



CHAPTER 2

Plan Framework

CHAPTER 2: PLAN FRAMEWORK

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CHAPTER 2: PLAN FRAMEWORK

INTRODUCTION

The following goals, strategies and recommendations provide an overall framework for the development of the Village of Hortonville over the next twenty years. This framework is meant to guide the development of future land use policies, regulations, and individual decisions and should be considered somewhat flexible in nature.

The proposed framework plan contains various ‘target numbers’ for future development based on discussions with the Village of Hortonville Planning and Zoning Commission. The target population for the year 2040 was established at 3,345, which corresponds to a total of 1,623 estimated dwelling units. Any physical ‘boundaries’ defined in this framework should be considered ‘approximate’ in nature and the actual extent of these areas can be modified based on a development proposal’s ‘fit’ with the overall intent of the statements contained below. A majority of the basic concepts, as well as more detailed plan recommendations from the text, are illustrated on Exhibit 2-1, “Year 2035 Land Use Framework.”

The plan goals, strategies, and recommendations are arranged by the nine elements of the comprehensive plan: Issues and Opportunities; Land Use; Economic Development; Housing; Transportation; Utilities and Community Facilities; Agricultural, Natural and Cultural Resources; Intergovernmental Cooperation; and Implementation. An overall goal and sub-goals have been identified for each element. Framework plans have been developed for each element.

Goals are defined as broad, long-range statements which describe a desired future condition. Strategies are statements which describe specific conditions which will help attain the stated goals. Finally, recommendations are specific actions which must be performed to implement the goals and strategies.

The following provides a summary of the overall goals, sub-goals and strategies found within the individual framework plans:

The overall goal of the Issues and Opportunities Framework Plan is *“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, community events and traditional, pedestrian-scale downtown”*. One sub-goal has been identified to *“Enhance the quality of life and sense of community within the Village of Hortonville.”* This will be accomplished by encouraging development which contributes to the livable/walkable/healthy community concept, increasing the level of community involvement in local government decisions, and encouraging activities that strengthen neighborhood interaction.

The overall goal of the Land Use Framework Plan is *“To create a geographically balanced system of land uses that meets the Village’s development needs and the desires of its residents in terms of location, intensity and density, compatibility with adjacent uses and efficient distribution relative to infrastructure.”* One sub-goal has been identified to *“Encourage a pattern of community development and growth that preserves and enhances the quality of life for the residents of the Village.”* This will be accomplished by minimizing the adverse environmental impacts of sprawl, as well as the costs of providing community services; promoting economic growth and vitality, while preserving the Village’s natural amenities and historic and cultural heritage; focusing on the quality and character of new development to create a sense of place

and/or neighborhood identity; providing a balanced allocation of space for all land use categories to meet the Village's social, economic and physical needs; ensuring that the transportation system is well integrated with the existing and future land use plan; working closely with neighboring towns and Outagamie County to coordinate present and future planning activities; and preserving and providing open space and recreational areas to enhance environmental quality, maximize natural resource conservation, buffer incompatible uses and facilitate active and passive outdoor recreational pursuits by all.

The overall goal of the Economic Development Framework Plan is *"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."* Two sub-goals were identified for this element. The first sub-goal is to *"Provide and support a range of economic development activities that encourages Retail, Commercial and Industrial Growth."* This will be achieved by partnering with others to promote the Village, promoting the Village's existing business and industrial park, identifying underutilized commercial/industrial properties that may have redevelopment potential, working cooperatively with the towns of Greenville and Hortonville and local property owners to designate the area surrounding the proposed roundabouts for long-term future commercial use, cost effectively serve new commercial/industrial development, support existing businesses, and soliciting the expansion and/or creation of new complementary industrial and commercial businesses. The second sub-goal is to *"Build Community and Neighborhood Identity."* This will be done by enhancing the downtown business district, supporting and promoting development that builds upon and supports the character of the Village and its neighborhoods, and marketing area tourism opportunities.

The overall goal of the Housing Framework Plan is to *"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."* Two sub-goals are identified. The first sub-goal is to *"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."* This will be accomplished by increasing the supply of senior housing; working with the aging and disabled residents to allow them to safely remain in their homes; encouraging residential developments that promote a balance of low-income, moderate-income and high-income housing; encouraging public/private partnerships that promote economic opportunities and provide for decent, safe, affordable housing; increasing housing density; and finally addressing the relationships between housing and other land uses. The second sub-goal is to *"Encourage preservation and rehabilitation activities to preserve the integrity of the existing housing stock and the cultural identity and history of the area."* This can be achieved by reducing the incidence of poorly maintained housing, and encouraging preservation and renovation of historic homes.

The overall goal of the Transportation Framework Plan is to *"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."* Two sub-goals are identified. The first sub-goal is *"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."* This will be achieved by addressing safety, congestion and parking concerns at various locations; timely responding to site-specific road maintenance and safety issues;

working with others to ensure that the Village's needs and desires are incorporated into the redesign of Main Street and the Wis 15 Bypass; working with others to coordinate short and long-range transportation planning efforts; ensuring the road network operates as an efficient system; and continuing to explore opportunities for cost efficiencies and shared services. The second sub-goal is to *"Provide, support and maintain a wide range of transportation alternatives for residents and visitors."* This can be done by accommodating bicyclists and pedestrians, encouraging the availability of public and private transportation service for elderly and other transportation dependent residents, and looking into bringing scheduled intra-community bus service to Hortonville.

The overall goal of the Utilities and Community Facilities Framework Plan is to *"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."* Eight sub-goals are identified. The first sub-goal is to *"Provide high-quality and cost effective community facilities and services that meet existing and projected future needs."* This will be accomplished by providing adequate services and facilities in a fiscally responsible manner. The second sub-goal is to *"Maintain and enhance recreational opportunities"* by providing both active and passive recreational opportunities. The third sub-goal is to *"Promote quality schools and access to educational programs and library services."* To accomplish this goal, new and renovated school facilities should serve not only the needs of the school district but also the needs of the community, and the Village should ensure that public library needs are being met, especially in terms of space, materials, programming, delivery of service and access. The fourth sub-goal is to *"Ensure the proper treatment of wastewater to protect public health, and ground and surface water quality, while meeting current and future village needs."* To achieve this goal, development should be encouraged to occur within areas already sewered, and the Village should work with Outagamie County to protect public health and water quality in portions of the Village served by on-site systems. The fifth sub-goal is to *"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."* To accomplish this goal, the public water system should meet not only current needs, but future needs as well. An orderly extension of service should be extended to areas not currently served by public water, and development should not occur within areas that do not already have access to public water. The sixth sub-goal is to *"Provide a level of law enforcement, fire and emergency services, and municipal solid waste and recycling collection that meets present and future needs."* To achieve this goal, the Village should continue to work with others on the provision of public safety (police, fire, emergency services) and garbage collection, and citizens should be encouraged to assist local law enforcement. The seventh sub-goal is to *"Promote energy efficiency in governmental operations and utilities"* by realizing cost savings through energy saving policies and practices. The final sub-goal is to *"Enhance opportunities for senior citizens in the Village of Hortonville"* by developing events, activities and facilities for seniors.

