



# **Village of Hortonville**

# **Strategic Plan Implementation**

## **2013**

*FINAL 1/14/13*

*FOR VILLAGE BOARD REVIEW*

Village Board 2012

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## **INTRODUCTION**

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### **Background**

The Village of Hortonville had experienced significant growth during the last two decades; however, it has experienced a slow-down of growth over the past five years. Its population is 2,711 as of the Year 2010 Census of the Population. The years of significant growth had attracted additional development activity that has been on hold, but will likely rebound as the economy improves. The Village is poised to accept development. Additionally, the construction of the Highway 15 bypass, and the transfer of jurisdiction of Main Street in Hortonville, will make way for improvements in the downtown business area. The Village will face opportunities as well as challenges.

To assist the Village in identifying where it should invest its personnel and financial resources, the Board led a strategic planning effort to identify the missions, vision, goals, and implementation strategies for the Village of Hortonville. The intent of this effort was to develop a strategy that will assist the Village Board, staff, committees, and other volunteers that allows for growth while protecting the values of the community.

### **The Process**

The tasks identified in this plan were developed through an interactive process with Village leaders, businesses, and residents participating on a thirteen person Advisory Committee and with Village department heads. The planning process began in February 2012; the kick-off Advisory Committee meeting was held March 5, 2012. The first efforts of the Committee were to review past plans, existing Village resources, and services provided. From there, two Mission Statements and a Vision Statement were formulated. A public informational meeting was held. The Appleton Post-Crescent and the Hortonville Village Voice ran articles about the strategic plan. The Village website was kept current with the progress made in the planning process. Current and future needs and opportunities were identified as goals, actions, and implementation tasks. These were prioritized, who would be responsible for each task was identified, and the cost for each task was provided to gain the greatest return to the Village financially as well as socially. To assist in gaining implementation, the goals, actions, and tasks were identified in relation to the individual Village departments.

The strategic plan reflects the priorities for the upcoming year (2013) as well as those for the following four years. It is intended that this will be a living document that provides guidance to staff, committees, and the Board. It should be noted that as opportunities

arise throughout the year, as well as throughout the following years, those opportunities should not be disregarded if they are not in the plan. Opportunities should be evaluated and strategies adjusted as appropriate. The implementation tasks should be reviewed at least twice during each year, if not quarterly, to evaluate the status of projects and the implications for not accomplishing key tasks. The strategy should be updated on an annual basis to include next steps on tasks and ways to further enhance the Village.

## Village of Hortonville Mission and Vision Statements

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### **Village of Hortonville Mission Statement**

The Village of Hortonville is committed to investing in a safe and welcoming community dedicated to promoting a sense of hometown identity and pride, while creating opportunities for civic and neighborhood involvement.

### **Village Government Mission Statement`**

In partnership with the community, the Village of Hortonville is committed to providing high quality services and improving quality of life through thoughtful planning, fiscal responsibility, and accessible, responsive, and proactive leadership.

### **Village of Hortonville Vision Statement**

The Village of Hortonville is a vibrant, safe community offering a meaningful quality of life through:

- Visually attractive and inviting atmosphere
- Events that celebrate community
- Quality municipal services and facilities
- Thriving business environment
- Diverse recreational opportunities.



## Key Goals and Actions

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### Goals

Several goals were identified to assist in achieving the vision and mission statements. These goals, considered by the Advisory Committee as areas of focus for the Village and community, follow:

- Promote Hortonville.
- Improve the identity of the Village.
- Beautify the Village.
- Improve the Village's commuter view.
- Take pride in development
- Encourage development.
- Revitalize the downtown.
- Improve parking downtown.
- Retain existing businesses and recruit new businesses.
- Invest in improved streetscaping.
- Establish more community events.
- Develop more community areas.
- Increase utilization of the Community Centers.
- Encourage and promote increased citizen involvement.
- Encourage cooperation between employees and citizens.
- Construct a new municipal building/ to provide or improve municipal buildings.
- Expand and develop trails.
- Invest in development of parks.
- Increase public recreation opportunities, facilities, and usage of Black Otter Lake.

### Actions

To further refine the focus of the goals, the Advisory Committee working with Village Department Heads identified the following key actions:

- Create a plan for communications and public relations.
- Provide or improve municipal buildings and parking.
- Community Hall utilization.
- Maintain infrastructure capacities for growth.
- Update municipal code of ordinances.
- Need a long-term recreation plan and budget.
- Develop and implement parks plan.
- Connect and expand multi-purpose trail corridors.
- Support DNR and Black Otter Land District steps to control problem algae blooms and invasive plants.
- Increase/maintain recreational equipment and facilities.
- Encourage retail commercial and industrial growth.
- Define the downtown area.
- Create a retail/service business attraction plan.
- Improve or identify the Village.
- Create ongoing year-round events.
- Village government will support community celebrations.
- Identify and enhance existing events.
- Develop new events.
- Develop events and facilities for senior citizens.
- Create an initiative to beautify the Village.
- Increase creative signage/improve commercial signage.
- Make downtown pedestrian and bicycle friendly.
- Provide and cultivate opportunities for youth to identify their own interests.

## Goals, Actions, and Tasks

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### **Components of the Plan**

This Plan includes the following components encompassed in the following implementation strategy tables:

- Goal categories from the Village Vision Statement
- Goals and action statements prioritized
- Tasks for reaching those goals and actions
- Responsible person or persons, timeline, and budget for each task
- Expected outcome for each task

## Implementation Strategy Tables Prioritized

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### **Visually Attractive and Inviting Atmosphere**

#### **Events that Celebrate Community**

#### **Quality Municipal Services and Facilities**

#### **Thriving Business Environment**

#### **Diverse Recreational Facilities**

# **VISUALLY ATTRACTIVE AND INVITING ATMOSPHERE**

**IMPLEMENTATION STRATEGIES**



## Visually Attractive and Inviting Atmosphere

## *Implementation Strategies*

in order of priority

### Goal: Create an Initiative to Beautify the Village.

Action: Encourage building rehab by owners downtown.

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Define & establish parameters of a program	V. Bd. Member and V. Atty.	Early 2013	Early 2013	Established program	\$0
V. Bd. to review need for existing façade program	V. Bd.	Early 2013	End 2013	Decision on continuation of façade program or consolidation with new program	\$0
V. Bd. approve and budget for new program	V. Bd.	12/31/2012	12/31/2012	Revolving loan fund for approved commercial rehab	\$100,000
Form Beautification Committee that provides recommendations to the Village and groups	Chamber	1/1/2013	End 12/31 each year	Beautification recommendations	\$0
Recognize improved commercial establishments	Chamber	2/1 each yr.	5/1 each yr.	Chamber of Commerce presentation	\$400

### Goal: Develop and Implement Parks Plan.

Action: Continue Otto Miller Athletic Field improvements to make a regional sporting destination.

