

VILLAGE OF HORTONVILLE 2045

Comprehensive Plan

A 20 YEAR GUIDE FOR THE FUTURE

ADOPTED | JULY 2024




VILLAGE OF
Hortonville
Growing with you

 **MSA**TM

ACKNOWLEDGMENTS

VILLAGE PLANNING AND ZONING COMMISSION:

Jeanne Bellile, *Chairperson*
Dave Moe
Julie Arendt Vanden Heuvel
Tom Banker
Barry Hoff
Richard Gruenewald
Mike Bellile
Ryan Hansch
Roger Retzlaff

PREPARED BY:

**This document was prepared by
MSA Professional Services, Inc.
with assistance from the Village of
Hortonville**

VILLAGE BOARD:

Jeanne Bellile, *President*
Grace Abitz, *Trustee*
Julie Arendt Vanden Heuvel, *Trustee*
Bob Jewell, *Trustee*
Shauna Keel, *Trustee*
Jim Moeller, *Trustee*
Jane Olk, *Trustee*

VILLAGE STAFF:

Nathan Treadwell, *Administrator*
Jane Booth, *Clerk/Treasurer*
Aaron Steber, *Public Works Director*
Kris Brownson, *Police Chief*
Allie Krause, *Library Director*

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1 INTRODUCTION

The Introduction chapter features an overview of the comprehensive plan structure as well as an introduction to the community planning area and relevant data and information used in this plan.

WELCOME TO THE VILLAGE OF HORTONVILLE'S COMPREHENSIVE PLAN!

The Comprehensive Plan is intended to guide decisions and actions affecting Village budgets, ordinances, and growth. The 2045 Plan looks 20 years into the future to describe what the Village would like to achieve over time, offering goals and strategies for implementation in order to realize its long-term vision. As a broad-based plan, it sometimes relies on other, more detailed plans or budget processes to determine when or how implementation will occur.

OVERALL VISION

Hortonville's vision statement is intended to set the general tone for the rest of the plan. It encapsulates the major themes woven throughout the plan and provides a goal post for the future of the community. The vision statement was developed through the community visioning workshop and discussion with Village staff.

2045 VISION:

"THE VILLAGE OF HORTONVILLE IS A UNIQUE, HISTORIC COMMUNITY THAT SEEKS TO PRESERVE AND PROMOTE ITS CHARMING, SMALL-TOWN CHARACTER WHERE RECREATION THRIVES."

The Plan's recommendations are intended to:

- Create a collective and consistent vision for the future of Hortonville.
- Establish priorities for public investment, including the Village's Capital and Operating Budgets.
- Provide or inform policies that guide Village decision-making.
- Align the work of Village staff around the issues that matter most to our residents and stakeholders.
- Create a framework for topic-specific plans and initiatives that will expand on the Comprehensive Plan's recommendations.
- Guide private development through the Future Land Use map and policies.
- Foster partnerships with other stakeholders to address shared goals.

Plan Adoption and the Consistency

Requirement Under Wisconsin's comprehensive planning statute, a comprehensive plan must receive a public hearing and be approved by resolution by the Planning and Zoning Commission, and adopted by ordinance by the Village Board.

Wisconsin's comprehensive planning law requires that if a local government unit enacts or amends any of the following ordinances, the ordinance must be consistent with the comprehensive plan:

- Official maps
- Local subdivision regulations
- General zoning ordinances
- Shoreland/wetland zoning ordinance

Though adopted by ordinance, the plan itself is not an ordinance. This plan is not intended to be a literal "road map" for the Village that provides a clear path from the present to a point twenty years into the future. Rather, it is intended to guide decision making in the years to come toward a unified vision expressed in this plan. Over the course of time many factors will arise that will significantly influence local decisions. This plan should continue to be consulted to ensure that such decisions contribute to the vision established by this plan.

Plan Organization

This plan is organized around the nine required plan elements as outlined in state statutes:

1. Introduction
2. Public Engagement
3. Agricultural, Natural & Cultural Resources
4. Utilities & Community Facilities
5. Economic Development
6. Housing
7. Transportation & Mobility
8. Intergovernmental Cooperation
9. Land Use
10. Implementation

Each section includes Issues and Opportunities (identified during the process), Voices from the Community (public input gathered), 2020 Snapshot (of existing conditions), and Goals and Strategies.

Appendix A: Plan Adoption & Amendments

Appendix B: Action Plan

Appendix C: Public Engagement Results

Appendix D: Maps



WHY PLAN

The purpose of this plan is to establish a shared vision for Hortonville that will guide future actions and decisions. This guidance improves the Village's ability to work cohesively and consistently over time.

PURPOSE & INTENT

The Comprehensive Plan is a resource for managing the growth of the Village of Hortonville. It is designed to be a working document used by Village officials to direct community development decisions, to assist with capital and operational budgeting, and as a tool to focus and stimulate private housing, business and industrial investment.

A Comprehensive Plan functions as an umbrella document that considers most issues affected by Village government, and it is to be used in coordination with other documents and ordinances. The plan refers to other plans and studies that address specific topics in greater detail.

The plan is implemented through the use of ordinances, especially the zoning and subdivision ordinances. This plan is intended to help the Planning and Zoning Commission and Village Board apply those ordinances; in fact, State statutes require that certain decisions must be consistent with this Plan.

PLAN MAINTENANCE

The plan represents the Village's best effort to address current issues and anticipate future needs, but it can and should be amended as conditions warrant reconsideration of policies. The plan can and should be amended from time to time to adjust to changing conditions, and it should be fully updated with new data every 10 years.

The policy content of this plan is organized into Goals and Strategies.