The overall goal of the Agricultural, Natural and Cultural Resource Framework Plans is *"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."* Two sub-goals are identified for the Agricultural Resources Framework Plan. The first sub-goal is to *"Maintain the economic viability of the area's agricultural community."* This can be achieved by preserving the area's most productive farmland for

continued agricultural activities and by soliciting the expansion and creation of new complementary industrial and commercial agribusinesses that support local farm product processing and marketing initiatives. The second sub-goal is to *“Expand access to locally grown products”* by encouraging the development of a “grow local / eat local” market. Three sub-goals are identified for the Natural Resource Framework Plan. The first sub-goal is to *“Protect and preserve the natural resources of the Village and surrounding areas.”* To achieve this goal, the Village should work with others toward eradication of invasive species, protection of existing and future non-metallic mining sites in areas outside the Village limits, and protection of environmentally sensitive areas and open spaces. Finally, the Village should maintain and enhance the urban forest. The second sub-goal is to *“Preserve and protect groundwater supplies and improve surface water resources”* by reducing non-point nutrient runoff into Black Otter Lake and local streams and ensuring that adequate amounts of safe drinking water is available. The third sub-goal is to *“Preserve the intrinsic visual qualities of the landscape”* by protecting the visual quality of important scenic features and preserving the night sky. One sub-goal, *“Preserve the Village’s important cultural resources”*, is identified for the Cultural Resources Framework Plan. To achieve this goal, an inventory of significant cultural resources should be compiled; historic preservation should be considered in all future planning, zoning and development decisions; local officials and the public should be educated on the importance of historic preservation; important historical structures should be protected; and the historic character of the downtown should be preserved.

The goal of the Intergovernmental Cooperation Framework Plan is to *“Establish and maintain cooperative working relationships and work with neighboring towns (Dale, Ellington, Greenville, Hortonville and Liberty); Outagamie County; federal, state and county agencies; the Hortonville Area School District; the Hortonville-Hortonville FD, and others when opportunities and /or issues arise that can be more effectively addressed cooperatively.”* This goal can be achieved by strengthening existing partnerships and building new relationships to promote economic development; improving communication within the Village and between utilities, the Hortonville Area School District, neighboring towns, Outagamie County and federal and state agencies; providing a unified voice to secure state and federal funding; encouraging joint efforts to protect natural resources; exploring cost efficiencies through shared services; and establishing effective intergovernmental land use policies and cooperative agreements with adjoining communities to address service and boundary issues.

The goal of the Implementation Framework Plan is to *“Implement to the extent possible recommendations contained within the Comprehensive Plan Update.”* This goal can be accomplished by closely monitoring the implementation of the plan recommendations, updating the plan as necessary, and emphasizing the need for intergovernmental cooperation throughout the implementation process.

The framework plans developed for the Village of Hortonville are provided below.

ISSUES AND OPPORTUNITIES FRAMEWORK PLAN

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 its traditional, pedestrian-scale downtown.

Goal IO 1: Enhance the quality of life and sense of community within the Village of Hortonville.

Strategy IO 1.1: Encourage development that contributes to the livable/walkable/healthy community concept.

- *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.*
- *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.*
 - *Develop a new town square. Use this site to host community band concerts, farmers markets, etc.*
 - *Block off Main Street in the downtown area for community events (once the bypass has been completed).*
- *Recommendation IO 1.1.3: Develop new community events.*
 - *Encourage community members to form and participate in community theater groups.*
 - *Establish a community band.*
 - *Establish a community/public art program.*

What is a Livable Community?

Livable communities are communities that provide and promote civic engagement and a sense of place through safe, sustainable choices for a variety of elements that include housing, transportation, education, cultural diversity, enrichment and recreation.

Walkable and Livable Communities Institute, <http://www.walklive.org>

Define Walkability!

Walkability is a measure of how friendly an area is to walking; the extent to which the built environment is friendly to the presence of people living, shopping, visiting, enjoying or spending time in an area.

<http://en.wikipedia.org/wiki/Walkability>

Strategy IO 1.2: Increase the level of community involvement in local government decisions.

- *Recommendation IO 1.2.1: Encourage youth participation in local government decisions.*
 - *Appoint a youth member to the Planning and Zoning Commission.*
 - *Initiate a local Youth in Government Day. Invite students from the Hortonville Area School District and Bethlehem Lutheran School to participate.*
- Recommendation IO 1.2.2: Increase the level of adult participation in local government decisions.
 - Utilize the Village website and newsletter to raise awareness of community needs and how people can become involved.

Strategy IO 1.3: Encourage activities that strengthen neighborhood interaction.

- *Recommendation IO 1.3.1: Encourage residents to establish neighborhood organizations.*
- *Recommendation IO 1.3.2: Formulate a neighborhood approach to address planning issues in the Village.*

LAND USE FRAMEWORK PLAN

Overall Goal: To create a geographically balanced system of land uses that meets the Village's development needs and the desires of its residents in terms of location, intensity and density, compatibility with adjacent uses and efficient distribution relative to infrastructure.

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.

Strategy LU 1.1: Minimize the adverse environmental impacts of sprawl, as well as the costs of providing community services.

- *Recommendation LU 1.1.1: Increase well-designed development densities and intensities to cost effectively provide public services and facilities.*
 - *Give priority to new or infill development that can be accommodated without extending existing public infrastructure.*
 - *Discourage new development that is non-contiguous and/or encourages lower densities.*

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- *Encourage staging of new development which accommodates the orderly provision of public services and facilities.*
 - *Promote the use of underutilized commercial/industrial properties that may have commercial or residential potential.*

Strategy LU 1.2: Promote economic growth and vitality while preserving the Village of Hortonville's natural amenities and historic and cultural heritage.

- *Recommendation LU 1.2.1: Continue to direct new businesses and industries to the Village's business and industrial parks.*
- *Recommendation 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.*
- *Recommendation 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.*
- *Recommendation LU 1.2.4: Develop a Downtown Economic Development Plan that incorporates the historical significance of the downtown area. Seek input from the Hortonville Historical Society and the Historic Preservation Committee on historical aspects.*
 - *Build on community strengths and opportunities.*
 - *Attract complementary businesses.*
 - *Develop historical preservation design standards.*
- *Recommendation LU 1.2.5: When identifying future or expanding business/industrial sites, consider the environmental conditions and resources of the area.*
- *Recommendation 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.*
- *Recommendation 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.*

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- *Recommendation 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.*

Strategy LU 1.3: Focus on the quality and character of new development in order to create a sense of place and/or neighborhood identity.

