. Comm.	As Needed
CF 1.1	CF 1.1.6: In the future, when warranted, construct a Public Works Garage on Village owned property near the current public works garage.	Include future facility in long-term CIP.	Adm.	DPW, Village Board	As Needed
CF 1.1, CF 5.2, CF 4.1	CF 1.1.7: Develop an engineering study to address service to the future east and west roundabouts so that extensions of sewer and water to these areas can be accommodated in the most cost-effective manner. ( <i>Strategic Plan, Quality Municipal Services and Facilities, Goal: Maintain Infrastructure Capacities for Growth.</i> )	When needed, work with a consultant to dev. a study to address future service.	DPW	Consultant, Village Board, P & Z	As Needed
CF 1.1	CF 1.1.8: Ensure that public sewer and water infrastructure is accommodated in the Highway 15 bypass construction to allow the extension of sewer and water to lands north of the bypass and south of Grandview Road.	Work with WisDOT to accommodate extension of future utilities.	DPW	WisDOT, P & Z, Adm.	1

CF 1.1	CF 1.1.9: Ensure that public sewer and water service, transportation, and community facilities will support the land use pattern indicated on the Future Land Use Plan. <i>(Strategic Plan, Quality Municipal Services and Facilities, Goal: Maintain Infrastructure for Growth.)</i>	Before approving dev. proposal, consult dept. heads.	P & Z	Consultant, Dept. Heads, Village Board	Ongoing
CF 1.1, NR 2.1	CF 1.1.10: Develop and implement a stormwater management plan and ordinance specifying the design standards to be used in designing manmade and natural stormwater management systems.	Dev. and adopt ordinance.	DPW	Adm., Consultant, P & Z, Village Board	3
CF 1.1, NR 2.1	CF 1.1.11: Work with the Black Otter Lake Protection and Rehabilitation District (BOLPRD) to implement recommendations to control stormwater.	Continue to work with BOLPRD.	DPW	P & Z, Village Board	Ongoing
CF 1.1, NR 2.1	CF 1.1.12: Explore low-impact development (LID) techniques for addressing stormwater management.	Dev. list of approved techniques and consider utilizing.	DPW	P & Z, Consultant	3, As Needed
CF 1.1	CF 1.1.13: Consider the long-term impacts of urbanizing lands between the Village and Town of Greenville as it may draw the Village into the MS4 Municipal Stormwater Permitting Process.	When planning & considering development proposals, think about future MS4 requirements.	P & Z	DPW, Village Board	As Needed
CF 1.1	CF 1.1.14: Identify areas within the Village limits and within the identified growth areas that may accommodate future stormwater detention and/or retention facilities.	Id & protect these areas from development.	P & Z	DPW, Village Board	1, As Needed
CF 1.1, LU 1.6, IC 1.6	CF 1.1.15: Review subdivision applications, including those within 1.5 miles of the Village, and other development requests for adequacy of sewer, water and storm infrastructure, as well as streets and roadways.	Review dev. proposals and obtain input from DPW, before approving.	P & Z	DPW, Village Board, Adj. Communities	As Needed
CF 1.1, LU 1.5	CF 1.1.16: Ensure that new governmental facilities are accessible for pedestrian, as well as, vehicular traffic.	Consider location before approving.	P & Z	Village Board, Dept. Heads, Adm.	As Needed
CF 1.1	CF 1.1.17: In the future, explore opportunities for shared municipal court with the Town of Hortonville and perhaps the other adjacent towns.	Discuss opportunities for shared municipal court.	HPD	Village Board, OCS	3
<b>Goal CF 2: Maintain and enhance recreational opportunities.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 2.1, LU 1.7	CF 2.1.1: Prepare and update every 5 years an Outdoor Recreation, Open Space, and Urban Forestry Plan. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Need Long-Term Recreation Plan and Budget.)</i>	Update outdoor park and open space plan.	DPW	Rec. Comm.	As Needed
CF 2.1	CF 2.1.2: Continue to support community-based organizations involved in revitalization and other community betterment activities.	Support community-based org.	Village Board	Dept. Heads	Ongoing