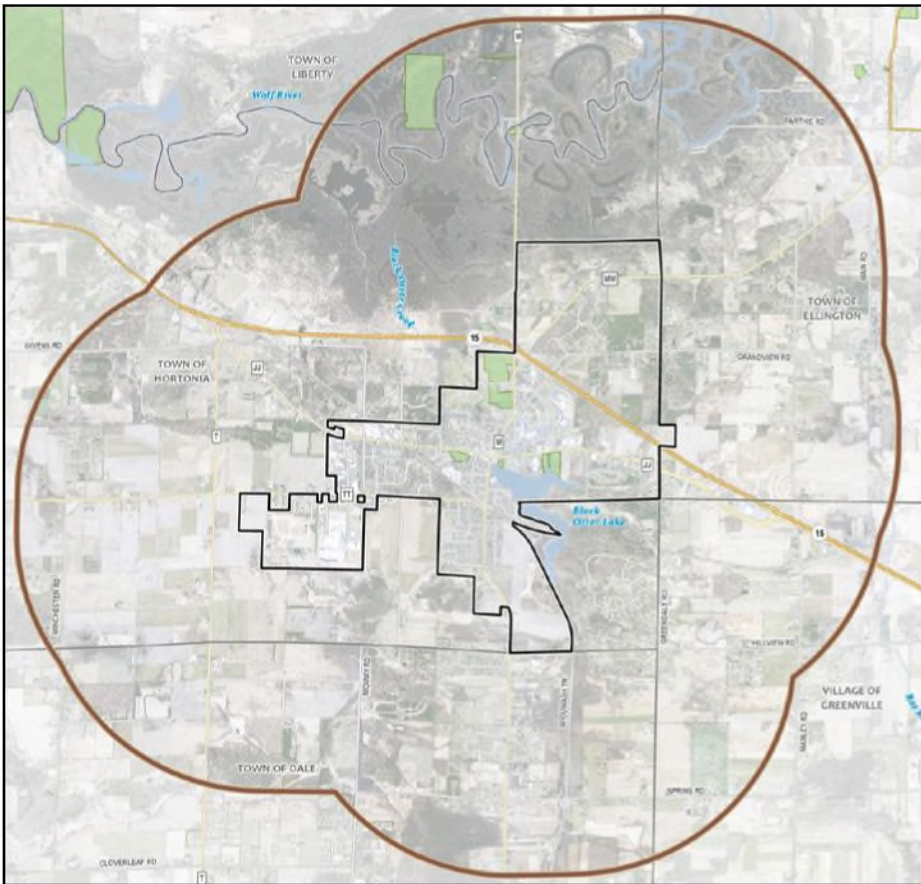
Goals

A goal is a general statement about a desired future outcome. Goals provide the big idea and direction but do not indicate how they will be achieved.

Strategies

Strategies are the methods by which the goals are achieved. Some are policy statements intended to guide decisions. Others are actions - specific activities that someone within the Village government needs to actively pursue.

PLANNING JURISDICTION MAP



Planning Jurisdiction

The study area for this plan includes all lands in which the Village has both a short-and long-term interest in planning and development activity.

Wisconsin law divides cities into four classes relating to government administration and local governmental power. Hortonville is a Village, which corresponds to a 1.5-mile extraterritorial jurisdiction. The Village itself is approximately 2.16 square miles in size with the planning jurisdiction covering approximately 20.25 square miles.



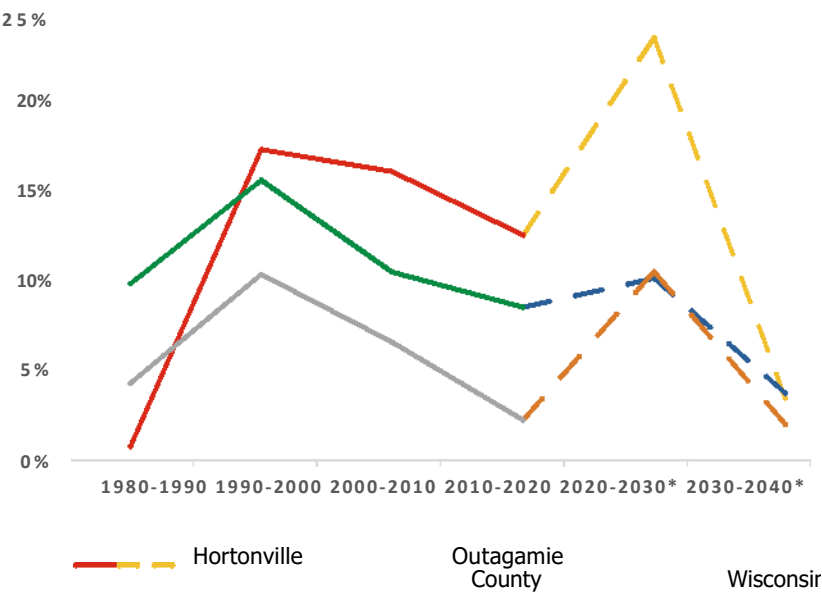
Photo by Shelby Lemke

CONTEXT

A community of about 3,000 people in the Fox Cities region of eastern Wisconsin. Due to its proximity to the metropolitan areas of Green Bay, Appleton, Oshkosh, and Neenah, many residents live in the area and commute to employment in these areas. The Village itself remains quite rural. The Village has a historic downtown, a ring of farmland, and is surrounded by community amenities, and is located on the outskirts. The Wiouwash River is just south of the downtown providing recreational opportunities to residents and rail travelers. The cozy downtown is filled with historic buildings, shops, restaurants, and rental units. Various community non-profits are active in Village events and efforts to found and aid in preserving the small town of Hortonville.

2024 SNAPSHOT OVERVIEW

Percent Population Change by Decade



CENSUS DATA

The Census Bureau collects basic data every 10 years as part of the federal population census, but it also collects much more information every year through the American Community Survey (ACS). That data is collected using a relatively small sample of the local population, which is then reported not as a snapshot in time, but as a reflection of conditions over a five-year sampling period. The data are reported as "estimates" and every estimate has a certain amount of error calculated based on the number of responses in the sample.

EXISTING PLANS REVIEWED

- Outagamie County Comprehensive Plan 2040 (2020)
- Village of Hortonville Comprehensive Plan Update 2035 (2014)

Household Growth and Projections

	VILLAGE OF HORTONVILLE		VILLAGE OF GREENVILLE		OUTAGAMIE COUNTY		WISCONSIN	
	NUMBER OF HOUSEHOLDS	PERSONS PER HOUSEHOLD	NUMBER OF HOUSEHOLDS	PERSONS PER HOUSEHOLD	NUMBER OF HOUSEHOLDS	PERSONS PER HOUSEHOLD	NUMBER OF HOUSEHOLDS	PERSONS PER HOUSEHOLD
2000	867	2.74	2294	2.98	60,578	2.60	2,086,304	2.50
2010	987	2.68	3345	2.90	69,531	2.51	2,279,768	2.43
2015	1023	2.64	3913	2.81	70,505	2.51	2,371,815	2.38
2020	1077	2.63	4423	2.75	74,597	2.46	2,491,982	2.35
2025*	1232	2.45	5072	2.68	83,330	2.37	2,600,538	2.32
2030*	1298	2.42	5571	2.64	87,752	2.33	2,697,884	2.30
2035*	1345	2.39	5992	2.61	90,831	2.30	2,764,498	2.28
2040*	1374	2.36	6328	2.58	92,585	2.27	2,790,322	2.26

SNAPSHOT OVERVIEW

Data used for the Village of Hortonville Comprehensive Plan includes 2021 American Community Survey (ACS) data, 2000 & 2020 Decennial Census and Wisconsin Department of Administration (DOA) 2010-2040 household projections. In most cases, the data is specifically focused on the context of the Village; however, County and State, as well as comparable communities are also highlighted to give an effective analysis of the data overview.