- *Recommendation 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.*
- *Recommendation LU 1.3.2: The Planning and Zoning Commission should work toward developing more detailed “Neighborhood Development Plans” for identified growth areas which employ the following concepts, where practical:*
 - *Major street systems and connections should be identified and an overall grid system should be established and reinforced where practical. These streets should be officially mapped after completion and adoption of each plan.*
 - *Utility extensions, corridors and routes should be planned for and identified in order to facilitate easement acquisition/dedication as development occurs.*
 - *Neighborhood and Community Parks and associated Parkways and Trailways should be identified in order to facilitate connections within the new neighborhoods and between adjacent neighborhoods.*
 - *Natural stormwater management, groundwater recharge, and habitat corridor/restoration opportunities should be identified through the use of green infrastructure planning concepts.*
- *Recommendation LU 1.3.3: The Planning and 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.*

Strategy LU 1.4: Provide a balanced allocation of space for all of the various land use categories to meet its social, economic and physical needs, including a variety of housing types to meet demand and opportunities for business retention and expansion.

- *Recommendation 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 residential growth on the future land use map include:*
 - *Priority Residential Growth Area. West of the Wiouwash Trail, north of R & D Road extended, east of existing residential development. (Within Village limits, in the southern portion of the Village.)*

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- *Recommendation LU 1.4.2: When reviewing development proposals, consider the relationship between housing and other land uses and the impacts to Black Otter Lake.*
 - *Recommendation 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.*

Strategy LU 1.5: Ensure that the future transportation system is well integrated with the existing and future land use plan.

- *Recommendation LU 1.5.1: Enhance the ability to walk and bike to major and minor destinations within the Village. The Village should consider the following suggestions and implement them over time through the Village's Capital Improvement Program.*
 - *Implement the recommendations contained within the Village of Hortonville's Trail Planning & Connections Report.*
 - *Install bicycle racks in key locations throughout the Village.*
 - *Develop and adopt a sidewalk policy.*
 - *Support the extension of the Wiouwash Trail.*
 - *Consider incorporating pedestrian and bicycling facilities in road construction and reconstruction projects.*
 - *Install sidewalks in areas utilized by pedestrians to walk to major destinations in the Village.*
 - *If possible, add pavement markings to designate bicycle lanes in areas utilized by bicyclists to travel to major destinations.*
- *Recommendation LU 1.5.2: Add way-finding signage to direct visitors to key community services and amenities.*
- *Recommendation LU 1.5.3: Address safety and congestion concerns at various locations around the Village. Locations include:*
 - *Hortonville Area School District campus; and*
 - *John Street.*
- *Recommendation LU 1.5.4: Ensure that Village needs and desires are incorporated into the redesign of Main Street and the Hortonville Bypass.*
- *Recommendation LU 1.5.5: Develop and adopt street design standards.*
- *Recommendation 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.

- *Recommendation LU 1.5.7: Ensure that new governmental facilities are centrally located and accessible for pedestrian, as well as vehicular traffic.*
- *Recommendation 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.*

Strategy LU 1.6: Work closely with neighboring towns and Outagamie County to coordinate present and future planning activities to ensure that land uses are compatible near common borders and consistent with the Village's Comprehensive Plan.

- *Recommendation LU 1.6.1: Hold an annual meeting with neighboring towns and Outagamie County to share information and discuss items of mutual concern.*
- *Recommendation LU 1.6.2: Establish a method of open communication with others regarding new development proposals.*
- *Recommendation LU 1.6.3: Establish extraterritorial plat review to ensure that new development proposals are consistent with the Village's comprehensive plan.*

Strategy LU 1.7: Preserve and provide for open space and recreational areas to enhance the quality of the environment, maximize natural resource conservation, buffer incompatible uses and facilitate active and passive outdoor recreational pursuits by all age groups.

- *Recommendation LU 1.7.1: Consider identifying locations for future parks, open space and public facilities.*
 - *Develop a town square.*
 - *Develop a village park in the downtown area.*
 - *Identify a location for a future park on the Village's west side.*
- *Recommendation LU 1.7.2: Maintain and regularly update the Outdoor Recreation, Open Space, and Urban Forestry Plan.*

Strategy LU 1.8: Utilize the Village of Hortonville's Comprehensive Plan 2035 to help guide and encourage growth and development of the Village and its surrounding area.

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- *Recommendation LU 1.8.1: When updating the existing zoning ordinance, ensure that it is consistent with the comprehensive plan.*

ECONOMIC DEVELOPMENT FRAMEWORK PLAN

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.

Goal ED 1: Provide and support a range of economic development activities that encourages Retail, Commercial and Industrial Growth.

Strategy ED 1.1: Partner with others to promote economic development in the Village of Hortonville.

- *Recommendation ED 1.1.1. Participate in monthly meetings of the Fox Cities Economic Development Partnership.*
- *Recommendation ED 1.1.2: Participate in meetings of the Greater Outagamie County Economic Development Corporation.*
- *Recommendation 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. Consider joining the partnership as an investor/supporter.*
- *Recommendation ED 1.1.4: Seek federal, state and county economic development grants.*
- *Recommendation ED 1.1.5: Actively participate in the Fox West Chamber of Commerce.*
- *Recommendation ED 1.1.6: Staff or contract for a dedicated economic development position for recruitment and retention activities.*
- *Recommendation 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.*

Strategy ED 1.2: Continue to promote the Village's existing Business and Industrial Park.

- *Recommendation ED 1.2.1: Continue to promote available lots on the Village's website.*
- *Recommendation ED 1.2.2: Review design standards for commercial and industrial development to ensure screening between neighboring residential properties.*
- *Recommendation 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.*

Strategy ED 1.3: Identify underutilized commercial/industrial properties (including brownfield sites) that may have commercial or residential development potential.

- *Recommendation ED 1.3.1: Promote the former canning factory on South Lincoln Street for economic revitalization.*
- *Recommendation ED 1.3.2: Post available redevelopment sites on the Village website as well as Locate in Wisconsin.*
- *Recommendation 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 (<http://outagamiecowi.wgxtreme.com/>).*

Strategy ED 1.4: Work cooperatively with individual property owners and the towns of Greenville and Hortonville to designate the area surrounding the proposed roundabouts for long-term future commercial uses.

- *Recommendation ED 1.4.1: Work cooperatively with neighboring jurisdictions to delineate future municipal boundaries.*

Strategy ED 1.5: Cost-effectively serve new commercial/industrial development.

- *Recommendation 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.*

Strategy ED 1.6: Support existing businesses.

- *Recommendation ED 1.6: Create a retention program to encourage existing businesses to remain in Hortonville or expand operations.*
- *Recommendation 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.*
- *Recommendation 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.*
- *Recommendation 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.*
- *Recommendation ED 1.6.5: Use the Village newsletter to feature local businesses and promote a positive, growth-oriented image.*
- *Recommendation ED 1.6.6: Support a "buy local" philosophy and promote the annually updated Farm Fresh Atlas of Eastern Wisconsin (<http://www.farmfresheastwi.org/about/index.htm>).*
- *Recommendation 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 (<http://www.thenewnorth.com/strategic-initiatives/global-new-north>).*

Strategy ED 1.7: Solicit the expansion and/or creation of new complementary industrial and commercial businesses that support the economies of Hortonville and the adjacent towns of Dale, Hortonia, Liberty, Greenville and Ellington.