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Discuss with Youth Sports anticipated current and future needs for parks	DPW	ongoing	ongoing	More proactive responses and budget processes	0
Work with wayfinding committee to place directions to park on new wayfinding signs	Admin.	in progress	2013	Park identified on new signs	0
Consider options for additional use: social events, corporate groups, family reunions, etc	DPW/Admin.	2013	2014	Market to corporations and groups. This advertises area to corporations and possible residents	0
Consider additional sporting needs...develop growth plan for park	DPW/Consultant	2014	2014	Budget is better anticipated and growth is better supported with a long term plan in place	TBD

**Goal: Create an Initiative to Beautify the Village.**

**Action: Establish incentives and guidelines.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
V. Bd establish a permit fee reduction program for downtown improvements	Admin.	1/1/2013	6/30/2013	Fees reduced by 100% first year, 80% second year, 60% third year, 40% fourth year, and 20% fifth year	\$2,000
V. Bd exempt V. taxes for historically accurate restoration and renovatation of exteriors	Clerk	7/1/2013	12/31/2013	Historic character of the Village is preserved	\$500 1st yr ...\$3,000 yr 12
Continue to investigate potential incentives & guidelines	Admin./V. Atty.	Q1 2013	ongoing	Ongoing support for beautification	\$0

**Goal: Increase Creative Signage/Improve Commercial Signage.**

**Action: Install Fox West signage.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create a wayfinding committee	Admin./Chamber	2013	2013	Increased community input for sign locations	\$0
Work with Fox West Chamber and Fox Cities Convention and Visitors Bureau to apply for grants for signage	Admin./Chamber	in progress	2013	Help for financing the signs	\$0
Determine needs (number of signs, type, wording)	Admin./Chamber	2013	2013	Signs will be ordered and placed	TBD
Maintain signs/determine who is responsible for maintaining signs	DPW	2013	ongoing	Beautification and advertising and easier navigation	TBD

**Goal: Make Downtown Pedestrian and Bicycle Friendly.****Action: Benches to sit on.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Research costs and appropriate styles and locations where needed	DPW	2014	2015	Benches placed	TBD

**Goal: Increase Creative Signage/Improve Commercial Signage.****Action: Improve recreational signage.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Inventory current signs compared to current amenities	DPW	in progress	spring 2013	Understand gaps in signs	\$0
Create budget	DPW/V. Bd.	2012	2012	Approved budget	\$0
Create list of how signs should be worded and proper placement	DPW	spring 2013	mid 2013	Have list of signs to be ordered	\$0
Work with wayfinding committee to place directions to park on new wayfare signs	DPW	in progress	in progress	Directional language	\$0
Order new/replacement signs	DPW	mid 2013	mid 2013	Signs procured	\$1,000
Maintain and replace/add to as needed	DPW	ongoing	ongoing	Better information for public	TBD

**Goal: Create an Initiative to Beautify the Village.****Action: Remove/repair blighted properties.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Set criteria for blighted property	Planning & Zoning	2013	2013	Guidelines available to authorized personnel	\$0
Determine blighted properties	Bldg. Insp. or other authorized personnel	2013	ongoing	List of blighted properties for potential action	TBD
V. Bd. establish fund to purchase prop's when they become available	V. Bd.	2014	ongoing	Land acquisition reserve fund created	\$20,000/ yr carried over
V. Bd. to rec demolition or design renovation	V. Bd.	TBD	TBD	Demolition or renovation of buildings	TBD
Building inspector and health department condemn unsafe properties	Bldg. Insp./Health Insp.	TBD	TBD	Properties come available for renovation, purchase, or demolition	\$200

**Goal: Create an Initiative to Beautify the Village.****Action: Create awareness of benefits of improvements to properties.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create a committee to research case studies & communicate benefits	V. Bd.	2015	2015	Property owners are motivated to consider improvements	\$0
Create a budget & seek grants/funding	Committee	2015	2016	Funded awareness effort	TBD

**Goal: Make Downtown Pedestrian and Bicycle Friendly.****Action: Bike racks.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Research costs and appropriate styles and locations where needed	DPW	2014	ongoing	Bike racks placed as needed; reevaluate when Main Street jurisdictional transfer occurs (2017)	\$2,000

**Goal: Make Downtown Pedestrian and Bicycle Friendly.****Action: Establish street bike routes.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Works with trails subcommittee to determine bike routes	DPW	Q3 2013	Q4 2015	Bike route plan	TBD
Work with Trails subcommittee to determine best course of action for implementing bike routes plan to coincide with jurisdictional transfer and hwy bypass, and implement plan for other bike routes throughout village	Trail subcommittee /Admin.	Q4 2013	2016	Long term plan for improvements to roads and trails to allow for construction of trails both long and short term	TBD

**Goal: Develop and Implement Parks Plan.****Action: Maintain existing parks.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Develop long term needs analysis	DPW	Q1 2013	Q2 2013	Budget is better anticipated and growth is better supported with a long term plan in place	\$0
Develop long term maintenance plan and budget appropriately	DPW	Q2 2013	ongoing	Budget is better anticipated and growth is better supported with a long term plan in place	TBD
Schedule maintenance / keep maintenance at top levels to promote a beautiful Hortonville	DPW	ongoing	ongoing	Well maintained parks	TBD

**Goal: Create an Initiative to Beautify the Village.****Action: Research & consider development of a design review ordinance.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Conduct an educational event for V. Bd. & Planning & Zoning	Admin. / UWEX	2014	2014	Decision on moving forward with a design review ordinance.	\$0
Meet with local architects/building inspector and hist soc to discuss approp designs and ordinances	Planning & Zoning	2014	2015	Creation of appropriate designs and draft ordinance	\$0
Create a design review committee of citizens and board	V. Bd.	TBD	TBD	Administration of ordinance	\$0

**Goal: Create an Initiative to Beautify the Village.****Action: Create village-wide gardening awards.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Encourage local gardening enthusiasts group or garden club to organize projects & awards	TBD	TBD	TBD	Residents keep things nice and a social outlet is created	TBD
Have a summer social event to recognize projects	Utility Clerk	Aug. 2015	ongoing	Motivation for beautification and social outlet	\$1,000