CF 2.1	CF 2.1.3: Encourage local residents to consider estate planning techniques that gift land and/or money for recreation projects in the Village.	Provide reminder/highlight needs in newsletter and website.	Clerk, Adm.	DPW	As Needed
CF 2.1	CF 2.1.4: Continue to update and maintain the existing park system. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Need Long-Term Recreation Plan and Budget. Visually Attractive and Inviting Atmosphere, Goal: Develop and Implement Parks Plan.)</i>	Plan for updates through CIP.	Village Board	DPW	As Needed
CF 2.1	CF 2.1.5: As an alternate route for the Wiouwash, the Village should examine the "rails with trails" concept by contacting WDNR.	Contact WDNR to discuss alternative route.	Rec. Comm.	DPW	2
CF 2.1, T 2.1	CF 2.1.6: Continue to work with Outagamie County to support an extension of the Wiouwash Trail.	Contact OCPD to express interest in dev. an ext. through the Village.	Rec Comm.	DPW, Village Board, P & Z	As Needed
CF 2.1, LU 1.7	CF 2.1.7: Consider utilizing the open lot, south of Main Street, as a future park.	Determine future use for open lot.	P & Z	Rec. Comm., DPW, Village Board, Adm.	1, Ongoing
CF 2.1	CF 2.1.8: Work with neighbors to determine a use for the Wildwood Park.	Est. neighborhood task force. Work with TF to determine use.	DPW	Rec. Comm., Adm., Village Board	3
CF 2.1, LU 1.5, T 2.1	CF 2.1.9: Establish bicycle, pedestrian, and other non-motorized recreational trails. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Connect and Expand Multi-Purpose Trail Corridors.)</i>	Implement recommendations from Trail Planning and Connections Report though CIP. Consider buying property at end of Lakeview Ave.	DPW	P & Z, Village Board, Rec. Comm., Adm.	1, Ongoing
CF 2.1, NR 2.4, IC 1.2, IC 1.4	CF 2.1.10: Increase the utilization of Black Otter Lake by residents and visitors. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Increase/Maintain Recreational Equipment and Facilities.)</i>	Work w/ BOLPRD to manage marine veg. Dev. canoe/kayak launch site at Black Otter Park.	DPW	BOLPRD, Village Board, Rec. Comm.	1, As Needed
CF 2.1	CF 2.1.11: Implement the recommendations identified in the Village's CIP <i>(in terms of recreational facilities). (Strategic Plan, Diverse Recreational Facilities, Goal: Increase/Maintain Recreational Equipment and Facilities.)</i>	Continue to utilize the CIP to implement recreational updates.	DPW	Village Board, Rec. Comm., Adm.	1, As Needed

CF 2.1, IO 1.1	CF 2.1.12: When reviewing development proposals, encourage vehicular, biking, pedestrian and hiking linkages to community facilities within the Village and to major activity centers or recreational facilities.	Consider the ability to walk and bike when reviewing development proposals.	P & Z	Rec. Comm., DPW	As Needed
CF 2.1	CF 2.1.13: Consider installing a skate/bike park for teens.	Determine need. If desired by teens, implement through CIP.	Rec. Comm.	DPW, Village Board	3
CF 2.1	CF 2.1.14: Consider installing a Pickleball Court for older residents.	Determine need. If desired by residents, implement through CIP.	Senior TF	Rec. Comm., DPW, Village Board	3
CF 2.1, LU 1.7	CF 2.1.15: In the future consider the development of a dog park in the Village.	Bring up this issue during the next update of the Outdoor Recreation, Open Space, & Urban Forestry Plan.	DPW	Rec. Comm.	As Needed

**Goal CF 3: Promote quality schools and access to educational programs and library services.**

Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 3.1	CF 3.1.1: Work with the Hortonville Area School District to plan for new or renovated existing facilities.	Establish a method of communication. Work w/ the HASD.	Adm.	Dept. Heads, ECWRPC, Village Board	As Needed
CF 3.2	CF 3.2.1: Continue to work closely with the Outagamie-Waupaca Library System (OWLS).	Continue to work with OWLS.	HPL	Village Board, OWLS	Ongoing

**Goal CF 4: Ensure the proper treatment of wastewater to protect public health, and ground and surface water quality, while meeting current and future village needs.**

Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 4.1, LU 1.1	CF 4.1.1: Coordinate the orderly extension of services to areas not currently served by public sewer. <i>(Strategic Plan, Quality Municipal Services and Facilities, Goal: Maintain Infrastructure for Growth.)</i>	Enc. infill dev., or dev. adj. to ex. dev.	DPW	Village Board, Adm., P & Z	As Needed
CF 4.1, LU 1.1, LU 1.4, H 1.5, ED 1.5	CF 4.1.2: Encourage new development to occur adjacent to existing development.	If possible, give priority to dev. adj. to ex. infrastructure.	P & Z	Village Board, Adm., DPW	As Needed
CF 4.1, CF 5.2	CF 4.1.3: When reviewing new development proposals, evaluate the capacity of the existing system and its ability to serve new development.	Seek input from DPW and consider cap. of ex. system.	P & Z	DPW, Village Board, Adm.	As Needed

CF 4.1, LU 1.2	CF 4.1.4: Extend the public sewer system only to areas where it is feasible to do so.	Seek input from dept. heads when evaluating new proposals or considering extension of sewer to ex. infrastructure.	P & Z	DPW, Village Board, Adm.	As Needed
CF 4.1	CF 4.1.5: Study the extension of sewer to the future roundabouts.	Initiate an engineering study to determine extension of service to the future roundabouts.	DPW	Village Board	2
CF 4.2	CF 4.2.1: Coordinate with Outagamie County to assist residents and businesses not currently served by a public sewer system to comply with the Outagamie County POWTs monitoring program.	Work with OCZA and residents.	DPW	OCPZ	1, Ongoing
CF 4.2	CF 4.2.2: Establish a method of communication with Outagamie County to obtain information on failing private on-site systems within Village limits so that these systems can be addressed before they fail.	Contact OCZA to establish a method of communication.	DPW	OCPZ	1, Ongoing
CF 4.2	CF 4.2.3: Discourage new POWTS within the Village limits.	Establish a policy to discourage new POWTS.	Village Board	DPW, Atty.	1