- *Recommendation ED 1.7.1: Utilize the UW-Extension Outagamie County office to provide a detailed market analysis highlighting retail opportunities within the Village.*
- *Recommendation ED 1.7.2: Align the Village's assets and needs with recent regional economic studies including the Ignite Fox Cities Garner Report and Oshkosh Area Industry Cluster Analysis.*

- *Recommendation 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.*
- *Recommendation ED 1.7.4: Support the local agricultural and resource-dependent economies and strong manufacturing base by:

 - *encouraging local businesses through incentives, regulatory flexibility and other promotional efforts; and*
 - *encouraging area grocers, restaurants, schools and other food providers to purchase locally grown and produced food.**
- *Recommendation 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.*
- *Recommendation ED 1.7.6: Provide incentives for small to medium sized businesses who locate in Hortonville.*
- *Recommendation ED 1.7.7: Encourage businesses to utilize the Outagamie County Prosperity Fund to assist with start-ups or expansions.*

Goal ED 2: Build Community and Neighborhood Identity.

Strategy ED 2.1: Enhance the downtown business district.

- *Recommendation ED 2.1.1: Use the concept of “Placemaking” (i.e. new Town Square, etc.) to enrich the downtown business district.*
- *Recommendation 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.*
- *Recommendation ED 2.1.3: Adopt historical preservation design standards to enhance the historic character of the downtown and*

What is “Placemaking”?

Placemaking is the process of adding value and meaning to the public realm through community-based revitalization projects rooted in local values, history, culture, and natural environment.

Placemaking on a Budget, Al Zelinka and Susan Jackson Harden (2006)

provide uniformity. Enlist the assistance of the Historic Preservation Committee and the Hortonville Historical Society.

- *Recommendation ED 2.1.4: Provide incentives for building façade restoration.*
- *Recommendation ED 2.1.5: Apply for WEDC's Connect Communities, which is a yearlong program that provides technical assistance and networking opportunities for downtown revitalization efforts as well as access to additional financial and technical assistance programs.*
- *Recommendation 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.*
- *Recommendation ED 2.1.7: Define the downtown area through the use of way-finding signs. Way-finding signs are used to direct people to key destinations and can be attractively designed to enhance the historical character of the downtown area.*
- *Recommendation ED 2.1.8: Maintain existing businesses and attract new complementary businesses to the downtown and Village proper. During the Community Vision Session, participants felt that the following would complement existing businesses:*
 - *hardware store;*
 - *pharmacy;*
 - *restaurant/fast food; and*
 - *discount store.*
- *Recommendation ED 2.1.9: Encourage the reuse and redevelopment of vacant/underutilized buildings in the downtown area.*
- *Recommendation 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.*
- *Recommendation ED 2.1.11: Enhance pedestrian and bicycling facilities in the downtown area by:*
 - *providing designated bicycle lanes (Village of Hortonville Trail Planning & Connections Report, Segment 03, page 18-21) on Main Street;*
 - *providing benches and other places for people to sit and relax;*
 - *adding visible racks for bicycles; and*

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- *developing an on-street bicycle connection between the downtown area and the Wiouwash Trail. Add way-finding signage to connect the two locations (Village of Hortonville Trail Planning & Connections Report, Segment 02, page 12-14).*
 - *Recommendation ED 2.1.12: Enhance the downtown area by adding amenities such as curb bump outs, decorative pavement, rotating banners, trees and other vegetation.*
 - *Recommendation ED 2.1.13: Develop a Main Street Business Plan.*

Strategy ED 2.2: Support and promote development that builds upon and supports the character of the Village of Hortonville and its neighborhoods.

- *Recommendation ED 2.2.1: Develop and adopt design standards for all commercial and industrial development within the Village. Items to consider would include:*
 - *architecture;*
 - *landscaping;*
 - *buffers;*
 - *perimeter screening;*
 - *lighting;*
 - *fencing; and*
 - *signage.*
- *Recommendation 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.*
- *Recommendation 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.*
- *Recommendation 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.*
- *Recommendations 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.*
- *Recommendations ED 2.2.6: Encourage businesses that support and are compatible with residential land uses. These businesses would include home-based businesses such as catalog sales, telecommuting, childcare, tax-accounting, etc.*

Strategy ED 2.3: Market area tourism opportunities (i.e. “brand” the Village).

- *Recommendation ED 2.3.1: List local events, dining opportunities, and things to do on the Wisconsin Department of Tourism website at <http://www.travelwisconsin.com/events>.*
- *Recommendation ED 2.3.2: List local events, dining opportunities and things to do on the Fox Cities Convention and Visitor Bureau’s website at <http://www.foxcities.org>.*
- *Recommendation ED 2.3.3: The Village should provide an area for a monthly flea market.*

HOUSING FRAMEWORK PLAN

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.

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.

Strategy H 1.1: Increase the supply of senior housing in the Village.

- *Recommendation H 1.1.1: When siting a senior housing project, consider access to community services and amenities.*
- *Recommendation H 1.1.2: Consider developing a senior housing project in the Village.*
- *Recommendation 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.*

Strategy H 1.2: Work with aging and disabled residents to allow them to safely remain in their homes, if desired.

- *Recommendation H 1.2.1: Develop and promote a resource guide for aging and disabled residents.*

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- *Recommendation 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.*

Strategy H 1.3: Encourage residential developments that promote a balance of low-income, moderate-income and high-income housing.

- *Recommendation H 1.3.1: Promote the conversion of underutilized facilities for residential uses, if feasible.*
- *Recommendation 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.*
- *Recommendation H 1.3.3: Encourage the design and siting of new affordable housing that fits into existing neighborhoods.*
- *Recommendation 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.*
- *Recommendation H 1.3.5: Consider mixed use zoning that will allow the incorporation of residential and commercial uses, where appropriate.*

Strategy H 1.4: Encourage public/private partnerships that promote economic opportunities and provide for decent, safe affordable housing.

- *Recommendation 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.*

Strategy H 1.5: Increase housing density.

- *Recommendation H 1.5.1: Direct new residential development to areas already served by or adjacent to existing infrastructure.*
- *Recommendation H 1.5.2: Promote infill development or conversion of existing units.*
- *Recommendation H 1.5.3: Review and amend the current zoning regulations to accommodate increased densities.*

Strategy H 1.6: Address the relationship between housing and other land uses in both private and public planning arenas.

- *Recommendation 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.*

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.

Strategy H 2.1: Reduce the incidence of poorly maintained housing.

- *Recommendation H 2.1.1: Encourage community/housing improvement activities to reduce the incidence of poorly maintained owner and renter occupied housing.*
- *Recommendation H 2.1.2: Encourage individuals and local groups, such as churches and civic organizations, to aid elderly residents with home maintenance issues.*
- *Recommendation 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.*
- *Recommendation 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.*

Strategy H 2.2: Encourage preservation and renovation of historic homes. Enlist the assistance of the Hortonville Historical Society and/or the Historic Preservation Commission to implement the following recommendations.