# **EVENTS THAT CELEBRATE COMMUNITY**

## **IMPLEMENTATION STRATEGIES**

## Events that Celebrate Community

## *Implementation Strategies*

in order of priority

**Goal: Improve the Identity of the Village.**

**Action: Decide on an identity to market, including a motto or slogan.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Utilize the strategic planning committee to develop an identity, based on the overall theme from strategic planning efforts	Strategic Planning Committee	Q2 2013	Q4 2013	People in and outside of the area recognize and understand what Hortonville represents	\$0
Create a marketing committee	V. Bd.	Q2 2013	Q4 2013	Established marketing comm.	\$0
Research place branding	Marketing committee of Strategic Plan Comm./UWEX	Q2 2013	Q2 2013	Identified vision for marketing, understanding of what makes place branding successful	\$0
Hire a marketing firm to put together ideas for logo and motto	Admin./V. Bd.	Q3 2013	Q4 2013	Cohesiveness with memorable tag lines to use	\$2,000
Develop a communications plan	Admin./Marketing Committee	Q4 2013	Q1 2014	Assignment and delegation of the responsibilities of managing the plan. Creation of a list of regular and potential items for press release, web updates, social media updates, etc for the purpose of consistent messaging.	TBD
Implement communications plan and communication materials into all areas of village	All departments and V. Bd.	Q1 2014	ongoing	Cohesiveness with memorable tag lines to use	TBD



**Goal: Create Ongoing Year-round Events.****Action: Theater performances, including community theater group(s).**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with theater group in New London about how to start up	Civic Group TBD / HASD	TBD	TBD	Know what it takes to start a theater	\$0
Approach individuals in area who might be interested in a theater group and form a committee	Civic Group TBD / HASD / ParkRec	TBD	TBD	A committee of interested individuals formed	\$0
Identify facility needs	Historic preservation comm./Facilities comm./Admin.	TBD	TBD	Needs surveyed and facilities identified	TBD
Research available funding for improvements	Historic Preservation Comm.	TBD	TBD	Funding identified	TBD
Start offering theater	Theater group/Civic Group TBD	TBD	TBD	Performances scheduled	TBD

**Goal: Village Government will Support Community Celebrations.****Action: Create a Civic Group Events Committee.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Village Board creates Civic Group Events Committee (CGEC)	V. Bd.	Q1 2013	Q2 2013	Names identified of charter members/begin recruitment	\$0
Research other civic groups - local or otherwise - for operations and innovative ideas	Charter members of CGEC	Q2 2013	Q3 2013	Better understanding of Hortonville's capacity to carry out events tasks set forth by the strategic plan/innovative ideas for implementation	\$0
Develop by-laws and 501c3 status	CGEC	Q3 2013	Q4 2013	Tax-exempt organization	\$600

**Goal: Improve the Identity of the Village.****Action: Identify and promote those events with potential for regional draw to promote Hortonville as a destination.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Make list of all activities in area	CGEC	Q2 2015	Q2 2015	Working list of activities to view	\$0
Tag the items on the list that are marketable outside of Hortonville	CGEC	Q2 2015	Q2 2015	Working list of activities with regional draw	\$0
Look at items not marketable and determine if they can be reworked or respun in a more marketable fashion	CGEC	Q2 2015	Q3 2015	Recommendations for updated events	\$0
Civic Group Events Committee review existing events and identify potential annual events	CGEC	Q3 2015	Q4 2015	A proposed list of year round activities that are presented to the V. Bd.	\$0
V. Bd. Responsible for follow up of committee results	V. Bd./CGEC	2016	2016	A slate of year round activities that engage people of all ages in and outside of our community	\$0

**Goal: Identify and Enhance Existing Events.****Action: Farmer's market.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Meet with Bethlehem Lutheran Church to determine how village can support farmer's market	Utility Clerk / Bethlehem Lutheran Church	Q1 2014	Q2 2014	Better advertising, better awareness	\$300
Civic Group Events Committee to solicit feedback from participants, vendors, public, Chamber	CGEC	Q2 2014	Q2 every year	Improved event for all participants	\$0

**Goal: Village Government will Support Community Celebrations; Community Hall Utilization.**

**Action: Celebrate Community Hall's centennial (100 year birthday) in 2014.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Organize a celebratory event / birthday party	CGEC/Chamber of Commerce/Historic Preservation Committee	mid-2013	mid-2013	Promote awareness and pride; showcase the building to generate future revenue	\$0
Create a budget and declare a date	V. Bd.	mid-2013	Q4 2014	A plan ready to be carried forward	\$0
Advertise and hold event	CGEC	Q4 2013	2014	A successful celebration that recognizes and celebrates our heritage and provides an awareness of the hall and social function for residents	\$1500-2013 \$8000-2014

**Goal: Develop Events and Facilities for Senior Citizens.**

**Action: Senior citizens center.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Village to set up a senior citizen task force to identify needs and opportunities for senior citizens	V. Bd.	2014	2014	Task force created	\$0
Task force to identify government assistance and programs available through local, state, and federal programs.	Task force	2014	2014	List of possible funding sources	\$0
Village to review findings and act on recommendations	V. Bd.	2015	2015	Improved amenities and opportunities for this growing demographic of senior citizens	\$0
Village to consider space in review and planning of existing and new municipal buildings	Public facilities comm./V. Bd./ Task force/Admin.	2015	2015	A designated location for senior citizens to engage in community activities	TBD
Determine which activities are needed and put in an order of implementation	Task force	2015	2015	Identified activities for senior center	\$0
Hire firms to provide services or work with service groups willing to sponsor	Task force/ V. Bd./ Admin.	2016	2016	Contracts for services	TBD

**Goal: Develop Events and Facilities for Senior Citizens.****Action: Health and wellness clinics.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Survey residents to determine need and anticipated usage	Local health service providers/Task force	2014	2014	Needs identified	\$500
Determine best service to use	Local health service providers/Task force	2014	2014	Service chosen	\$0
Implement if need is there	Local health service providers/Task force	2015	2015	Program implementation	TBD

**Goal: Identify and Enhance Existing Events.****Action: Approach Fox Cities Convention & Visitors Bureau to have events listed on calendar.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Keep community calendar visible and updated	Utility Clerk	2013	ongoing	Increased public awareness of annual community events	\$0

**Goal: Identify and Enhance Existing Events.****Action: Chocolate Fest.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Village staff attend choc fest meetings to be aware of needs	DPW	2013	ongoing	Proactive and supportive of needs	\$0
Suggest ideas to support/enhance event	All stakeholders / CGEC	2013	ongoing	Better event	\$0
Request feedback from the Chocolate Fest coordinator to be reviewed by the Civic Group Events Committee	CGEC / Event Coordinator	2013	ongoing	To maintain public interest and participation	\$0