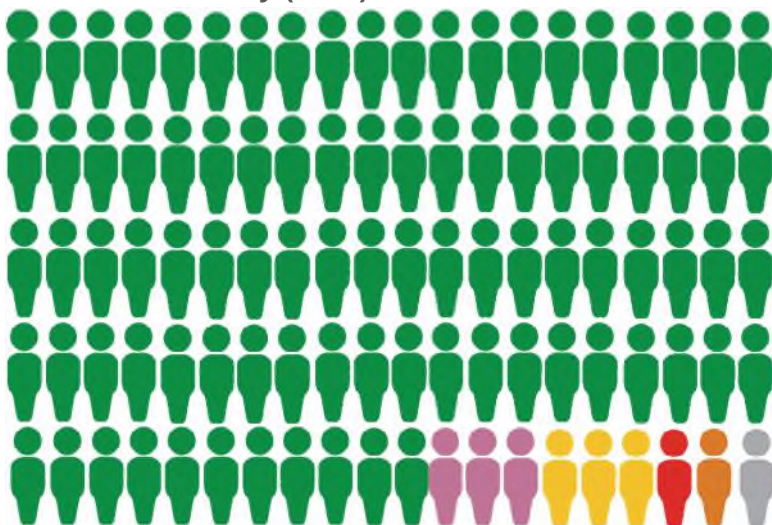
2023 Total Population
3,344

Population and Household Projections

	VILLAGE OF HORTONVILLE	VILLAGE OF GREENVILLE	OUTAGAMI E COUNTY	STATE OF WISCONSIN
1980	2,016	3,310	128,730	4,705,642
1990	2,029	3,806	140,510	4,891,769
2000	2,357	6,844	160,971	5,363,675
2010	2,711	10,309	176,695	5,691,047
2020	3,028	12,687	190,705	5,806,975
2025*	3,554	13,650	200,630	6,203,850
2030*	3,695	14,800	208,730	6,375,910
2035*	3,777	15,710	213,500	6,476,270
2040*	3,812	16,390	215,920	6,491,635

Race and Ethnicity

Race and Ethnicity (2020)



Most of the population in Hortonville is white, at 91%. Hispanic/Latino and Two or More Races are the next highest at 3% each. Black and Asian make up approximately 1% each.



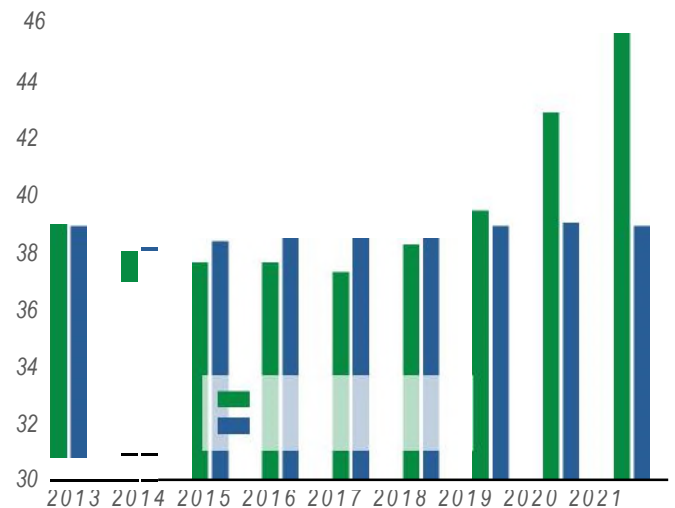
Educational Attainment

Nearly 6 out of 10 residents over 25 (57%) have at least some college education, including associate, bachelor's, or master's degrees. Hortonville falls just short of the Wisconsin average for population with college education attainment (61%). 95% of the community is made up of high school graduates.

Educational Attainment



Median Age 2013-2021



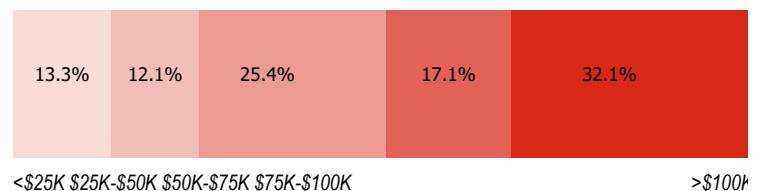
Median Age

The median age in the Village is 44.6, which is more than 4 years older than the state average of 40.4. An increasing median age matches a nationwide trend in an overall aging population. This trend will continue as the Baby Boomer generation becomes older and the Village will need to plan for addressing the needs of older residents.

Household Income Distribution

The 2021 ACS data shows that about 32% of households earned over \$100,000, while 25% earned less than \$50,000. Comparatively, Hortonville has a larger percentage of higher income earners than Outagamie County and Wisconsin households as a whole.

Housing Income Distribution



2 PUBLIC ENGAGEMENT

The Public Engagement chapter details the efforts to engage community members throughout the comprehensive planning process.

- **Childcare:** Safe and supportive care services that parents can depend on when working outside of the house.
- **Public Spaces:** Additional investment is needed for public spaces within Hortonville including parks and community gathering locations such as the Hortonville Opera House.
- **Bike and Pedestrian Facilities:** Increased walkability, safety, and accessibility steps should be taken to improve the experience of bicyclists and pedestrians.

PUBLIC INCLUSION PLAN

The public inclusion plan was broken down as follows:

1. Project Kick-off | Issues & Opportunities
2. Community Survey | Collect Community Feedback
3. Policy Review | Topics and Initial Land Use Drafts
4. Full Plan Review | Review Land Use Maps and Implementation Plan
5. Public Open House | Public Comment Opportunity

See Appendix A for the Public Inclusion Plan and resolution.

PROJECT KICK-OFF

A project kick-off meeting was held on September 18, 2023 at the Village Plan Commission meeting. The discussion was about the current issues and opportunities in Hortonville that the Village hoped to be addressed by the Comprehensive Plan.

The results of the discussion included:

ISSUES:

- **Housing:** Need for more affordable lots and greater housing mix.
- **Downtown Revitalization:** Many buildings are vacant or in poor condition in the downtown area. Reinvestment in building infrastructure, streetscaping, and methods to attract new and diverse businesses is needed.

OPPORTUNITIES:

- **Recreation:** The Wiouwash State Trail is a high traffic path for bikers, pedestrians, and snowmobilers alike with the possibility of four-season activity from visitors into the Village. The Village can capitalize on trail travelers with amenities like restaurants, equipment shops, and seating areas located in the Downtown. The trail should be extended to the Downtown to connect with existing assets. Black Otter Lake can be a tremendous opportunity for recreation and tourism as the only recreational lake within Outagamie County.
- **Location:** Continue to promote the proximity of the Village to the major employer hubs in the Fox Valley. Hwy 15 and 45 and I-41 provide ample access to surrounding communities.
- **Business Development:** Local businesses are invested into the community and are committed to giving back. The Fox West Chamber of Commerce is a strong partner to local businesses and supports marketing efforts to foster future economic development. Continued collaboration can establish the Village as a destination for businesses, tourists, and potential investors.
- **School District, Public Library, and other public utilities:** A strong school system and services available to the public creates a desirable place for families to live.

COMMUNITY SURVEY

The online community survey was active August 22, 2023, through October 31, 2023, and received 390 responses. A total of 27 questions were included in the survey with some open-ended responses. A link to the survey was provided on the Village's website, posted on the Village Facebook Page, included in the Village Newsletter, and distributed through the School District. A paper copy was available at the Village Hall. As compared to the community, the survey respondents were generally younger, more female, and mostly homeowners. Overall, the responses reflect a desire for growth, increased amenities, better services, and an improved quality of life in the village while preserving its small-town feel.