- *Recommendation H 2.2.1: Encourage eligible home owners to seek federal and state tax credits that can be used for preservation and renovation activities.*
- *Recommendation H 2.2.2: Develop an inventory of historically and architecturally significant homes in the Village. The Wisconsin Historical Society may have funding available to complete a historical and cultural survey of the Village.*

TRANSPORTATION FRAMEWORK PLAN

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.

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.

Strategy T 1.1: Address safety, congestion and parking concerns identified at various locations within the Village.

- *Recommendation 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 at the following locations:*
 - *West Main Street and Nash Street;*
 - *East Main Street and Kelly Way (school traffic);*
 - *East Main Street and Warner Street (school traffic);*
 - *North Nash Street and Warner Street (school traffic);*
 - *Warner Street and Towne Drive (school traffic);*
 - *John Street (athletic events); and*
 - *vision corner infringement at the corner of North Mill Street and West Main Street.*
- *Recommendation 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.*
- *Recommendation T 1.1.3: Address parking concerns in the downtown business district, at high use restaurants and at the Otter Miller Athletic Field.*

Strategy T 1.2: Timely respond to site-specific road maintenance and/or safety issues.

- *Recommendation T 1.2.1: Continue to conduct a PASER evaluation of the existing road network.*
- *Recommendation 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). Local roads identified in the current CIP for maintenance include:*

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- Cedar Street (Cherry Street to North Nash Street);
 - Grandview Road;
 - Pine Street;
 - Embarrass Street;
 - South Mill Street (Bath Street to South Nash Street); and
 - Briggs Street.
- *Recommendation T 1.2.3: Continue to use capital improvement programming to establish appropriate funding levels for road projects.*

Strategy T 1.3: Ensure that the Village needs and desires are incorporated into the redesign of Main Street and the Wis 15 Bypass.

- *Recommendation T 1.3.1: Continue to work with WisDOT, East Central RPC and Outagamie County on the redesign of Main Street. Some of the items that should be addressed include:*
 - *pedestrian and bicycle friendly infrastructure;*
 - *decorative lighting;*
 - *landscaping;*
 - *congestion management;*
 - *traffic calming;*
 - *parking; and*
 - *decorative amenities to enhance the downtown area.*
- *Recommendation 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.*
- *Recommendation T 1.3.3: Incorporate recommendations from the Village of Hortonville's Trail Planning & Connections Report, dated September 6, 2013 that was prepared by East Central Wisconsin RPC.*
- *Recommendation T 1.3.4: Encourage WisDOT to accommodate bicycle and pedestrian amenities into overpass structures for the Wis 15 Bypass. Wis 15 is proposed to pass over local roads; therefore space should be left beneath the overpass structure for future pedestrian and biking facilities at CTH M and North Nash Street.*
- *Recommendation 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.*

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- *Recommendation T 1.3.6: When weighing the pros and cons, the Village should strongly consider accepting 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.*
 - *Recommendation 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.*
 - *Recommendation T 1.3.8: Encourage WisDOT to consider developing a Park and Ride facility near the east proposed roundabout.*
 - *Recommendation 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.*
 - *Recommendation 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.*
 - *Recommendation T 1.3.11: Ensure that a traffic study is completed before any traffic signals are removed from Main Street.*

Strategy T 1.4: Coordinate short and long range transportation planning efforts.

- *Recommendation 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.*
- *Recommendation 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.*

Strategy T 1.5: Ensure that the road network operates as an efficient system.

- *Recommendation T 1.5.1: Review and revise the road classification system, as needed, so that the most important roads are eligible for federal funding.*

- *Recommendation T 1.5.2: Develop and adopt minimum standards for street construction.*
- *Recommendation T 1.5.3: Add directional signage to key village destinations to improve way-finding.*
- *Recommendation 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.*
- *Recommendation T 1.5.5: Adopt a "Complete Streets" policy and process to better guide infrastructure decisions.*

What are Complete Streets?

Complete Streets enable safe access for all users. Pedestrians, bicyclists, motorists and public transportation users of all ages and abilities can safely move along and/or cross the street.

Strategy T 1.6: Explore opportunities for cost efficiencies and shared services.

- *Recommendation T 1.6.1: Continue to work with neighboring communities to share the maintenance of common roads.*

Goal T 2: Provide, support and maintain a wide range of transportation alternatives for residents and visitors.

Strategy T 2.1: Accommodate bicyclists and pedestrians.

- *Recommendation T 2.1.1: Provide sidewalks along streets to major destinations such as schools, the downtown, parks and the Wiouwash Trail. The Village should consider providing sidewalks in the following areas and implement these changes over time through the Village's Capital Improvement Program. In particular the following streets were identified during the community visioning session:*
 - CTH MM/North Crest Street (North of Olk Street);
 - West Main Street (from the end of the existing sidewalk to Spruce Street);
 - North Olk Street (between John Street and CTH MM);
 - South Nash Street (near Baake Street);
 - Nye Street (between South Nash Street and Commerce Drive);
 - John Street (from existing to end);
 - Lakeshore Drive;
 - Lakeview Avenue; and

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- Dewey Street (South Nash Street to South Mill Street).
 - *Recommendation T 2.1.2: Encourage bicycle transportation and bicycle friendly road construction.*
 - *Recommendation T 2.1.3: Pursue funding and grants for adding bicycle lanes and pedestrian infrastructure, sidewalks and pedestrian crossing when building/constructing roads.*
 - *Recommendation T 2.1.4: Encourage the Hortonville Area School District to adopt a Safe Route to School Plan and to implement the recommendations.* While this plan has been developed, it has not been adopted. A few recommendations contained in the plan are listed below:
 - Construct a sidewalk on the eastside of Warner Street in front of the Elementary School and Middle School.
 - Construct a sidewalk on the west side of North Nash Street.
 - Enforce traffic laws such as the failure to stop at stop signs.
 - Install crossing guards at select corners.
 - Install traffic calming infrastructure.
 - Replace illegible signage.
 - *Recommendation T 2.1.5: Incorporate recommendations from the Village of Hortonville's Trail Planning & Connections Report, dated September 6, 2013 that was prepared by East Central Wisconsin RPC.*
 - *Recommendation T 2.1.6: In the future, consider working with others to develop a bike and pedestrian plan that looks at regional trail connections.*
 - *Recommendation T 2.1.7: Develop and adopt a sidewalk policy.*
 - *Recommendation 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.*

Strategy T 2.2: Encourage the availability of public and private transportation services for elderly and other transportation dependent residents.

- *Recommendation 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.*

- *Recommendation 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.*

Strategy T 2.3: Investigate interest in bringing scheduled intra-community bus service to Hortonville.

- *Recommendation T 2.3.1: Consider working with Valley Transit, the City of Appleton and other communities along the Wis 15 corridor to bring limited scheduled intra-city bus service to Hortonville. This could include an extension of service from the existing service area or it could include establishing a new local service.*

UTILITIES AND COMMUNITY FACILITIES FRAMEWORK PLAN

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.

Goal CF 1: Provide high-quality and cost effective community facilities and services that meet existing and projected future needs.

Strategy CF 1.1: Provide adequate services and facilities in a fiscally responsible manner.