**Goal: Develop Events and Facilities for Senior Citizens****Action: Local food pantry.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Survey residents to determine need and anticipated usage	Hort. Community Food Pantry Bd. Of Dir. / Senior Citizens Task Force	2014	2014	Communications awareness and advertising requirements	TBD
Determine if best served by volunteer organization or paid service	Hort. Community Food Pantry Bd. Of Dir. / Senior Citizens Task Force	2014	2014	Identify new logistics for senior services	TBD
Implement if need is there	Hort. Community Food Pantry Bd. Of Dir. / Senior Citizens Task Force	2014	2014	TBD	TBD

**Goal: Develop Events and Facilities for Senior Citizens****Action: Set up pet visits for seniors.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Survey residents to determine need and anticipated usage	Senior Citizens Task Force	TBD	TBD	Know if there is a need and how much	TBD
Determine best volunteer organization to implement	Senior Citizens Task Force	TBD	TBD	Volunteer organization selected	TBD
Implement if need is there	Senior Citizens Task Force	TBD	TBD	TBD	TBD

**Goal: Develop Events and Facilities for Senior Citizens****Action: Adopt a grandparent.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Senior citizen task force evaluate	Senior Citizens Task Force	TBD	TBD	Determination of need	TBD

**Goal: Develop Events and Facilities for Senior Citizens**

**Action: Take a senior out to dinner program.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Survey residents to determine need and anticipated usage	Senior Citizens Task Force	TBD	TBD	Know if there is a need and how much	TBD
Determine best volunteer organization to implement	Senior Citizens Task Force	TBD	TBD	Volunteer organization selected	TBD
Implement if need is there	Senior Citizens Task Force	TBD	TBD	TBD	TBD

**Goal: Develop Events and Facilities for Senior Citizens**

**Action: Prepare a meal in senior's home and allow them to help with process.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Senior citizen task force evaluate	Senior Citizens Task Force	TBD	TBD	Determination of need	TBD

**Goal: Village Government will Support Community Celebrations.**

**Action: Hortonville "homecoming" type celebrations.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Support events in place physically or financially	CGEC	TBD	TBD	To be considered as part of review and recommendations of year round events	TBD
Be visible at events with presence of staff or booth as appropriate	CGEC	TBD	TBD	Show support for celebrations	TBD

**Goal: Village Government will Support Community Celebrations.****Action: Promote programs such as Great Kids, Inc. that will also involve the parents.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Begin discussions with HASD	CGEC	TBD	TBD	The creation of partnerships for these programs with other stakeholders, particularly HASD	\$0

**Goal: Develop New Events.****Action: Look for gaps in calendar of existing events.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Create list of events in area	CGEC	TBD	TBD	To be considered as part of review and recommendations of year round events	TBD

**Goal: Develop New Events.****Action: Secure sponsorship from organizations and businesses.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	Additional partnerships formed/greater capacity to implement	\$0
Communicate with organizations, businesses, Chamber, and request participation in CGEC	CGEC	TBD	TBD	Partnership in improving the quality and number of overall event offerings	\$0



**Goal: Develop New Events.**

**Action: Winter events: winter festival; winter soup and chili cook-off downtown, New Year Party, Cribbage Tournament.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	To be considered as part of review and recommendations of year round events	\$0

**Goal: Develop New Events.**

**Action: Winter/Spring events: Alonzo Horton fishing derby.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	To be considered as part of review and recommendations of year round events	\$0

**Goal: Develop New Events.**

**Action: Spring events: Alonzo Horton 5K run/walk; Hortonville Beautification Day(s); Arbor Day (after designat designation as Tree City).**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	Partnerships formed/to be considered as part of review and recommendations of year round events	\$0

**Goal: Develop New Events.****Action: Spring/Summer events: Kayak races on Black Otter Lake.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	Partnerships formed	\$0

**Goal: Develop New Events.**

**Action: Summer events: Street dances; theater/play in the park for kids and parents and grandparents; children's concert in the park; Village birthday party in the park (August); take a kid to the park day; multi-cultural event in the park.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	Partnerships formed	\$0

**Goal: Develop New Events.****Action: Fall events: Halloween pet costume contest; downtown fair and block party with vendors, food, drink, and band; best retail window display.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Budget (\$)
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	Partnerships formed	\$0

**Goal: Develop New Events.**

**Action: Anytime events: Alonzo Horton look-a-like contest; Alonzo Horton Bark-in-the-Park contest; encourage charter school/middle school to do science camp;**

**Fablab outreach by FVTC.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Talk with local businesses or organizations and see if a group is able or willing to coordinate or sponsor an event	CGEC	TBD	TBD	Partnerships formed	\$0

**Goal: Create Ongoing Year-round Events.**

**Action: Concerts.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Refer to the Events Comm.	CGEC	TBD	TBD	Research and planning.	\$0

**Goal: Create Ongoing Year-round Events.**

**Action: Flea market monthly to draw tourists.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Budget (\$)</b>
Explore this for viability	CGEC	TBD	TBD	Determination of feasibility for flea market	TBD

# **QUALITY MUNICIPAL SERVICES AND FACILITIES**

**IMPLEMENTATION STRATEGIES**

## Quality Municipal Services and Facilities

## *Implementation Strategies*

In order of Priority

**Goal: Create a Plan for Communications and Public Relations.**

**Action: Create an information center.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Determine the type of info to be included on a kiosk	Dept. heads	Q1 2014	mid-2014	Space needs	\$0
Study the need for an info center	Dept. heads/Intern	Q1 2014	mid-2014	Decision on moving forward with kiosk	\$0
Research appropriate ways to publicize info (V. Bd. or electronic), the type of media, the structure, etc.	Public facilities comm./ Admin.	Q1 2014	mid-2014	Detailed structural, electrical, etc. needs	\$0
Research most visible area for foot traffic	Clerk / DPW	Q1 2014	mid-2014	Info more readily available and obvious to all, even those not searching for it	\$0
Design and construct informational kiosk downtown	Clerk / DPW	mid-2014	late 2014	Pedestrian access to information	\$2,500

**Goal: Provide or improve municipal buildings and parking.**

**Action: Act on recommendations of the Pub. Fac. Comm. Committee regarding future use of all Village facilities.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create a plan and involve the public and staff	Public facilities comm. chair	In progress	12/31/2012	Public support of plan recommendations	\$0
Adjust plan based on feedback and budget	V. Bd.	Q4 2012	Q1 2013	Establish a timeline for feasible projects	\$0