**Goal CF 5: Ensure that the public water system has sufficient capacity, is in compliance with the drinking water quality standards and regulations, and is able to meet present and future needs.**

Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 5.1, LU 1.1, CF 5.2	CF 5.1.1: In the future, plan for a third well and a second water tower to serve the area east of the Village. <i>(Strategic Plan, Quality Municipal Services and Facilities, Goal: Maintain Infrastructure for Growth.)</i>	Identify potential sites and protect locations from development.	P & Z	DPW, Consultant, Village Board	1, Ongoing
CF 5.2, LU 1.1, CF 1.1, CF 5.1	CF 5.2.1: Consider extending water service to areas within the Village not currently served by public water (north and east portions of the Village).	Plan for the orderly extension of public water to areas not currently served.	DPW	P & Z, Village Board, Adm.	As Needed
CF 5.2, LU 1.1, CF 1.1, CF 4.1	CF 5.2.2: Develop an engineering study to address service to the future east and west roundabouts so that extension of public water to these areas can be accommodated in a cost-effective manner. <i>(Strategic Plan, Quality Municipal Services and Facilities, Goal: Maintain Infrastructure for Growth.)</i>	Work with a consultant to dev. an engineering study.	DPW	P & Z, Village Board, Adm.	As Needed
CF 5.2, LU 1.2, CF 4.1	CF 5.2.3: When reviewing new development proposals, evaluate the capacity of the system and its ability to serve the new development.	Seek input from DPW and consider cap. of ex. system.	P & Z	DPW, Village Board, Adm.	As Needed

CF 5.2, LU 1.2	CF 5.2.4: The public water supply system will only be extended where it is feasible to do so.	Work with a consultant to determine feasibility.	DPW	P & Z, Consultant, Village Board, Adm.	As Needed
CF 5.3, LU 1.1, H 1.5, ED 1.5	CF 5.3.1: Encourage infill development or redevelopment in areas already served by public water.	Enc. dev. to occur in areas already served by public infrastructure.	P & Z	DPW, Village Board, Adm.	As Needed
<b>Goal CF 6: Provide a level of law enforcement, fire and emergency services, and municipal solid waste and recycling collection that meets present and future needs.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 6.1, IC 1.5	CF 6.1.1: Work with Outagamie County on the implementation and any updates to the All-Hazard Mitigation Plan that addresses natural hazard issues.	Work with OCEM department on All-Hazards Planning.	Dept. Heads	OCEM	As Needed
CF 6.1, IC 1.5	CF 6.1.2: Periodically evaluate the levels of service including response time to ensure that the interests of Village residents are being served.	Monitor service levels and response times.	Village Board	HHFD, HPD	As Needed
CF 6.1	CF 6.1.3: Ensure that disaster preparedness and prevention continue to be priorities in the provision of police services.	Continue to make disaster preparedness and prevention a priority.	HPD	Village Board	Ongoing
CF 6.1	CF 6.1.4: Utilize the <i>Community Economic Recovery Guidebook, Safe Guarding Your Economy From Disaster</i> publication available on East Central Wisconsin RPC's website for post tornado recovery efforts.	Utilize resource as needed.	Dept. Heads	ECWRPC	As Needed
CF 6.1, IC 1.5	CF 6.1.5: In the future, explore opportunities for shared police protection with the Town of Hortonville.	Consider shared police protection w/ the T Hortonville.	HPD	Village Board, OCSD, T Hortonville	As Needed
CF 6.2, IO 1.3	CF 6.2.1: Encourage resident participation in neighborhood watch groups.	Promote the formation of neighborhood watch groups by website and newsletter.	HPD	Clerk, Village Board	Ongoing
<b>Goal CF 7: Promote energy efficiency in governmental operations and utilities.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 7.1	CF 7.1.1: Evaluate existing facilities, equipment, services and practices to determine energy saving techniques that would be relatively inexpensive to complete and/or would have the largest impact.	Contact and work with Franklin Energy to evaluate ex. facilities and imp. through CIP.	PFC	DPW, Dept. Heads, Franklin Energy, Village Board	1, Ongoing

CF 7.1	CF 7.1.2: Incorporate energy saving equipment and building practices in the new municipal services building.	Work with consultant to incorporate feasible energy saving eq. and practices.	PFC	Adm., Village Board	1
CF 7.1	CF 7.1.3: When purchasing new equipment, updating existing facilities, or building new facilities, consider energy efficiency in all decisions.	Consider dev. a new purchasing policy.	PFC	Adm., Village Board	As Needed
<b>Goal CF 8: Enhance opportunities for senior citizens in the Village of Hortonville.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
CF 8.1	CF 8.1.1: Provide a permanent meeting space for senior citizens in the new municipal services building. <i>(Strategic Plan, Events that Celebrate Community, Goal: Develop Events and Facilities for Senior Citizens.)</i>	Provide a permanent meeting space.	PFC	Senior TF, Village Board, Adm.	1, Ongoing
CF 8.1	CF 8.1.2: Work with Outagamie County to reestablish a meal site in the Village.	Contact Aging and Disability Resource Center – Outagamie County.	Senior TF	Village Board, Adm.	1
CF 8.1	CF 8.1.3: Supplement existing transportation services by working with Outagamie County to coordinate volunteer opportunities that will provide rides to Village residents for doctor appointments, card games and other activities.	Contact Aging and Disability Resource Center – Outagamie County.	Senior TF	Village Board, Adm.	1
CF 8.1	CF 8.1.4: Establish a task force to identify and coordinate activities and needed services for elderly residents.	Create Senior Citizen Task Force.	Village Board	Adm.	1
CF 8.1	CF 8.1.5: Establish programs to encourage interaction between seniors and youth.	Id programs, and put in order of implementation.	Senior TF	Village Board	1, Ongoing