- *Recommendation 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. Include 10, 15 and 20 year timelines anticipating future capital improvements.*
- *Recommendation CF 1.1.2: Continue to ensure that capital expenditures are consistent with the Village's Comprehensive Plan 2035.*
- *Recommendation 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.*

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- *Recommendation 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.*
 - *Recommendation 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.*
 - *Recommendation CF 1.1.6: In the future, when warranted, construct a Public Works Garage on Village owned property near the current public works garage.*
 - *Recommendation 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.*
 - *Recommendation 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.*
 - *Recommendation CF 1.1.9: Ensure that the public sewer and water service, transportation, and community facilities will support the land use pattern indicated on the Future Land Use Plan.*
 - *Recommendation CF 1.1.10: Develop and implement a Stormwater Management Plan and Ordinance specifying the design standards to be used in designing man-made and natural stormwater management systems.*
 - *Recommendation CF 1.1.11: Work with the Black Otter Lake Protection and Rehabilitation District to implement recommendations to control stormwater.*
 - *Recommendation CF 1.1.12: Explore low-impact development (LID) techniques for addressing stormwater management.*

What is Low-Impact Development (LID)?

LID describes a land planning and engineering design approach to managing stormwater runoff. It emphasizes conservation and use of on-site natural features to protect water quality.

<http://en.wikipedia.org>

- *Recommendation 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.*

What are MS4 Permits?

MS4 permits, issued by the WDNR, require municipalities to reduce polluted storm water runoff by implementing storm water management programs with best management practices."

- *Recommendation 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.*
- *Recommendation 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. Approvals may be deferred, phased in, or conditioned upon the availability of adequate infrastructure and treatment capacity.*
- *Recommendation CF 1.1.16: Ensure that new governmental facilities are accessible for pedestrian, as well as, vehicular traffic.*
- *Recommendation CF 1.1.17: In the future, explore opportunities for shared municipal court with the Town of Hortonville and perhaps the other adjacent towns.*

Goal CF 2: Maintain and enhance recreational opportunities.

Strategy CF 2.1: Provide adequate active and passive recreational opportunities for local residents.

- *Recommendation CF 2.1.1: Prepare and update every 5 years an Outdoor Recreation, Open Space, and Urban Forestry Plan. Identify infrastructure for replacement damaged in the recent tornado.*
- *Recommendation CF 2.1.2: Continue to support community-based organizations involved in revitalization and other community betterment activities.*
- *Recommendation CF 2.1.3: Encourage local residents to consider estate planning techniques that gift land and/or money for recreation projects in the Village.*
- *Recommendation CF 2.1.4: Continue to update and maintain the existing park system.*

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- *Recommendation CF 2.1.5: As an alternate route for the Wiouwash, the Village should examine the “rails with trails” concept by contacting WDNR.*
 - *Recommendation CF 2.1.6: Continue to work with Outagamie County to support an extension of the Wiouwash Trail.*
 - *Recommendation CF 2.1.7: Consider utilizing the open lot, south of Main Street, as a future park.*
 - *Recommendation CF 2.1.8: Work with neighbors to determine a use for the Wildwood Park.*
 - *Recommendation CF 2.1.9: Establish bicycle, pedestrian, and other non-motorized recreational trails.*
 - *Implement the recommendations of the Village of Hortonville Trail Planning & Connections Report, prepared by East Central RPC.*
 - *The Village should consider the purchase of a portion/all of the property located at the end of Lakeview Avenue, between the railroad and Black Otter Lake to facilitate a northerly trail extension of the Wiouwash around Black Otter Lake.*
 - *Recommendation CF 2.1.10: Increase the utilization of Black Otter Lake by residents and visitors.*
 - *Continue to manage marine vegetation.*
 - *Develop a canoe/kayak launch site at Black Otter Park.*
 - *Recommendation CF 2.1.11: Implement the recommendations identified in the Village’s CIP.*
 - *Alonzo Park – Renovate existing pavilion.*
 - *Black Otter Park – Construct new pavilion.*
 - *Veterans Park – Install a new fishing dock.*
 - *Miller Park – Plan for and construct a zero-depth water park/splash pad.*
 - *Otter Miller Park – Improve the lower parking lot and construct a new T-ball diamond.*
 - *Construct public basketball courts in various locations, as needed.*
 - *Identify a location for and consider installing a disc golf course.*
 - *Update playground equipment in various locations, as needed.*
 - *Identify a location for and develop a campground within the Village.*
 - *Recommendation 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.*
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- *Recommendation CF 2.1.13: Consider installing a skate/bike park for teens.*
- *Recommendation CF 2.1.14: Consider installing a Pickleball Court for older residents.*
- *Recommendation CF 2.1.15: In the future consider the development of a dog park in the Village. This issue should be discussed during the next update of the Outdoor Recreation, Open Space, and Urban Forestry Plan.*

What is Pickleball?

Pickleball combines elements of badminton, tennis and table tennis.

<http://en.wikipedia.org>

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

Strategy CF 3.1: Ensure that new or renovated school facilities serve not only the needs of the school district but also the needs of the community.

- *Recommendation CF 3.1.1: Work with the Hortonville Area School District to plan for new or renovated existing facilities.*

Strategy CF 3.2: Ensure that public library needs are being met, especially in terms of space, materials, adult and children’s programming, delivery of service and access.

- *Recommendation CF 3.2.1: Continue to work closely with the Outagamie-Waupaca Library System (OWLS).*

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.

Strategy CF 4.1: Encourage development to occur within areas already sewerred.

- *Recommendation CF 4.1.1: Coordinate the orderly extension of services to areas not currently served by public sewer.*
- *Recommendation CF 4.1.2: Encourage new development to occur adjacent to existing development.*
- *Recommendation CF 4.1.3: When reviewing new development proposals, evaluate the capacity of the existing system and its ability to serve new development.*

- *Recommendation CF 4.1.4: Extend the public sewer system only to areas where it is feasible to do so. Due consideration will be given to environmental constraints such as wetlands, geology and topography.*
- *Recommendation CF 4.1.5: Study the extension of sewer to the future roundabouts.*

Strategy CF 4.2: Work with Outagamie County to protect public health, and ground and surface water quality (on-site systems).

- *Recommendation CF 4.2.1: Coordinate with Outagamie County to assist residents and businesses not currently served by public sewer to comply with the Outagamie County POWTs monitoring program.*
- *Recommendation 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. Consider extending service to these areas.*
- *Recommendation CF 4.2.3: Discourage new POWTs within the Village limits.*

What is a POWTS?

A POWTS is a private onsite wastewater treatment system or a sewage treatment and disposal system serving a single structure with a septic tank and soil absorption field located on the same parcel as the structure.

Wisconsin State Statutes 145.01(12).

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.

Strategy CF 5.1: Ensure that the water system meets current and future needs of the Village.

- *Recommendation 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.*

Strategy CF 5.2: Coordinate the orderly extension of service to areas not currently served by public water.