## Continued from page 1

Break plan into individual projects	Staff	Q1 2013	mid 2013	List of projects with timelines	\$0
Create project budgets	TBD	mid 2013	mid 2013	Known costs for budgeting	\$0

**Goal: Provide or improve municipal buildings and parking.****Action: Assign a committee to study downtown parking.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Review current parking facilities	DPW	2013	2013	An accurate assessment of parking needs/deficiencies	\$0
Study expanded parking options	Public facilities comm.	2013	2013	Project list including funding priorities	1500
Create discussion group with local merchants & business owners	Chamber/Econ. Dev. Comm./V. Bd.	Jan-13	Feb-13	Prioritized ideas and the willingness of merchants and owners to support financially	\$0
Mock up options and present to merchants group	Consultant	Feb-13	Apr-13	To secure endorsement	\$500
Decide on solution and present to V. Bd.	V. Bd./Econ. Dev. Comm./Admin.	Jun-13	Aug-13	To secure V. Bd. endorsement	\$0
Purchase land; final construction design	DPW	Winter 2013-2014	2014	2013 budget, RFP, award contract, construction	TBD
Construct new parking facilities	DPW	2014	2015	Expanded parking options	TBD

**Goal: Community Hall utilization.****Action: Update and implement a written action plan for the building and its increased utilization.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Review and update uses/needs of building	Public fac. Comm.	in progress	mid-2013	Up-to-date plan	\$0
Review and update costs involved	Public fac. Comm.	early 2013	mid-2013	Determine financing by project or to sell the building	\$2,000
Create an action plan	DPW/Public fac. Comm.	2013	2013	Plan with timelines and financial needs; V. Bd. Endorse and execute plan	\$0
Implement plan	DPW	Q1 2014	Q3 2014	Continuing renovation/rehabilitation	TBD
Hire marketing director or assign function	Admin.	mid-2014	mid-2014	Person identified responsible for Community Hall marketing	TBD
Raise awareness through marketing and increased web utilization	Admin.	in progress	2015	Increased building use	TBD

**Goal: Maintain infrastructure capacities for growth.****Action: Plan for residential, commercial, and industrial growth.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create a strategic plan	This committee	in progress	end of 2012	A tangible plan for growth	\$1,500
Prioritize goals and actions	This committee and V. Bd.	in progress	end of 2013	A working timeline	\$0
Designate lead staff	Admin./V. Bd.	mid-2013	mid-2013	Monitor and report progress	\$0

**Goal: Maintain infrastructure capacities for growth.****Action: Hire an engineering firm to help with Highway 15 Bypass engineering and negotiations regarding Main St. corridor.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Consult with potential engineering firms	Admin.	done		Signed contract with Cedar Corporation	\$0
Put together request and determine firm to hire	Admin./V. Bd.	done		2013 budget, RFP, award contract	\$0
Present to V. Bd. for approval	Admin./V. Bd.	done		V. Bd. approved contract	\$0
Village and engineering firm negotiations with WDOT	Admin./V.Bd.	in progress	2018	Acceptable designs of Main St. and bypass	\$28,000 for 2012-2013

**Goal: Update Municipal Code of Ordinances.****Action: Promote responsible residential, commercial, and industrial growth.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Review code of ordinances to promote growth	Admin./V. Atty.	2013	late 2013	Smart logical updates; ordinances that are fair and legal	\$0
Update ordinances and keep current	Admin./ V. Bd.	late 2013	2014	Updated code to better manage growth; legally enforceable modern ordinances	TBD
Enforcement of ordinances	PD/DPW	ongoing	never	Ordinances followed	\$0



**Goal: Create a Plan for Communications and Public Relations.****Action: Village website.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Modernize/update website	Admin./Dept. heads	2013	ongoing	A more interactive/informative website; communication portal for residents; increased use by public	\$1,000

**Goal: Create a Plan for Communications and Public Relations.****Action: News releases.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Build positive and productive relationship with press	Admin.	ongoing	ongoing	Enhanced image	\$500
Assign regular news releases to be published	Admin.	ongoing	ongoing	Village noticed more	\$0
Share village news with service groups, businesses, etc.	Admin./Staff	ongoing	ongoing	Broader, informed audience	\$0

**Goal: Maintain infrastructure capacities for growth.****Action: Complete widening/improvement of streets.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Extend Towne Drive	DPW/ V. Bd.	2012	2013	Expanded options for commercial growth	\$457,000
Widen final leg of Grandview Road	DPW	2015	2016	2013 budget, RFP, award contract, construction	\$325,000
Complete 12" water main to water tower/pave Cedar St.	DPW	2015	2016	Increased water system integrity	\$120,000
Replace 4" water main-N. Pine St.	DPW	2015	2016	Upgraded facilities/meet DNR requirements	\$50,000
Review street improvements annually	Public Works Comm.	Q2 annually	Q2 annually	Pavement management and improved streets	\$0

**Goal: Maintain infrastructure capacities for growth****Action: Investigate service extension fees, water use fees, and assessments.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Form committee to promote growth and financial stability	DPW	2012	2013	Recommendations to V. Bd.	\$0
Reduce fees to bare minimum and maintain profitability	Admin.	2013	2014	Incentives for new construction	TBD
Secure grant writer for specific projects	Admin.	TBD	TBD	Receive grant funds	TBD

**Goal: Create a Plan for Communications and Public Relations****Action: Display the Village logo.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Secure graphic artist to create a new Village graphic	DPW/Chief of police	Q1 2013	Q1 2014	A new recognizable logo that instills pride	\$500
Use village logo prominently in common areas and in common publications	Staff and V. Bd.	Q1 2014	ongoing	Branding	\$500 P.D. \$25,000 water tower

**Goal: Create a Plan for Communications and Public Relations****Action: Village Voice.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Modernize village voice and increase use	DPW Clerk	2013	2015	More info, more awareness of events, more social, more professional	\$2,000
Offer online version	DPW Clerk	2014	ongoing	Access to relevant and timely information	\$0
Keep up to date and informative	DPW Clerk	ongoing	ongoing	Better informed public	\$0

**THRIVING BUSINESS ENVIRONMENT**

**IMPLEMENTATION STRATEGIES**

## Thriving Business Environment

## Implementation Strategies

in order of priority

### Goal: Encourage Retail Commercial and Industrial Growth.

Action: Improve the downtown's appearance.