**TABLE 3.7: AGRICULTURAL, NATURAL AND CULTURAL RESOURCES****Agricultural Resources**

<b>Overall Goal: To protect key agricultural resources in the area, and preserve the natural areas and cultural resources of the Village and surrounding areas including village, county and private parks, the historic Community Hall, as well as other open spaces, recreational areas, topographically and geographically unique land formations, woodlands, prairies, wetlands, streams, the Wolf River and Black Otter Lake.</b>					
<b>Goal AG 1: Maintain the economic viability of the area's agricultural community.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
AG 1.1, LU 1.2	AG 1.1.1: Use the Outagamie County farmland preservation plan as a guide to preserve the area's most productive farmland.	Work with Outagamie County and surrounding towns to preserve the most productive farmland.	Adm.	Dept. Heads, P & Z, Village Board	1, As Needed
AG 1.1, LU 1.2, LU 1.4, LU 1.6, IC 1.2, IC 1.6	AG 1.1.2: Minimize conflicts between ongoing agricultural operations and rural non-farm residents.	Work with adj. towns to minimize conflicts. Consider buffers between ag. operations.	Adm.	P & Z, Village Board	As Needed
AG 1.1, LU 1.1, LU 1.4, ED 1.5, CF 4.1, CF 5.2	AG 1.1.3: Promote infill and redevelopment within the Village first, prior to considering annexation proposals.	Consider and encourage infill and redevelopment.	P & Z	Village Board, EDC	As Needed
AG 1.1, LU 1.2	AG 1.1.4: Work with surrounding towns to protect large contiguous tracts of farmland (100 acres or more in size) for continued agricultural activities.	Work with Outagamie County and surrounding towns to preserve the most productive farmland.	Adm.	Dept. Heads, P & Z, Village Board	1, As Needed
AG 1.2, LU 1.2, ED 1.7	AG 1.2.1: Work with the local economic development groups to encourage the establishment of businesses in the Village, especially within the industrial parks, that would support the agricultural economy. ( <i>Strategic Plan, Thriving Business Environment, Goal: Encourage Retail Commercial and Industrial Growth.</i> )	Work with others to encourage new bus. dev.	EDC	HA Chamber, Adm.	Ongoing

<b>Goal AG 2: Expand access to locally grown products.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
AG 2.1, ED 1.6, ED 1.7	AG 2.1.1: Provide an outlet, such as a local farm market, where local farmers can market and sell products. <i>(Strategic Plan, Events that Celebrate Community, Goal: Identify and Enhance Existing Events.)</i>	Meet with Bethlehem Lutheran Church to support ex. market.	Utility Clerk	Bethlehem Lutheran Church, CGEC	1
AG 2.1, ED 1.6,	AG 2.1.2: Encourage local businesses to buy and sell locally grown produce and other agricultural products.	Enc. local bus., groceries, restaurants, etc. to buy local produce.	Adm., EDC	HA Chamber, Local businesses including grocery store and restaurants	As Needed
AG 2.1, ED 1.6	AG 2.1.3: Encourage the Hortonville Area School District and private schools in the area to utilize local food in their school lunch program.	Enc. HASD and Bethlehem Lutheran to utilize local foods.	Adm., ECD	HASD, BLS, HA Chamber	As Needed
AG 2.1	AG 2.1.4: Work with Outagamie County Extension to build awareness and initiate a Community Garden program in the Village. Establish garden locations.	Id local partners (see AG 2.1.5). Contact and work w/ UW-Ex.	Adm.	UW-Ex, HASD, BLS, OCHA, Local Business	2
AG 2.1	AG 2.1.5: Encourage churches, schools, public housing, businesses and others to sponsor community garden plots.	Enc. local sponsorship of garden plots.	Adm.	UW-Ex, HASD, BLS, OCHA, Local Business	Ongoing
AG 2.1	AG 2.1.6. Establish a local food pantry. <i>(Strategic Plan, Events that Celebrate Community, Goal: Develop Events and Facilities for Senior Citizens.)</i>	Determine need, logistics, etc.	HCFP	Seniors TF	1