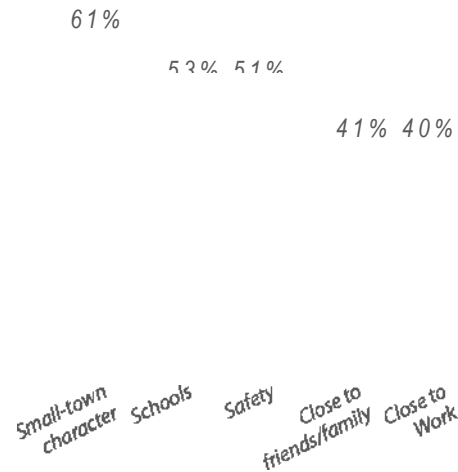
The top reasons people live in Hortonville include its small-town character, safety/low crime, and the school system.

Overall, ownership housing is seen as satisfactory. Rental housing is seen as less satisfactory. Supply for ownership housing is ranked least satisfactory and housing cost is ranked least satisfactory for each respective housing category.

In the aftermath of the Covid-19 pandemic, many employees switched to remote work, and it appears it will be here to stay. 32% of respondents work from home at least once per week. In a follow-up question, 31% cited that better internet service would improve their ability to work remotely. This statistic not only affects workers, but also students who rely on the internet to complete their schoolwork and educational learning opportunities. Increasing internet connectivity and speed among Hortonville residents will be crucial in the years to come. Daycare availability was also cited as a barrier to working from home.

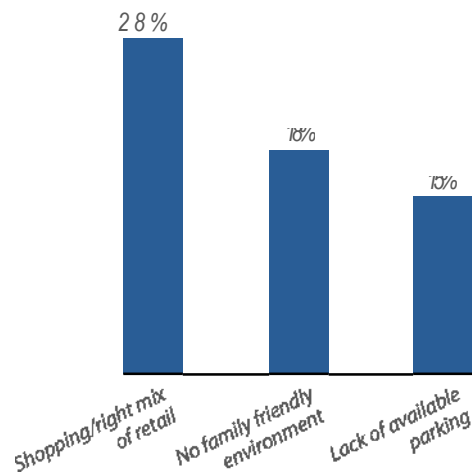
Overall, respondents are most dissatisfied with the pharmacy, retail, and entertainment amenities. They are most satisfied with the grocery and gas station amenities.

Please indicate why you live in or near Hortonville. Select all that apply. If you don't live in or near the Village you may skip this question.



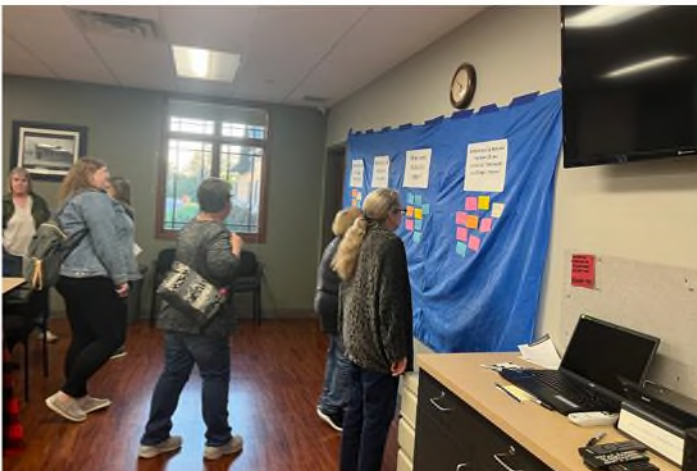
The biggest challenges facing downtown include not enough shopping, lack of family friendly events, and lack of parking. Retail stores, restaurants, and event venues are seen as the greatest development needs for downtown.

What are the top challenges facing downtown? (Top 3 Answers)



VISIONING WORKSHOP

The community visioning workshop featured a presentation to community members along with various charrette activities such as the feedback wall, spatially relevant comments on a community map, and downtown preference board. The open house was attended by 15 residents showing up to share their voice on the comprehensive plan process. A summary of the results are shown here, full responses can be seen in the appendix.



FEEDBACK WALL

Attendees were asked four questions and invited to stick their answers to the wall on note cards. The questions included: **What do you like best about Hortonville?**, **What do you like least about Hortonville?**, **What makes Hortonville unique?**, and **What are your big ideas and aspirations for our community? What would you change or improve?** The responses are summarized below:

What do you like best about Hortonville?

- Small community
- Black Otter Lake
- School system
- Proximity to the City

What do you like least about Hortonville?

- Not enough amenities
- Not many restaurants that aren't just a bar
- Businesses are not diverse
- Poor pedestrian safety

What makes Hortonville unique?

- Quiet village feeling
- Black Otter Lake is only lake in Outagamie County
- Community oriented school district

What are your big ideas and aspirations for our community? What would you change or improve?

- More events for all ages
- Affordable and diverse housing
- More vibrant downtown
- More people
- Improved green spaces/community trails
- Places for the community to gather
- More inviting lakefront with many development opportunities

COMMUNITY MAP

Attendees were given the opportunity to identify an issue, opportunity, or place that they wanted to preserve or change. Some of the most frequent location specific comments included:

- Redevelopment opportunities
- Park and public space use
- Wiouwash trail extension
- Housing

This map activity highlights a growing call for a revitalized downtown and community through offering exciting spaces within the downtown, connectivity along community trails, and housing for all ages and lifestyles. This map should serve as inspiration for future planning efforts in the downtown and community.

All comments for the map can be found in Appendix D

COMMUNITY MAP



DOWNTOWN PREFERENCE

In this activity, community members indicated their preferences for various amenities envisioned for Downtown Hortonville. Diverse housing options like cottage clusters, traditional downtown storefronts, outdoor dining, pavement marking for pedestrian crossings, and streetscaping and stormwater management investments.



3 AGRICULTURAL , NATURAL, & CULTURAL RESOURCES

The Agriculture, Natural & Cultural Resources chapter of the Village's comprehensive plan focuses on preserving and enhancing the Village's valuable resources. It addresses key aspects such as agriculture, natural resource conservation, and cultural heritage preservation. By prioritizing these areas, the Village aims to ensure the long-term sustainability and enjoyment of its resources for generations to come.

AGRICULTURAL, NATURAL & CULTURAL RESOURCES GOAL #1

Preserve productive agricultural lands in balance with development of the Village.

Strategies

1. Promote infill and redevelopment initiatives in under-utilized sites within the Village limits to help reduce the pressure to expand into surrounding agricultural areas.
2. Consider and respect existing land uses in the planning area when deciding on annexation and development decisions.
3. Protect and preserve wetlands and streams, surface and groundwater sources, and other existing natural features in the Village. Consider preservation zoning techniques to protect these areas.

ISSUES & OPPORTUNITIES

COMMUNITY EVENTS



Residents value the existing local events and how they engage the larger Hortonville community.

BLACK OTTER LAKE



Photo by Dao Vang

Black Otter Lake is the only recreational lake in all of Outagamie County. It represents an opportunity to attract visitors and provide recreation activities to the community.

VOICES FROM THE COMMUNITY

- **87%** of survey respondents agree that Hortonville has desirable small-town character.
- Respondents would like to see more family friendly activities in the Village such as park improvements and entertainment downtown.
- **29%** of respondents ranked reinvestment in downtown buildings, many of them historic, as their top priority for development in the Village.