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Work with beautification committee to look at options to improve downtown appearance	Admin./Chamber/ DPW	Immed. after decis. on 15 jurisdiction	ongoing	Plan programs for improved properties and overall appearance	TBD
Explore resources for downtown development ("Main Street type programs")	Admin./Chamber/ WEDC	Q1, 2014	Q1, 2015	Menu of alternative development options	\$200
Develop programs & guidelines for owners to improve appearances; solicit arch'l feedback	Admin./Econ. Dev. Comm.	Q2, 2015	Q1, 2016	Consistent and attractive appearance of downtown area	TBD
Consider the purchase of properties available at reasonable price that can be improved for retail use	Admin./V. Bd.	Immediately	ongoing	Improved downtown appearance and ability to attract new business to village	TBD
Implement programs and plans	Admin./Chamber/ V. Bd./All	Q2, 2016	ongoing	Improved downtown appearance and ability to attract new business to village	TBD

### Goal: Encourage Retail Commercial and Industrial Growth

Action: Make the Village business-friendly for companies to locate and expand here

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create business relocation kit & webpage to distribute to prospective businesses; describe assets and amenities of the area; map projected growth areas	Admin./Econ. Dev. Comm./Chamber	Summer 2013	ongoing	Businesses will receive a quicker response to relocation inquiries	\$4,000
Work with potential businesses to determine their site and service needs	Admin./single contact person	Q1, 2013	ongoing	Open communication and accomodating environment	TBD
Obtain feedback from potential and existing employers (conversational approach)	Admin.	Q1, 2013	ongoing	Learn our strengths and weaknesses	\$0
Create TID for Towne Drive area (moved from Quality Municipal Services and Facilities)	Admin./V. Bd.	late 2012 to early 2013	2013	Expanded options for commercial growth	\$23,500

### Goal: Encourage Retail Commercial and Industrial Growth

Action: Village creates incentive program for businesses such as for needed infrastructure.

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Research programs in other communities	Admin./EDC	Q1, 2013	Q1, 2014	A menu or list of potential incentive programs	TBD
Study needs of village and decide on need for incentives	Admin./EDC	Q, 1, 2014	Q3, 2014	Selection of programs	TBD
Communicate and implement new policy/program	Admin./V. Bd.	Q1, 2015	Q3, 2015	Businesses are attracted and retained	TBD
Monitor and update programs	Admin./EDC	ongoing	ongoing	Current and relevant programs	TBD

### Goal: Define the Downtown Area.

Action: Downtown banners and signs.

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Research & design appropriate banners and signs	Admin./graphic arts class/marketing firm	Immed. after decis. on 15 jurisdiction	Immed. after decis. on 15 jurisdiction	Create wish list of items to order	TBD
Present design to V. Bd.	Admin./graphic arts class/marketing firm	Q4, 2013	Q4, 2013	Approval of banners and signs	TBD
Set budget for banners and signs	V. Bd.	Q4, 2013	Q4, 2013	Present budget to V. Bd.	TBD
Order same	DPW Dir./Clerk Treas.	Q1, 2014	Q1, 2014	Order will be placed and reviewed for accuracy and invoice paid	TBD
Install and maintain	DPW Dir.	Q1, 2014	ongoing	DPW Director to delegate one of his crew to put up banners and maintain banners and any signs which may have been placed by a hired service	TBD

**Goal: Create a Retail/Service Business Attraction Plan.**

**Action: Identify best location for retail development and business clustering.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create subcommittee of Econ. Dev. Comm. To research retail needs and traffic flows	Economic dev. Comm.	Q3, 2013	ongoing	Committee dedicated to creating plan	\$0
Committee will develop business development plan	Economic dev. Comm.	Q3, 2013	Q3, 2014	We will have a projected plan of growth and anticipated tenants for future development, especially in retail	\$3,000
Review & update mapping for areas with general descriptions	Planning & Zoning commission/ECWR PC	Q3, 2014	Q1, 2015	New and relevant zoning may based on plan	\$1,500
Target businesses as appropriate to fill needs; respond to requests from businesses when received, as appropriate	Economic dev. Comm./Fox Cities Chamber support/Admin. Support	Q2, 2015	ongoing	Businesses are developed and located	\$0
Maintain business integrity of the areas and plan for future needs as conditions change	Economic dev. Comm./Planning	Q1, 2015	ongoing	Continued development and refinement of the Business Dev. Plan with minimal variations	

**Goal: Define the Downtown Area.**

**Action: Attach directions and list of attractions to all activities and events.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create list of events and details to include: directions, website, Village Voice, etc	Admin./Chamber	Q1, 2013	ongoing	Work with existing groups to create/compile list. List will need to be updated on a regular basis	\$250
Work with website, etc to place list where appropriate	Admin./Chamber	Q2, 2013	ongoing	Comprehensive events website	\$0
Maintain and update list on a regular basis as new events are added and existing ones change	Admin./Chamber	Q2, 2013	ongoing	More and accurate information to public	\$0

**Goal: Encourage Retail Commercial and Industrial Growth****Action: Instill "buy local" philosophy.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Define "buy local"	Admin./Chamber	Q1, 2014	Q2, 2014	Make it fair to taxpayers as well as businesses	\$0
Advertise our local businesses more to our village members (residents & businesses)	Newsletter/ Village & Chamber staff	Q3, 2014	ongoing	Greater awareness of local offerings	TBD
Develop awareness with posters/window clings, etc	Chamber	Q3, 2014	ongoing	Greater awareness of local offerings	TBD
Village govt. to purchase our items local whenever possible (need to formalize)	Village staff	Ongoing	ongoing	Increased local sales and creation of local goodwill	\$0

**Goal: Encourage Retail Commercial and Industrial Growth****Action: Encourage residential growth.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Talk with builders/developers/realtors and listen to thoughts on how to encourage growth here	Admin./Econ dev.	Q2, 2013	ongoing	Open the dialog, learn the opportunities	\$500
Have ongoing communication resource for the above mentioned groups	Admin./Econ. dev.	Q1, 2013	ongoing	Continue dialog and improvement	\$0
Promote the area by providing a resource guide to the area online and in brochure form	Admin.	Q2, 2013	ongoing	Marketing pieces	\$500



**Goal: Encourage Retail Commercial and Industrial Growth****Action: Maintain quality, customer oriented village employees.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Keep workload at manageable levels	V. Bd.	Sep-13	ongoing	Review priorities and workload on a routine basis	\$0
Allow workers the ability/courage/time to give input	Admin./ V. Bd.	ongoing	ongoing	Engaged, contributing employees	\$0
Provide Customer Service training to all	Admin./Dept heads	2013		Customer (internal & external) focused employees	\$500
Provide productive work environment where employees are happy to go to work	Admin./Dept. heads/Staff	ongoing	ongoing	Greater productivity and increased employee satisfaction	TBD
Hire and maintain "quality" employees	V. Bd./Dept heads/Admin.	ongoing	ongoing	High quality service and public relations	TBD