### Natural Resources

<b>Goal NR 1: Protect and preserve the natural resources of the Village and surrounding areas.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
NR 1.1	NR 1.1.1: Increase the public's awareness of its role/responsibility in introducing/containing invasive species.	Work with WDNR.	DPW	WDNR, OCLC	Ongoing
NR 1.1, NR 2.1, IC 1.4	NR 1.1.2: Support the WDNR and the Black Otter Lake Protection and Rehabilitation District efforts to control problem invasive species. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Support DNR and Black Otter Lake District (BOLD) Steps to Control Problem Algae Blooms and Invasive Plants.)</i>	Work with BOLPRD and WDNR.	DPW	BOLPRD, WDNR	Ongoing
NR 1.1, IC 1.2	NR 1.1.3: Encourage local youth and civic groups to work with the Village to identify and eradicate invasive species in public parks and open areas.	Contact annually and partner w/ local youth groups and civic organizations.	DPW	Local youth groups, civic organizations, HASD	1, Ongoing

NR 1.2	NR 1.2.1: Work with Outagamie County to identify potential non-metallic mining sites in areas surrounding the Village.	Contact OCPD to id potential non-metallic mining sites and work with them to protect. id on future land use map.	DPW, P & Z	OCPD	1
NR 1.3	NR 1.3.1: Identify and map environmentally sensitive areas and open spaces within the Village and its 1.5 mile planning area.	Protect ident. ESA's & open spaces.	P & Z	DPW, Village Board	As Needed
NR 1.3	NR 1.3.2: Work with Outagamie County Highway Department and WisDOT to protect and lessen the impact of the construction of the Hortonville Bypass on CTH MM (Rustic Road 61).	Contact and work with OCHD and WisDOT to protect CTH MM.	DPW	OCHD, WisDOT	1, As Needed
NR 1.3	NR 1.3.3: Identify sources of funding, grants, and stewardship programs to aid in open space, conservancy and natural area acquisition, maintenance and expansion.	Id and seek out funding.	DPW	Village Board, WDNR	As Needed
NR 1.3	NR 1.3.4: Update source (reference) in Chapter 21 Shoreland/Wetland Zoning.	Work with WDNR to update.	Village Board	P & Z, DPW, WDNR	1
NR 1.3	NR 1.3.5: The Village should consider amending its existing subdivision ordinance to require a 50-foot development setback from WDNR identified wetlands in order to preserve water quality and wetland functions.	Consider amending ex. subdivision ordinance. Consider incorporating flexibility in the setback dimension.	Village Board	P & Z, DPW, WDNR	1
NR 1.3	NR 1.3.6: The wetland maps included in this document should not be considered "legal" maps.	Consult WDNR early in the process when on any wetland determination needs.	DPW	P & Z, Village Board, Developer, WDNR	As Needed
NR 1.4	NR 1.4.1: Initiate a formal Urban Forestry Plan / Committee.	Appoint committee.	DPW	P & Z, Village Board	3
NR 1.4	NR 1.4.2: Seek funding opportunities to replace Village trees damaged by the recent tornado.	Explore funding opportunities.	DPW	Village Board, Adm.	1, Ongoing
NR 1.4	NR 1.4.3: Work with and support the WNDNR to control the spread of diseases and insects that threaten the resource including Emerald Ash Borer.	Work and support the WNDNR as necessary.	DPW	HFC, Village Board	As Needed
<b>Goal NR 2: Preserve and protect groundwater supplies and improve surface water resources.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
NR 2.1, CF 1.1	NR 2.1.1: Develop and adopt policies that require "Low Impact Design" (LID), particularly to assist with stormwater management.	Dev. list of approved techniques and consider utilizing.	DPW	P & Z, Consultant	3, As Needed

NR 2.1, CF 1.1	NR 2.1.2: Develop and adopt a stormwater management plan.	Dev. and adopt plan and ordinance.	DPW	Adm., Consultant, P & Z, Village Board	3
NR 2.1, CF 1.1, IC 1.4	NR 2.1.3: Control stormwater runoff from construction activities and impervious surfaces.	Work with others to control stormwater runoff.	DPW	WDNR, BOLPRD	Ongoing
NR 2.1, CF 1.1, NR 1.1	NR 2.1.4: Support the WDNR and the Black Otter Lake Protection and Rehabilitation District efforts to control problem algae blooms. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Support DNR and Black Otter Lake District (BOLD) Steps to Control Problem Algae Blooms and Invasive Plants.)</i>	Work with others to control stormwater runoff.	DPW	BOLPRD, WDNR	Ongoing
NR 2.1, CF 1.1, IC 1.2	NR 2.1.5: Implement the applicable recommendations contained in the Adaptive Lake Management Plan for the Black Otter Lake Protection and Rehabilitation District, revised June 2008. <i>(Strategic Plan, Diverse Recreational Facilities, Goal: Support DNR and Black Otter Lake District (BOLD) Steps to Control Problem Algae Blooms and Invasive Plants.)</i>	Work with BOLPRD.	DPW	BOLPRD, Village Board	Ongoing
NR 2.2	NR 2.2.1: Use zoning to protect existing and future municipal wellhead locations from land uses that could potentially contaminate groundwater.	Dev. and adopt a wellhead protection zoning ordinance. Id zones of influence on future land use map.	DPW	Village Board, P & Z	1
NR 2.3	NR 2.3.1: Continue to periodically drawdown and dredge the lake, as needed, to ensure the continued recreational use of the lake.	Work with the BOLPRD to maintain the water resource.	DPW	BOLPRD	As Needed
NR 2.3	NR 2.3.2: Work with the Black Otter Lake Protection and Rehabilitation District, the WDNR and local property owners to assess the economic, ecological and social impacts with respect to the repair/replacement or removal of the dam on the west side of the lake.	Consider all impacts in regards to either repair/replace or remove the dam.	DPW	BOLPRD, WDNR, local property owners, EDC, OCHD	1
<b>Goal NR 3: Preserve the intrinsic visual qualities of the landscape.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
NR 3.1	NR 3.1.1: Adopt a more comprehensive nuisance ordinance. The Village's existing nuisance ordinance should be updated to eliminate, change or improve unsightly properties and other elements generally regarded as eyesores. <i>(Strategic Plan, Visually Attractive and Inviting Atmosphere, Goal: Create an Initiative to Beautify the Village.)</i>	Review, revise and adopt the Village's nuisance ordinance.	DPW	P & Z, Village Board	2