AGRICULTURAL, NATURAL & CULTURAL RESOURCES GOAL #2

Preserve and celebrate Cultural Heritage and Arts.

Strategies

4. Identify and protect historically significant sites, buildings, and landmarks within the Village. Establish a process for identifying cultural assets and designate them as protected areas to prevent their degradation.
5. Provide resources, grants, and tax incentives to support individuals, organizations, and businesses involved in the preservation and restoration of cultural heritage sites and buildings.
6. Promote the historic preservation program that outlines the role of the Historic Preservation Commission and the local historic designation process. Guidelines and standards for the preservation and restoration of cultural assets should be created. This program should include architectural guidelines, conservation techniques, and methods for maintaining the historical integrity of the assets.
7. Welcome and encourage events that foster community interaction and visitor spending, such as parades, festivals, and annual traditions.

2024 SNAPSHOT

Farmland

There are approximately 170 acres within the Village of Hortonville with ongoing general farming and related uses. Most of the planning area also consists of soils indicating prime farmland. There are no farmland preservation areas within the Village limits.

PHYSICAL CHARACTERISTICS

Geology:

The village is divided between two bedrock formations. The Prairie du Chien Group in the southeast area is comprised of dolomite with some sandstone and shale. The Cambrian Group in the northwest area is mostly sandstone with some dolomite and shale. Sand and gravel mining has historically occurred outside the planning area.

Soils:

There are generally three types of soil associations in and around Hortonville, including Hortonville-Symco (level to steep eroding soils on glacial till plains), Menominee-Grays-Rousseau (level to gently sloping soils in glacial lake basins and till plains), and Carbondale-Keowns-Cathro (wetlands and swamp woodlands).

Topography:

The topography of the Village is varied, from rolling hills in most of the Village to steep slopes in excess of 12% in the northeast corner.

Minerals:

There are currently no operating mineral extraction industries within the Village of Hortonville.

Woodlands:

Hortonville is at the nexus of Conifer-Hardwood Forest and Southern-Hardwood Forest. Peat bogs and swamp conifer forests appear within the village and planning area.

WATER RESOURCES

Regulations:

Water resources are regulated by the Village's Wellhead Protection, Floodplain Regulations, Shoreland-Wetland, and Erosion Control and Stormwater Management Ordinances, as well as a Groundwater Protection Zoning Overlay District. Other local, state, and federal laws and regulations may apply.

Groundwater:

Hortonville is located in an area with a high water table—in some places it can be found at a depth of two feet. Approximately 95% of Hortonville is served by the municipal water utility which operates two wells.

Surface Water:

Black Otter Lake is a 75-acre manmade lake created in 1848 as a millpond. Black Otter Creek is an outlet that feeds directly into the Wolf River. A number of unnamed surface streams, ditches, and drainageways feed into the lake and creek.

Watersheds:

Hortonville is located within the Wolf River-New London and Bear Creek Watersheds, which are part of the Wolf River Drainage Basin.

Wetlands:

Wetlands can act as a natural filtering system for nutrients such as phosphorus and nitrates and serve as a natural buffer protecting shorelines and stream banks. Wetlands are also essential in providing wildlife habitat, control, and groundwater recharge. Consequently, local, state, and federal regulations have been enacted that place limitations on the development and use of wetlands and shorelands. Developments in wetland areas are regulated by the Wisconsin Department of Natural Resources and in some cases, the U.S. Army Corps of Engineers. Wetlands are located in several areas throughout the Village and its planning area (see Development Limitations Map).

CULTURAL RESOURCES

Historic Places:

There are approximately thirty nine (39) property records in the Village on the Wisconsin Architecture and History Inventory, as well as Union Cemetery which dates back to 1864. The Hortonville Community Hall (now known as the Hortonville Opera House) is the only property on the National Register of Historic Places, noted for its architecture and social history. It was built in 1913 and placed on the NRHP in 1981.

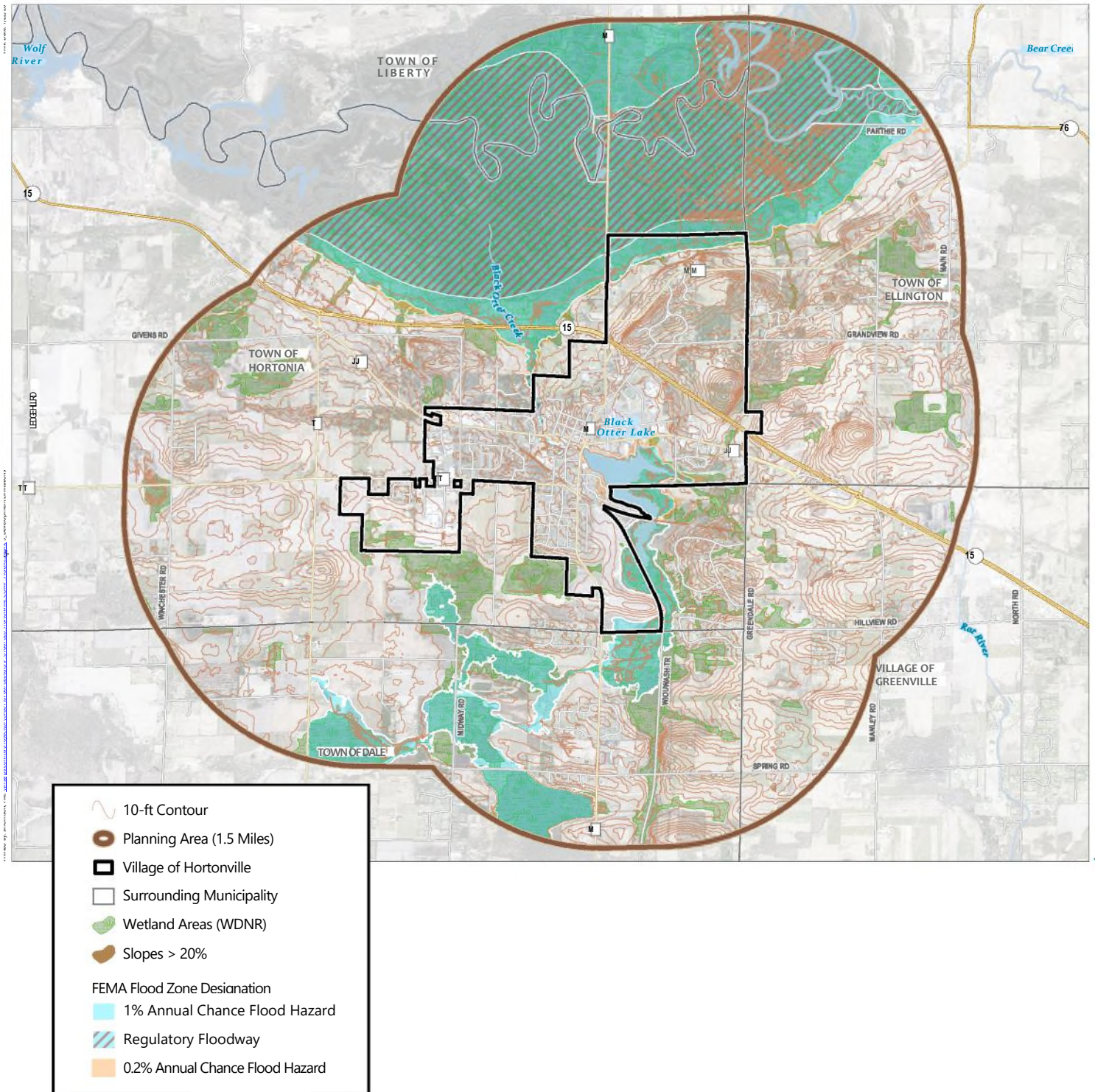
Major Community Events:

- Library Midsummer Carnival
- Senior Autumn Fest
- Annual Kids Halloween Parade
- National Night Out
- Harley Raffle
- Hometown Holiday Program



Photo from Hometown Holiday

DEVELOPMENT LIMITATIONS



4 UTILITIES & COMMUNITY FACILITIES

The Utilities and Community Facilities chapter of the comprehensive plan focuses on ensuring the efficient provision of essential services and the development of necessary infrastructure to support the needs of the Village of Hortonville. It addresses a wide range of utilities and community facilities, including water supply, wastewater management, solid waste disposal, energy systems, telecommunications, and public facilities.

UTILITIES & COMMUNITY FACILITIES GOAL #1

Ensure the maintenance and enhancement of utility infrastructure to meet the needs of both current and future residents and businesses.

Strategies:

1. Conduct regular inspections and maintenance of existing utility systems, including water, sewer, and stormwater management to ensure their integrity and reliability.
2. Use asset management tools and maintain a five-year capital improvement plan to prioritize maintenance and replacement projects and minimize disruptions in service.
3. Discourage inefficient development.
4. Continue sustaining high quality public safety services and facilities (police, fire, and EMS) in balance with budget constraints through regional partnerships with neighboring jurisdictions.
5. Encourage renewable energy production to reduce energy cost for residents. Promote incentives available through the Inflation Reduction Act, Rural Energy Alternatives Program, state tax credits and rebates.

ISSUES & OPPORTUNITIES BLACK OTTER LAKE QUALITY



Recreational activities have been constrained by the lack of weed harvesting and increase in algae blooms at Black Otter Lake.

WIOU WASH TRAIL GAPS



Wiouwash State Recreational Trail has a 22-mile gap between Hortonville and Split Rock. It does not connect to any other local trail in Hortonville.

VOICES FROM THE COMMUNITY

- **36%** of survey respondents are dissatisfied with the Broadband internet options.
- Investment in Public Safety and Parks and Recreation are ranked as their top priority for **29%** and **21%** of survey respondents, respectively.

UTILITIES & COMMUNITY FACILITIES

GOAL #2

Enhance community wellbeing through access to excellent community facilities.

Strategies:

1. Support partnerships with nearby municipalities and community organizations to provide parks, recreational facilities, public buildings, public spaces, and programming for use by all who wish to take part.
2. Encourage developers to dedicate community trails and paths in new developments that connect residents to amenities like schools, businesses, parks, and other community trails.
3. Continuously maintain and improve parks and recreational spaces, ensuring they remain safe, attractive, and accessible for leisure activities and community gatherings.
4. Provide necessary resources and funding to the Hortonville Public Library to ensure it can continue offering a wide range of educational materials, programs, and services to residents, fostering lifelong learning and community enrichment.

2024 SNAPSHOT

Schools & Education

Public Schools

Hortonville Area School District: Hortonville Elementary School (Grades K-4), Hortonville Middle School (Grades 5-8), Fox West Academy (Grade 6-8 Charter School), Hortonville High School (Grades 9-12)

Parks & Recreation

Pocket Parks

- **Veterans Park**
Amenities: Benches, Fishing Pier
- **Black Otter Park**
Amenities: Kayak Launch, Kayak Rental Station, Benches, Grain Bin Gazebo
- **Memorial Square**

Community Parks

- **Miller Park**
Amenities: Ball diamond, playground area, picnic area, restrooms, sandbox, tennis, pickleball, basketball
- **Otto Miller Sport Complex**
Amenities: Baseball Diamonds
- **Alonzo Park/Hortonville Lion's Club**
Amenities: Splashpad, Playground, Sandbox, Open Air Shelter, Restrooms, Walking Trails

Special Use

- **Black Otter Boat Launch and Pier**
Amenities: Boating, Fishing

School Park

- **Hortonville High School Fields**
Amenities: Ball diamonds, football
- **Hortonville Middle School**

Privately Owned Parks

- **Grandview Golf Course**
Amenities: Golf
- **Commercial Club Park**
Amenities: Shelter, Baseball Diamond, Playground, benches

Trails:

- Wiouwash State Recreational Trail Access on Lakeview Ave: 22 mile trail, 5.5 acres within Village, major pedestrian and bicycle trail, extends from Black Otter Lake to Oshkosh. Future plans call for extensions in phases to the north (Wolf River) and east (Fox Cities).
- Multi-model Trail along Main Street to be installed in 2025-2026
- Unnamed Municipal Trail at the Municipal Service Center.

Public Safety, Health, & Welfare

Fire/EMS: Hortonville-Hortonia Fire Department

Police: Hortonville Police Department

Healthcare Facilities: General healthcare services are located in Greenville, which has Ascension and Aurora health centers.

Senior Care: Senior living facilities are located within the village at Care Partners Assisted Living facility, with additional centers in New London and Appleton.

Utilities

Water: Hortonville Water Utility

Electric & Gas: We Energies

Refuse/Recycling Collection: Harter's is the Village's contracted trash collector. LRS is the contracted recycling collector.

Telecommunications: Cellular and mobile service is provided to residents throughout the Village by Verizon, AT&T, Visible, and Mint. Satellite highspeed internet can be obtained through HughesNet and Viasat, while traditional wired and wireless broadband internet access is available through TDS and Spectrum.