- *Recommendation 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).*

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- *Recommendation 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.*
 - *Recommendation CF 5.2.3: When reviewing new development proposals, evaluate the capacity of the system and its ability to serve the new development.*
 - *Recommendation CF 5.2.4: The public water supply system will only be extended where it is feasible to do so. Due consideration will be given to environmental constraints such as wetlands, geology and topography.*

Strategy CF 5.3: Encourage development to occur within areas that already have access to public water.

- *Recommendation CF 5.3.1: Encourage infill development or redevelopment in areas already served by public water.*

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.

Strategy CF 6.1: Continue to work with Outagamie County, the Hortonville-Hortonia Fire Department and others to provide police, fire and emergency services, and solid waste and recycling collection to Village residents.

- *Recommendation 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.*
- *Recommendation CF 6.1.2: Periodically evaluate the levels of service including response time to ensure that the interests of Village residents are being served.*
- *Recommendation CF 6.1.3: Ensure that disaster preparedness and prevention must continue to be priorities in the provision of police services.*
- *Recommendation CF 6.1.4: Utilize the Community Economic Recovery Guidebook, Safe Guarding Your Economy From Disaster publication available on East Central Wisconsin RPC's website for post tornado recovery efforts.*
- *Recommendation CF 6.1.5: In the future, explore opportunities for shared police protection with the Town of Hortonia.*

Strategy CF 6.2: Encourage citizen involvement to assist local law enforcement.

- *Recommendation CF 6.2.1: Encourage resident participation in neighborhood watch groups.*

Goal CF 7: Promote energy efficiency in governmental operations and utilities.

Strategy CF 7.1: Realize cost savings through the incorporation of energy saving policies and practices.

- *Recommendation 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.*
- *Recommendation CF 7.1.2: Incorporate energy saving equipment and building practices in the new municipal services building.*
- *Recommendation CF 7.1.3: When purchasing new equipment, updating existing facilities or building new facilities consider energy efficiency in all decisions.*

Goal CF 8: Enhance opportunities for senior citizens in the Village of Hortonville.

Strategy CF 8.1: Develop events, activities and facilities for senior citizens.

- *Recommendation CF 8.1.1: Provide a permanent meeting space for senior citizens in the new municipal services building.*
- *Recommendation CF 8.1.2: Work with Outagamie County to reestablish a meal site in the Village.*
- *Recommendation 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.*
- *Recommendation CF 8.1.4: Establish a task force to identify and coordinate activities and needed services for elderly residents.*
- *Recommendation CF 8.1.5: Establish programs to encourage interaction between seniors and youth. Examples may be an Adopt a Grandparent Program, establishment of a pool of older residents willing to talk to school children about the history of Hortonville and the area, pet visits, etc.*

AGRICULTURAL, NATURAL AND CULTURAL RESOURCES FRAMEWORK PLAN

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.

Agricultural Resources

Goal AG 1: Maintain the economic viability of the area's agricultural community.

Strategy AG 1.1: Preserve the area's most productive farmland for continued agricultural activities.

- *Recommendation AG 1.1.1: Use Outagamie County's farmland preservation plan as a guide to preserve the area's most productive farmland.*
- *Recommendation AG 1.1.2: Minimize conflicts between ongoing agricultural operations and rural non-farm residents.*
- *Recommendation AG 1.1.3: Promote infill and redevelopment within the Village first, prior to considering annexation proposals.*
- *Recommendation 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.*

Strategy AG 1.2: Solicit the expansion and/or creation of new complementary industrial and commercial agribusinesses that support local farm product processing and marketing initiatives.

- *Recommendation 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.*

Goal AG 2: Expand access to locally grown products.

Strategy AG 2.1: Encourage the development of a "grow local / eat local" market.

- *Recommendation AG 2.2.1: Provide an outlet, such as a local farm market, where local farmers can market and sell products.*

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- *Recommendation AG 2.2.2: Encourage local businesses to buy and sell locally grown produce and other agricultural products.*
 - *Recommendation AG 2.2.3: Encourage the Hortonville Area School District and private schools in the area to utilize local food in their school lunch program.*
 - *Recommendation AG 2.2.4: Work with Outagamie County Extension to build awareness and initiate a Community Garden program in the Village. Establish garden locations.*
 - *Recommendation AG 2.2.5: Encourage churches, schools, public housing, businesses and others to sponsor community garden plots.*
 - *Recommendation AG 2.2.6. Establish a local food pantry.*

Natural Resources

Goal NR 1: Protect and preserve the natural resources of the Village and surrounding areas.

Strategy NR 1: Work toward the eradication of invasive species in area lakes, streams, wetlands, wooded areas and other natural areas.

- *Recommendation NR 1.1.1: Increase the public's awareness of its role/responsibility in introducing/containing invasive species.*
- *Recommendation NR 1.1.2: Support the WDNR and the Black Otter Lake Protection and Rehabilitation District efforts to control problem invasive species.*
- *Recommendation 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.*

Strategy NR 1.2: Protect the integrity of existing and future non-metallic mining sites in areas outside of the Village limits.

- *Recommendation NR 1.2.1: Work with Outagamie County to identify potential non-metallic mining sites in areas surrounding the Village.*

Strategy NR 1.3: Protect environmentally sensitive areas and open spaces.

- *Recommendation NR 1.3.1: Identify and map environmentally sensitive areas and open spaces within the Village and its 1.5 mile planning area.*
- *Recommendation 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).*
- *Recommendation 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.*
- *Recommendation NR 1.3.4: Update source (reference) in Chapter 21 Shoreland/Wetland Zoning. The reference to "Wisconsin wetland inventory maps stamped "FINAL" on June 12, 1987" should be revised to read "the most recent version of the Wisconsin Department of Natural Resources Surface Water Data Viewer available online.*
- *Recommendation 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. The Village should consider flexibility to the 50-foot setback when crafting ordinance provisions for protecting water quality since this number could change based on the function of the wetland.*
- *Recommendation NR 1.3.6: The wetland maps included in this document should not be considered "legal" maps. WDNR staff should be consulted early in the process on any wetland identification needs.*

Strategy NR 1.4: Maintain and enhance the urban forest.

- *Recommendation NR 1.4.1: Initiate a formal Urban Forestry Plan / Committee.*
- *Recommendation NR 1.4.2: Seek funding opportunities to replace Village trees damaged by the recent tornado.*
- *Recommendation NR 1.4.3: Work with and support the WNDR to control the spread of diseases and insects that threaten the resource including Emerald Ash Borer.*

Goal NR 2: Preserve and protect groundwater supplies and improve surface water resources.

Strategy NR 2.1: Reduce non-point nutrient runoff into Black Otter Lake and local streams.

- *Recommendation NR 2.1.1: Develop and adopt policies that require “Low Impact Design” (LID), particularly to assist with stormwater management.*
- *Recommendation NR 2.1.2: Develop and adopt a stormwater management plan.*
- *Recommendation NR 2.1.3: Control stormwater runoff from construction activities and impervious surfaces.*
- *Recommendation NR 2.1.4: Support the WDNR and the Black Otter Lake Protection and Rehabilitation District efforts to control problem algae blooms.*
- *Recommendation 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.*

Strategy NR 2.2: Ensure that adequate amounts of safe drinking water are available to area residents.