NR 3.2	NR 3.2.1: Enact a light ordinance that would address shielding, light directing, and other similar measures to control the direction, intensity and “leakage” of exterior lighting.	Research, dev. and adopt a light ordinance.	DPW	P & Z, Village Board	3
NR 3.2	NR 3.2.2: Update the existing sign ordinance to regulate digital signage.	Update existing sign ordinance to address digital signage.	DPW	P & Z, Village Board	3

**Cultural Resources**

<b>Goal CR 1: Preserve the Village’s important cultural resources.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/ Timeline
			Primary	Partner	
CR 1.1	CR 1.1.1: Secure grant money to fund architectural and historical surveys.	Look for grant money to fund an architectural and historical survey of the Village.	HHS	HPC, Village Board, P & Z, Adm.	2
CR 1.1	CR 1.1.2: Compile an inventory of historical, architectural and archeological resources within the Village.	Compile an inventory of resources.	HHS	HPC, Village Board, Adm.	2
CR 1.2	CR 1.2.1: Consider cultural resources and historic preservation in future land use planning and development decisions.	Seek input from HHS and HPC when making land use decisions.	P & Z	Village Board, HHS, HPC, Adm.	As Needed
CR 1.2	CR 1.2.2: Consistently seek input from informed individuals when making decisions that involve existing sites and structures.	Seek input from HHS and HPC before making decisions.	P & Z	Village Board, HHS, HPC, Adm.	As Needed
CR 1.3, CF 1.1	CR 1.3.1: Develop a signage/walking tour program of historic sites within the Village.	Utilizing historical survey, dev. signage and/or walking tour.	HHS	HPC, Village Board	3
CR 1.3, CR 1.1	CR 1.3.2: Work with owners of historic properties to seek available grants and other favorable funding sources. ( <i>Strategic Plan, Visually Attractive and Inviting Atmosphere, Goal: Create an Initiative to Beautify the Village.</i> )	Dev. resources for owners of historic properties and distribute upon request.	HPC	Village Board, HHS	2, As Needed
CR 1.3, CR 1.1	CR 1.3.3: Provide educational materials related to the benefits available to properties enrolled on the National Register of Historic Places.	Dev. resources for owners of historic properties and distribute upon request.	HPC	Village Board, HHS	2, As Needed

CR 1.4	CR 1.4.1: Protect important historical structures identified within the Village.	Utilizing historic survey and input from local historians, protect important historical structures.	HPC, P & Z	HHS, Village Board	As Needed
CR 1.4	CR 1.4.2: Protect the Community Hall for future generations. ( <i>Strategic Plan, Quality Municipal Services and Facilities, Goal: Community Hall Utilization.</i> )	Reevaluate a study that was previously compiled for potential uses for the Community Hall.	HPC	HHS, Village Board, P & Z	Ongoing
CR 1.4	CR 1.4.3: Consider nominating the Horton Inn to the National Register of Historic Places.	Investigate and work with owners of the former Horton Inn to consider nomination to the National Registry.	HHS	HPC, Village Board	3
CR 1.5, ED 2.1, LU 1.2	CR 1.5.1: Adopt historical design standards. ( <i>Strategic Plan, Thriving Business Environment, Goal: Encourage Retail Commercial and Industrial Growth; Visually Attractive and Inviting Atmosphere, Goal: Create and Initiative to Beautify the Village.</i> )	Form a committee to dev. standards.	Adm.	HPC, HHS, Village Board, P & Z, Atty., HA Chamber	1
CR 1.5, ED 2.1	CR 1.5.2: Provide incentives for building façade restoration.	Work with bus. owners to improve façades.	Village Board	HA Chamber, Beautification Committee	1, Ongoing
CR 1.5	CR 1.5.3: Compile an inventory and brief history of existing buildings in the downtown area.	Utilizing survey and local historians compile a history of downtown businesses.	HHS	HPS	3
CR 1.5	CR 1.5.4: Consider nominating the downtown business district to the National Register of Historic Places as a Historic District.	Instigate and work with bus. owner to nominate the Downtown Bus. District to the National Register of Historic Places.	HHS	HPS, Village Board	3