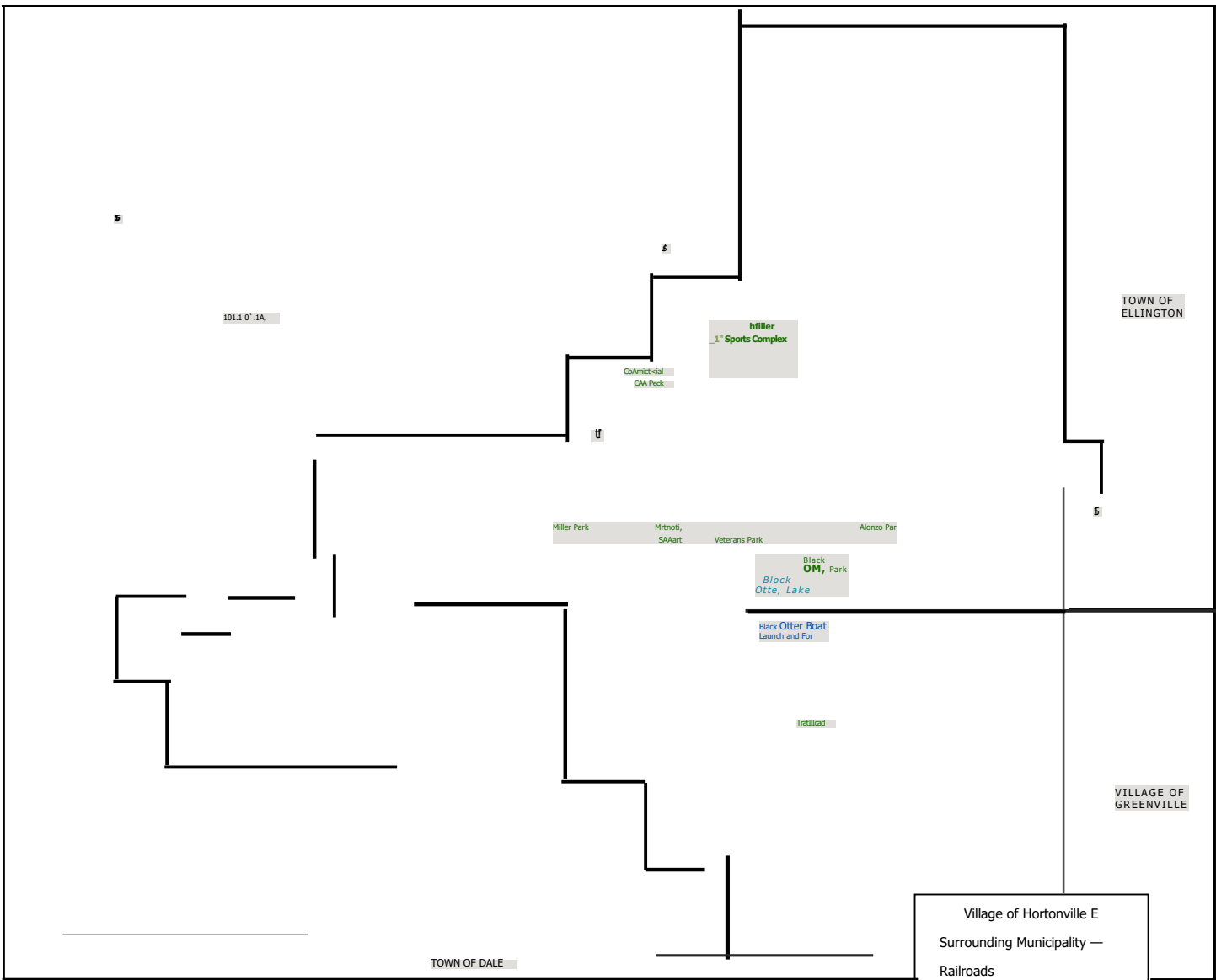
Wastewater: Hortonville Wastewater Treatment Plant collects, carries, and treats the wastewater within the Village.

Other Government Facilities

Hortonville Opera House: Historic opera house that is currently being leased until the Village has funds for updating.

Hortonville Public Library: The Hortonville Public Library seeks to meet the informational, technological, social, and entertainment needs of the Village of Hortonville and its surrounding communities.

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5 ECONOMIC DEVELOPMENT

The Economic Development chapter focuses on fostering a vibrant local economy. It outlines strategies to support entrepreneurship, attract investments, and create a favorable business environment.

The Village aims to stimulate economic growth, job creation, and enhance residents' well-being through targeted initiatives and collaboration with stakeholders.

ECONOMIC DEVELOPMENT GOAL #1

Promote the growth and success of local businesses.

Strategies

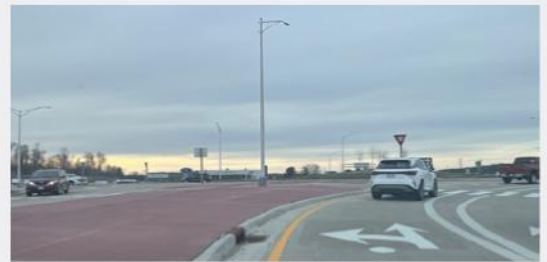
1. Support proactive communication between educational institutions (local UW-Extension, tech colleges, Hortonville Area School District, etc) and area employers in determining and filling appropriate local skills and needs.
2. Determine if there are barriers in the process to establish a new business.
3. Implement an efficient online system that allows businesses to easily find and apply for permits and licenses.
4. Facilitate partnerships between local businesses and the government to leverage resources and expertise. Collaborate with businesses to identify opportunities for joint initiatives, such as infrastructure development, marketing campaigns, or community programs, that benefit both the business community and the village as a whole.
5. Promote and encourage a mixture of housing options to attract a variety of businesses and ensure there is sufficient housing to support the workforce.

ISSUES & OPPORTUNITIES DIVERSE BUSINESSES



The community needs more diverse types of businesses to attract new residents and visitors.

HWY 15 BYPASS



The reroute of State Highway 15 out of downtown may cause mixed effects.

VOICES FROM THE COMMUNITY

- 59% of respondents are dissatisfied with the retail shopping mix in the Village. This is echoed in responses voicing that the top challenge for downtown was not enough shopping or mix of retail.
- Community members would like to see more collaboration between the Village and business community to support business needs and promote the local economy.

ECONOMIC DEVELOPMENT GOAL #2

Develop a healthy business mix in the Downtown area.

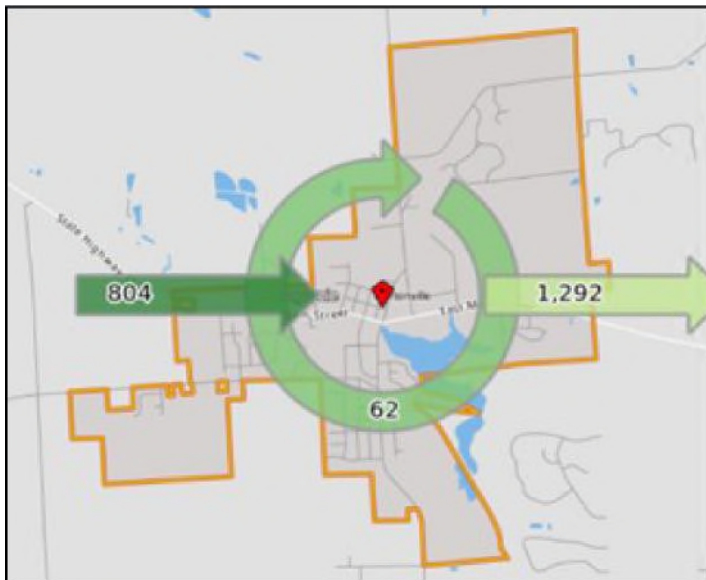
Strategies

6. Attract new businesses and retain existing businesses that meet the needs of residents and tourists.
7. Collaborate with the local Chamber of Commerce and realtors to quickly fill empty storefronts with new or expanding businesses.
8. Collaborate with area businesses to proactively communicate, discuss needs, and receive feedback. Use these conversations to continually refine services and resource referrals.
9. Target and market entrepreneurs who plan to start-up or expand retail or personal service businesses. Collaborate with area businesses for shared outreach and marketing opportunities.
10. Utilize the Historic Preservation Commission to maintain and enhance the historic aspects of the downtown and its buildings.
11. Coordinate with the Wisconsin DOT to create a cohesive streetscape plan to enhance the historic charm of the downtown corridor.
12. Utilize empty lots for shared pocket parks that create a place for interaction between people and the downtown.
13. Use TIF strategically to create development opportunities for the Village. Prioritize PAYGO and conservative projections to ensure anticipated results.