**Goal: Encourage Retail Commercial and Industrial Growth****Action: Promote the industrial parks.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create marketing materials with maps/pictures, etc.	Admin./EDC	Q3, 2013	Q4, 2013	Materials will be ready for distribution/reply when inquiries present themselves.	\$3,500
Put information on website/develop page dedicated to promotion	Admin.	Q3, 2013	ongoing	Improved marketing of sites	\$1,200
Distribute marketing material to organizations who promote	Admin./EDC/ Chamber	Q3, 2013	ongoing	Get our message out there to the groups that are looking!	\$0
Answer inquiries and keep materials fresh and updated	Admin./EDC	Q3, 2013	ongoing	Accurate, up to date information is always available	\$200

**Goal: Create a Retail/Service Business Attraction Plan.****Action: Identify opportunities for success of existing businesses.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Determine needs of existing business owners to keep them viable and to help them succeed	Econ. Dev Comm./Admin./ Chamber/UW-Ex	Q1, 2013	ongoing	Growth and retention of retail and service businesses	TBD
Help identify and direct businesses to resources for success	Econ. Dev. Comm./Admin./ Chamber/UW-Ex	Q1, 2013	ongoing	Successful businesses that remain in the village	\$0

**Goal: Create a Retail/Service Business Attraction Plan.****Action: Develop both ends of the bypass as retail.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Identify and engage consultant	V. Bd./Admin.	Q1, 2014	Q2, 2016	Consultant retained	\$500
With consultant, study maps and village boundaries to determine land annexation or purchases	V. Admin./V. Atty./ V. Bd. Comm.	Q1, 2014	Q4, 2014	Identification of targeted areas for annexation and/or purchase	\$25,000
Pursue annexation of the areas surrounding the bypasses.	Admin./V. Atty./V. Bd. Comm.	Q1, 2015	2016	Increased tax base and Village control of development	TBD
Promote stable, viable growth in those areas and work with potential tenants for best outcome	Admin./Econ. Dev. Comm.	Q4, 2016	ongoing	Residents and businesses attracted by improved windows to village ("first impression")	\$0

# **DIVERSE RECREATIONAL FACILITIES**

## **IMPLEMENTATION STRATEGIES**

## Diverse Recreational Facilities

## *Implementation Strategies*

in order of priority

### Goal: Need Long-Term Recreation Plan and Budget.

Action: Revise/review long-term recreation plan.

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create Recreation Comm.	V. Bd.	1/1/2013	3/30/2013	A standing recreation comm.	\$0
Prepare long-term recreation plan and budget	DPW/PWC	1/1/2013	7/1/2013	Completed detailed recreation plan	\$0

### Goal: Connect and Expand Multi-Purpose Trail Corridors.

Action: Revise long-term plan and budget to include trails.

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create trails subcomm.to determine needs and create plan	Rec. Comm.	7/1/2013	6/30/2014	Develop trails subcomm.	\$0
Present recommendations to recreation comm. (stakeholders)	Trails Subcomm.	7/1/2014	9/1/2014	Map and plan for future trail system with sections set as priorities, time frames for completion, budget	\$0
Approve plan	Rec. Comm.	9/1/2014	10/30/2014	Proposal forwarded to V. Bd. Including funding and maintenance proposal	\$0
Create budget	DPW	1/1/2015	annually	Adopted and prioritized budget	\$20,000
Implement trails plan	DPW	1/1/2015	12/31/2017	Acquisitions, consent of property owners, RFP, begin construction	TBD

**Goal: Support DNR and Black Otter Lake District (BOLD) Steps to Control Problem Algae Blooms and Invasive Plants.**

*Action: Same as Goal.*

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Stay informed of DNR and BOLD efforts	DPW	now	ongoing	Clear communication established	\$0
Work with BOLD and the DNR	DPW	annually	na	Best management practices are implemented	\$0
Support DNR and BOLD as requested	V. Bd.	now	ongoing	Improve water quality in Black Otter Lake	TBD

**Goal: Increase/Maintain Recreational Equipment and Facilities.**

*Action: Construct canoe/kayak launch facility at Black Otter Park.*

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Discuss with BOLD their plans for the site	DPW	now	6/30/2014	Efforts to be contingent on pollution control (IE weeds)	\$0
Assist BOLD with planning and construction if needed	DPW	5/1/2014	6/30/2014	Completed usable launch facility	\$1,500
Maintain site	DPW	annually	na	Attractive inviting facility	\$500

**Goal: Connect and Expand Multi-Purpose Trail Corridors.****Action: The WIOUWASH Trail to Alonzo and Black Otter parks.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Work with ECWRPC	Admin./DPW	now	TBD	Conceptual plans needed for funding and discussion	TBD
WIOUWASH plan presented to V. Bd.	Admin./DPW	7/1/2013	7/30/2013	Approved plan	\$0
Trail plan added to recreation plan and CIP	Rec. Comm./DPW	8/1/2013	8/30/2013	Prioritized recommendations within larger context	\$0
Design project	Consultant	1/1/2014	5/1/2014	Engineering drawings, plan specifications, costs	\$8,000
Fund project	Admin./DPW	1/1/2014	6/30/2016	Ability to commence construction and approved budget	TBD

**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Zero-depth water park/splash pad at Miller Park.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Conduct feasibility study/present to V. Bd.	DPW	1/1/2016	7/1/2016	Determination of need, return on investment	\$0
Prepare plan	DPW/planner	1/1/2017	5/30/2017	Place in CIP and budget, seek donations	\$2,500
Construct splash pad	Contractor/DPW	5/1/2018	6/30/2018	Creation of outdoor recreational opportunities	\$35,000 to \$75,000.00

**Goal: Connect and Expand Multi-Purpose Trail Corridors.****Action: Connect Village with New London and Greenville bike trails.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Determine the need for each trail project	Trails subcomm.	7/1/2014	7/1/2016	Recommendation whether or not to move forward with trails projects	\$0
Talk with appropriate municipalities	DPW/members	7/1/2016	7/1/2017	Develop a mutual agreement/understanding of need for trail	\$0
Investigate a rails and trails corridor	DPW/members	2015	2017	Trail alongside tracks all the way to New London	\$0
Determine costs of the projects	Trails subcomm./DPW	1/1/2017	12/31/2017	Recommended budget/hire consultant	\$2,500
Recommendations to Recreation Comm.	Trails Subcomm.	1/1/2018	5/1/2018	Recommendation to recreation comm. to add to recreation plan and CIP	\$0