TABLE 3.8: INTERGOVERNMENTAL COOPERATION

<b>Goal IC 1: Establish and maintain cooperative working relationships and work with neighboring towns (Dale, Ellington, Greenville, Hortonia and Liberty); Outagamie County; federal, state and county agencies; the Hortonville Area School District; the Hortonville-Hortonia FD; and others when opportunities and /or issues arise that can be more effectively addressed cooperatively.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
IC 1.1, ED 1.1	IC 1.1.1: Participate in meetings of the Fox Cities Economic Development Corporation and Greater Outagamie County Economic Development Corporation.	Attend monthly meetings.	Adm.	FCEDC, GOEDC	Ongoing
IC 1.1, ED 1.1	IC 1.1.2: Work with local chambers of commerce (Fox West and Fox Cities) to promote the amenities and events in the Village of Hortonville. ( <i>Strategic Plan, Thriving Business Environment, Goal: Define Downtown Area; Events that Celebrate Community, Goal: Identify and Enhance Existing Events.</i> )	Contact and promote avail. amenities/ events on websites.	Adm.	FC Chamber, FW Chamber	Ongoing
IC 1.1, ED 1.1	IC 1.1.3: Work with the Fox Cities Regional Partnership, the Fox Cities Chamber of Commerce to promote available commercial properties.	Promote avail. comm. properties on websites.	Adm.	FCRP, FC Chamber	Ongoing
IC 1.1, H 1.3	IC 1.1.4: Encourage the Hortonville Area School District, FVTC, UW-Extension and the business community to continue to work together to provide programs that strengthen the economy of the area and promote lifelong learning opportunities.	Support partnerships betw. educational institutions and the bus. community to work together.	Adm.	Village Board, HASD, FVTC, UW-Ex, local bus.	As Needed
IC 1.2, CF 1.1	IC 1.2.1: Establish annual meetings with community partners (civic organizations, churches, youth groups, the Hortonville Area School District and others) to discuss community needs.	Est. annual meetings.	Adm.	Dept. Heads, Civic Org., Local Churches, Youth Groups, HASD	1, As Needed
IC 1.2, AG 1.1, CF 1.1, CF 2.1, NR 2.1	IC 1.2.2: Establish periodic meetings with utilities, the Hortonville Area School District, neighboring municipalities, the Hortonville-Hortonia Fire Department, the Black Otter Lake Protection and Rehabilitation District, Outagamie County, state and federal agencies and others to discuss issues of common interest.	Est. annual meetings.	Adm.	Dept. Heads, HHFD, BOLPRD, HASD, State/Fed Agencies	1, As Needed
IC 1.2	IC 1.2.3: Continue to maintain the Village of Hortonville's website and distribute a quarterly newsletter.	Cont. to maintain/ update website and dist. newsletter.	Clerk, Adm.	Dept. Heads	Ongoing
IC 1.2, CF 1.1, T 1.4	IC 1.2.4: Work with the Outagamie County Highway Department to establish annual meetings between the highway department and communities, WisDOT and public and private utilities.	Contact and work with OCHD to est. annual meetings.	DPW, Adm.	OCHD, WisDOT, Adj. Communities, Utilities	1, As Needed

IC 1.2, T 1.4, T 1.3	IC 1.2.5: Work with WisDOT, Outagamie County Highway Department, and neighboring towns to coordinate short and long range transportation efforts.	Work with others to coordinate trans. efforts.	DPW, Adm.	OCHD, WisDOT, Adj. Communities, ECWRPC	As Needed
IC 1.2, LU 1.5, T 1.3	IC 1.2.6: Work with WisDOT, ECWRPC, Outagamie County Highway Department, surrounding communities and others along the STH 15 corridor to ensure local involvement in planning efforts, especially with the current STH 15 corridor and bypass planning effort.	Work with others on STH 15 corridor dev.	DPW, Adm.	WisDOT, OCHD, ECWRPC, Adj. Communities.	As Needed
IC 1.3	IC 1.3.1: Work with Outagamie County to secure a Community Development Block Grant - Emergency Assistance Program (CDBG-EAP) grant from the Wisconsin Department of Administration, Department of Housing for disaster relief to address the destruction caused by the August tornado.	Work with others to secure CDBG-EAP monies for disaster relief.	Adm.	DPW, Outagamie County, ECWRPC, DOA	1
IC 1.3, H 1.1	IC 1.3.2: Support efforts lead by others to pursue federal funding to meet the affordable housing needs of very low income households (Outagamie County Housing Authority).	Support efforts to meet residential affordable housing needs.	P & Z, Village Board	OCHA	As Needed
IC 1.4, NR 2.1, NR 2.4, CR 2.1	IC 1.4.1: Work with the Black Otter Lake Protection and Rehabilitation District to control runoff from construction activities and impervious surfaces.	Work with BOLPRD.	DPW	BOLPRD, Village Board	Ongoing
IC 1.4, NR 1.1	IC 1.4.2: Work with WDNR, the Black Otter Lake Protection and Rehabilitation District, Outagamie County and surrounding towns to control the spread of invasive species. ( <i>Strategic Plan, Diverse Recreational Facilities, Goal: Support DNR and Black Otter Lake District (BOLD) Steps to Control Problem Algae Blooms and Invasive Plants.</i> )	Work with the others to control the spread of invasive species.	DPW	WDNR, BOLPRD, OCLC, Adj. Towns	Ongoing
IC 1.5, T 1.6	IC 1.5.1: Continue to work with neighboring communities to share maintenance of common roads.	Continue to work with others to share costs.	DPW	Adj. Communities, Adm. Village Board	Ongoing
IC 1.5, CF 6.1	IC 1.5.2: Continue to partner with the Hortonville-Hortonia Fire Department, Outagamie County Sheriff's Department, and others to provide public safety and emergency services to Village residents.	Monitor services and response times.	Village Board	HHFD, HPD, OCSD	As Needed
IC 1.5, CF 6.1	IC 1.5.3: In the future, explore opportunities for shared police protection with the Town of Hortonia.	Consider shared police protection w/ the T Hortonia.	HPD	Village Board, OCSD, T Hortonia	As Needed
IC 1.5, CF 1.1, CF 2.1, T 2.2	IC 1.5.4: Continue to work with Outagamie County departments to provide services, benefits and opportunities to Village residents (recycling, subsidized low-income housing, transportation and other needed services for the elderly and disabled, health and human services, etc.).	Establish a method of communication and periodically meet with county depts.	Dept. Heads	Adm., Village Board	Ongoing