- *Recommendation NR 2.2.1: Use zoning to protect existing and future municipal wellhead locations from land uses that could potentially contaminate groundwater.*

Strategy NR 2.3: Work with the Black Otter Lake Protection and Rehabilitation District and the WDNR to continue to maintain the integrity of the lake and dam.

- *Recommendation NR 2.3.1: Continue to periodically drawdown and dredge the lake, as needed, to ensure the continued recreational use of the lake.*
- *Recommendation 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.*

Goal NR 3: Preserve the intrinsic visual qualities of the landscape.**Strategy NR 3.1: Protect the visual integrity of important scenic features.**

- *Recommendation 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.*

Strategy NR 3.2: Preserve the night sky

- *Recommendation 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.*
- *Recommendation NR 3.2.2: Update the existing sign ordinance to regulate digital signage.*

Cultural Resources

Goal CR 1: Preserve the Village's important cultural resources. Enlist the assistance of the Hortonville Historical Society and/or the Historic Preservation Commission to implement the following strategies and recommendations.

Strategy CR 1.1: Compile an inventory of significant cultural resources.

- *Recommendation CR 1.1.1: Secure grant money to fund architectural and historical surveys.*
- *Recommendation CR 1.1.2: Compile an inventory of historical, architectural and archeological resources within the Village.*

Strategy CR 1.2: Consider opportunities for historic preservation in all future planning, zoning and development decisions.

- *Recommendation CR 1.2.1: Consider cultural resources and historic preservation in future land use planning and development decisions.*
- *Recommendation CR 1.2.2: Consistently seek input from informed individuals when making decisions that involve existing sites and structures.*

Strategy CR 1.3: Educate local officials and the public at large on the importance of historic preservation.

- *Recommendation CR 1.3.1: Develop a signage/walking tour program of historic sites within the Village.*
- *Recommendation CR 1.3.2: Work with owners of historic properties to seek available grants and other favorable funding sources.*
- *Recommendation CR 1.3.3: Provide educational materials related to the benefits available to properties enrolled on the National Register of Historic Places.*

Strategy CR 1.4: Protect important historical structures.

- *Recommendation CR 1.4.1: Protect important historical structures identified within the Village.*
- *Recommendation CF 1.4.2: Protect the Community Hall for future generations. Reevaluate a study that was previously compiled for potential uses for the Community Hall.*
- *Recommendation CF 1.4.3: Consider nominating the Horton Inn to the National Register of Historic Places.*

Strategy CR 1.5: Preserve the historic character of the downtown area.

- *Recommendation CR 1.5.1: Adopt historical design standards.*
- *Recommendation CR 1.5.2: Provide incentives for building façade restoration.*
- *Recommendation CR 1.5.3: Compile an inventory and brief history of existing buildings in the downtown area.*
- *Recommendation CR 1.5.4: Consider nominating the downtown business district to the National Register of Historic Places as a Historic District.*

INTERGOVERNMENTAL COOPERATION FRAMEWORK PLAN

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 Fire Department; and others when opportunities and /or issues arise that can be more effectively addressed cooperatively.

Strategy IC 1.1: Strengthen existing partnerships and build new relationships to promote economic development in the Village and area.

- *Recommendation IC 1.1.1: Participate in meetings of the Fox Cities Economic Development Corporation and Greater Outagamie County Economic Development Corporation.*
- *Recommendation 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.*
- *Recommendation IC 1.1.3: Work with the Fox Cities Regional Partnership, the Fox Cities Chamber of Commerce to promote available commercial properties.*
- *Recommendation 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.*

Strategy IC 1.2: Improve Communication within the Village and between the Village utilities, the Hortonville Area School District, neighboring towns, Outagamie County, and federal and state agencies.

- *Recommendation 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.*
- *Recommendation 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.*
- *Recommendation IC 1.2.3: Continue to maintain the Village of Hortonville's website and distribute a quarterly newsletter.*

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- *Recommendation 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.*
 - *Recommendation IC 1.2.5: Work with WisDOT, Outagamie County Highway Department, and neighboring towns to coordinate short and long range transportation efforts.*
 - *Recommendation IC 1.2.6: Work with WisDOT, ECWRPC, Outagamie County Highway Department, surrounding communities and others along the WIS 15 corridor to ensure local involvement in planning efforts, especially with the current WIS 15 corridor and bypass planning effort.*

Strategy IC 1.3: Provide a unified voice to secure state and federal funding.

- *Recommendation 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.*
- *Recommendation 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).*

Strategy IC 1.4: Encourage joint efforts to protect natural resources.

- *Recommendation IC 1.4.1: Work with the Black Otter Lake Protection and Rehabilitation District to control runoff from construction activities and impervious surfaces.*
- *Recommendation 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*

Strategy IC 1.5: Explore cost efficiencies through shared services.

- *Recommendation IC 1.5.1: Continue to work with neighboring communities to share maintenance of common roads.*

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- *Recommendation 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.*
 - *Recommendation IC 1.5.3: In the future, explore opportunities for shared police protection with the Town of Hortonia.*
 - *Recommendation 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.).*
 - *Recommendation IC 1.5.5: Continue to research and identify complementary and redundant services and resources that could benefit from agreements for shared services.*
 - *Recommendation IC 1.5.6: In the future, explore opportunities for shared municipal court with the Town of Hortonia and perhaps the other adjacent towns.*

Strategy IC 1.6: Establish effective intergovernmental land use policies and cooperative agreements with adjoining municipalities to address service and boundary issues.

- *Recommendation 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.*
- *Recommendation IC 1.6.2: Establish a policy to review development proposals within the extraterritorial area of the Village.*

IMPLEMENTATION FRAMEWORK PLAN

Goal I 1: Implement, to the extent possible, recommendations contained within the Comprehensive Plan Update.

Strategy I 1.1: Closely monitor the implementation of plan recommendations to ensure they are followed.

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- *Recommendation I 1.1.1: The Planning and Zoning Commission should periodically review the implementation schedule and update the Village Board as to progress that is being made.*
 - *Recommendation I 1.1.2: The Planning and Zoning Commission should annually review the goals, strategies and recommendations and address conflicts.*
 - *Recommendation I 1.1.3: The Planning and Zoning Commission should prepare a brief annual report to reflect use of plan.*
 - *Recommendation I 1.1.4: The Village Board should periodically include an agenda item for plan implementation progress.*

Strategy I 1.2: Update the plan as necessary.

- *Recommendation I 1.2.1: The Planning and Zoning Commission should recommend modifications to the plan as necessary.*
- *Recommendation I 1.2.2: The Village should update the comprehensive plan within a maximum of 10 years.*
- *Recommendation I 1.2.3: As available, provide updated information to supplement the plan information.*

Strategy I 1.3: Emphasize the need for intergovernmental cooperation throughout the implementation process.

- *Recommendation 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.*
- *Recommendation I 1.3.2: Work with others, as needed, to implement the recommendations contained in the Village of Hortonville's Comprehensive Plan.*