**Goal: Need Long-Term Recreation Plan and Budget.****Action: Long-term funding commitment.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Present time line and long term Recreation CIP to board for approval	Recreation Comm.	7/1/2014	8/30/2014	Approved recreation CIP	\$0
Execute plan	Admin./DPW	1/1/2015	annually	Outdoor recreation facilities added/improved/upgraded	TBD

**Goal: Connect and Expand Multi-Purpose Trail Corridors**

**Action: Create an event to help finance the trails.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create subcommittee	Recreation Comm.	9/1/2014	10/1/2014	Committee to determine time of year, budget, type of event, etc.	\$0
Plan event and publicize, raise awareness	Trails Subcomm.	1/1/2015	12/30/2018	Event will need funding initially for advertising. But, event should raise money for outdoor facilities.	\$2,000
Support the event annually	Trails Subcomm.	1/1/2015	12/30/2018	Annual awareness and to raise funds to maintain trail system.	TBD

**Goal: Increase/Maintain Recreational Equipment and Facilities.**

**Action: Update playground equipment.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Inventory equipment and life expectancy	DPW	1/1/2013	annually	Equipment and conditon report	\$0
Create future needs list and set budget for future expenses	DPW	annually	ongoing	Prioritized timeline and approved budget	\$1,500 per year?
Replace/repair/improve/enhance equipment that is obsolete or in disrepair	DPW	annually	ongoing	Modern conforming playground equipment	\$1,500
Enhance landscaping borders around equipment	DPW	1/1/2014	12/31/2014	Appearance and maintenance concerns	\$10,000



**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Improve or add new pavilion at Alonzo/Black Otter Park.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Determine need for pavilion	V. Bd./ Admin./DPW	Q2, 2013	Q3, 2013	Condition/need report	\$0
Prepare plan	DPW	Q1, 2014	Q2, 2014	Recommendation for construction/improvement	TBD
Construct pavilion to suit needs	DPW	Q2, 2015	Q3, 2015	RFP, budget, add to list of sites to maintain and market	TBD
Maintain site	DPW	ongoing	ongoing	Increase rental ability	TBD

**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Maintain existing parks.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
<i>This is the day-to-day charge of the Parks Department</i>	DPW	ongoing	ongoing	Well maintained facilities that are inviting and promote use	TBD

**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Continue Otto Miller Sports Complex improvement to make a regional sporting destination.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Meet with Hortonville Youth Sports and determine future needs	DPW/Admin./ Youth Sports	Q1, 2013 & Q1 annually	Q3, 2013 & Q3 annually	Put in place a 10+ year plan of improvements with budget	\$0
Pave parking lot around concession stand	Public Works	2014	2014	Cleaner facility, increase handicap accessibility	\$5,000
Tree replacement program	Public Works	ongoing	ongoing	Visually appealing and offer shade	\$2,000.00/year
Replace/upgrade fencing	Public Works - Youth Sports	2013	2017	Attractive and safe facility	\$2,000 to \$3,000.00/yr
Investigate land expansion	DPW/Admin.	2013	TBD	Future swimming pond and tree nursery	TBD

**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Public basketball courts.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Determine need and space available	DPW/Admin./ V. Bd.	Q 2, 2015	Q3, 2015	Needs report for outdoor basketball	\$0
Develop and approve plan and budget	V. Bd.	Q3, 2016	Dec. 2016	Add to Recreation Plan, CIP, prioritized project	TBD
Construct basketball courts	DPW	TBD	TBD	RFP, budget, award bid, completed courts	\$30,000

**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Build a swimming area.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Determine need and space available	DPW/Admin.	Q1, 2017	Q3,2017	Needs report for swimming area as an attraction	\$0
Develop and approve plan and budget	Admin./V. Bd.	TBD	TBD	Add to Recreation Plan, CIP, prioritized project	TBD
Construct a swimming pond - Otto Miller Park	DPW	TBD	TBD	RFP, budget, award bid, completed pond	TBD

**Goal: Provide and Cultivate Opportunities for Youth to Identify their own Interests.****Action: Encourage adult and youth collaboration.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Create a committee of adults & youth to determine interests & involvement opportunities	Schools, Village, civic groups	TBD	ongoing	Increased opportunities for youth	TBD

**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Install fishing dock at Veteran's Park.**

Task	Responsible Person (s)	Start Date	End Date	Anticipated Outcome	Project Budget
Develop plan and costs	DPW/BOLD	Q1, 2013	Q3, 2013	RFP and budget to V. Bd.	\$0
Build dock/pier	Public Works / BOLD	Q1, 2014	TBD	Completed dock/pier for youth/elderly/handicapped	\$5,000 to \$10,000.00
Maintain	DPW	ongoing	ongoing	Continued/improved recreational opportunities	\$0

**Goal: Increase/Maintain Recreational Equipment and Facilities.****Action: Install a disc golf course.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Determine need and space available	DPW/Admin.	Q1, 2017	Q3, 2017	Review findings and make recommendation to V. Bd.	\$0
Develop and approve plan and budget	DPW/Admin./ V. Bd.	TBD	TBD	Add to Recreation Plan, CIP, prioritized project	TBD

**Goal: Provide and Cultivate Opportunities for Youth to Identify their own Interests.****Action: Encourage youth participation in government.**

<b>Task</b>	<b>Responsible Person (s)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Anticipated Outcome</b>	<b>Project Budget</b>
Become aware of options for youth involvement	Admin./HASD	Q1, 2014	ongoing	Increased youth participation and awareness of government	\$0

## Next Steps and Considerations

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Strategic plans and their identified missions, vision, goals, actions, and tasks are different for every planning process. Therefore, the implementation strategies are also unique to each municipality. Within the fabric of time and place, the Village of Hortonville had a variety of considerations to include as the plan was framed. Some of the considerations were involvement of community organizations and groups, volunteer capacities, political will, financial resources, service needs, staff abilities, economic conditions, social and cultural structures, and outside influences. The plan was developed with an attitude of “we might be able to accomplish that” rather than “we can’t do that”. To that end, many of the action steps and tasks go beyond the Village’s purview and rely on efforts spearheaded within the community to achieve. As the Village grows and changes, this plan should keep pace and be adjusted so that the users of the document have vital implementation recommendations. This document should provide a framework over time to guide, monitor, and encourage the highest and best use of the Village’s assets and opportunities.

The planning process established a line of communication among the Village Board, committees, staff, businesses, residents, and organizations in the Village. It will be important to keep this communication going. Only by sharing information, expectations, achievements, failures, and interconnections will continued implementation be successful. The connection between decision-makers and the implementers is critical.