IC 1.5, CF 1.1	IC 1.5.5: Continue to research and identify complementary and redundant services and resources that could benefit from agreements for shared services.	Est. a method of communication with others and periodically meet to discuss services and needs.	Dept. Heads	Adm., Village Board, Adj. Communities, Outagamie County Depts.	As Needed
IC 1.5, CF 1.1	IC 1.5.6: In the future, explore opportunities for shared municipal court with the Town of Hortonia and perhaps the other adjacent towns.	Discuss opportunities for shared municipal court.	HPD	Village Board, OCSD	3
IC 1.6, LU 1.2, AG 1.1	IC 1.6.1: Create an advisory committee with the towns of Dale, Ellington, Greenville, Hortonia and Liberty to discuss planning issues within the extraterritorial area of the Village.	Form a committee to develop a plan. Use to review dev. proposals. Maintain communication.	Adm.	DPW, P & Z, Village Board	1
IC 1.6, LU 1.6, CF 1.1	IC 1.6.2: Establish a policy to review development proposals within the extraterritorial area of the Village.	Dev. policy and/or extraterritorial plat review.	Adm.	P & Z, Village Board, Atty.	1

**TABLE 3.9: IMPLEMENTATION**

<b>Goal I 1: Implement, to the extent possible, recommendations contained within the Comprehensive Plan Update.</b>					
Related Strategy	Recommendation	Required Action	Responsibility		Priority/Timeline
			Primary	Partner	
I 1.1	I 1.1.1: The Planning & Zoning Commission should periodically review the implementation schedule and update the Village Board as to progress that is being made.	Periodically review implementation schedule. Update Village Board	P & Z	Adm., Village Board, Dept. Heads	As Needed
I 1.1	I 1.1.2: The Planning & Zoning Commission should annually review the goals, strategies and recommendations and address conflicts.	Annually review goals, strategies and recommendations	P & Z	Adm., Village Board, Dept. Heads	As Needed
I 1.1	I 1.1.3: The Planning & Zoning Commission should prepare a brief annual report to reflect use of plan.	Prepare annual report to reflect implementation and use of plan.	P & Z	Adm., Village Board, Dept. Heads	As Needed
I 1.1	I 1.1.4: The Village Board should periodically include an agenda item for plan implementation progress.	Monitor implementation of plan by including agenda item.	Village Board	Adm., Dept. Heads	As Needed
I 1.2	I 1.2.1: The Planning & Zoning Commission should recommend modifications to the plan as necessary.	As needed, recommend modification to plan.	P & Z	Dept. Heads, Adm., Village Board	As Needed
I 1.2	I 1.2.2: The Village should update the comprehensive plan within a maximum of 10 years.	Initiate comprehensive plan update in 2023.	Village Board	Adm., P & Z, Dept. Heads	3
I 1.2	I 1.2.3: As available, provide updated information to supplement the plan information.	Provide minor updates to plan if warranted.	Adm.	Village Board, P & Z, ECWRPC	As Needed
I 1.3	I 1.3.1: Solicit input from neighboring communities, Outagamie County, governmental agencies and others regarding how their activities relate to the recommendations in the Village of Hortonville's comprehensive plan.	Est. method of communication. Discuss issues of mutual concern.	Adm.	Dept. Heads, P & Z, Village Board	As Needed
I 1.3	I 1.3.2: Work with others, as needed, to implement the recommendations contained in the Village of Hortonville's comprehensive plan.	Est. method of communication. Work with others.	Adm.	Dept. Heads, P & Z, Village Board	As Needed