2024 SNAPSHOT

Economic development activities play a key role in the quality of life of the community and the long-term viability of the Village. This economic development snapshot explores the Village's current environment, and inventories efforts that support economic development in the community.

Commuting Patterns



Top Five Growth Industries

The following table shows the change in employment from 2010 to 2021. Wholesale Trade shows a significant percent increase; however, the actual number of employees in this category went from 16 to 57. Educational services has the largest number of employees in the Village with 142 in 2010 and 144 in 2021.

INDUSTRY*	% INCREASE
Transportation, warehousing, and utilities	408%
Wholesale trade	196%
Public administration	178%
Professional, scientific, management, and administrative and waste management services	45%
Manufacturing	40%

* Industry classification titles are based on the North American Industry Classification System (NAICS)

Employment By Industry
Manufacturing has the highest percentage of employees in the Village and County in 2021.

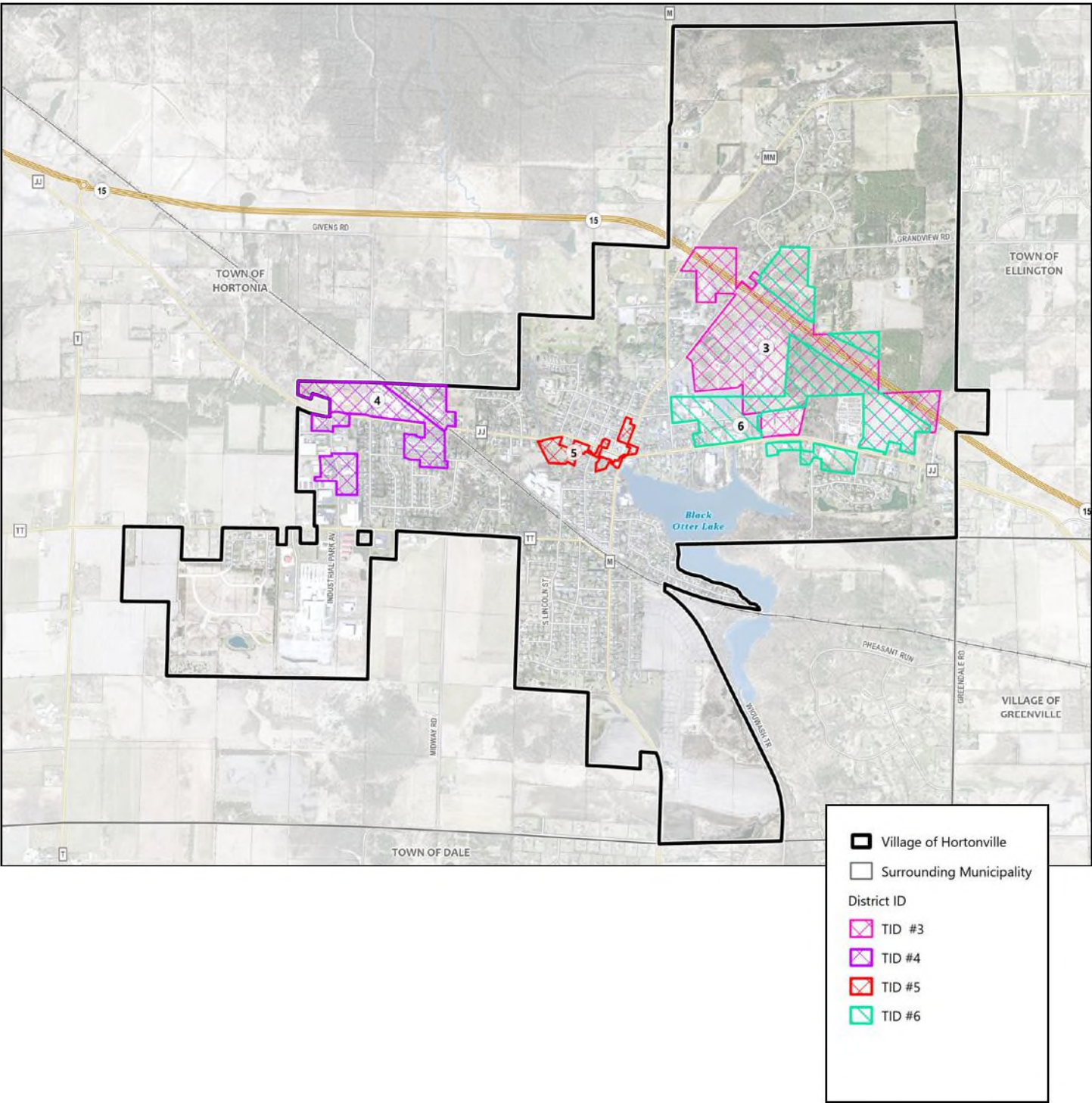
VILLAGE OF INDUSTRY HORTONVILLE		OUTAGAMIE COUNTY
Construction	6%	8%
Manufacturing	28%	22%
Wholesale trade	5%	3%
Retail trade	9%	10%
Transportation, warehousing, and utilities	10%	4%
Information	0%	2%
Finance, insurance, and real estate	5%	7%
Professional, scientific, management, and administrative services	8%	9%
Educational services, health care, and social assistance	20%	20%
Arts, entertainment, recreation, and food and accomodation services	3%	7%
Other services, except public administration	2%	4%
Public administration	3%	3%

MAJOR EMPLOYERS	NUMBER OF EMPLOYEES
Hortonville Area School District	100 - 249
Transportation	
Piping Systems Inc	100 - 249
Hortonville High School	50 - 99
Brotoloc Group Home	50 -99
Hortonville Elementary School	50 -99
Cutting Edge Lumber Inc	50 -99
Gardan Inc	50 -99
Hortonville Middle School	50 -99
Tom-Cin Metals Inc	50 -99
Wolf River Community Bank	20 - 49
Riesterer & Schnell	20 - 49
Hortonville School District	20 - 49
Kwik Trip	20 - 49
Black Otter Supper Club	20 - 49
Gilberts Super Value	20 - 49
Subway	20 - 49
Global Fab	20 - 49
MidCon Products	20-49
Ahlgrimm Explosives	20-49

** Industry classification titles are based on the North American Industry Classification System (NAICS)*



EXISTING TIF DISTRICTS



6 HOUSING

The Housing chapter focuses on ensuring accessible and diverse housing options for Village residents. It addresses challenges and strategies to promote affordability, availability, and quality. By encouraging a range of housing types and revitalizing older properties, the Village aims to meet the needs of its residents while preserving its unique character. Through partnerships and community engagement, the Village seeks to create a vibrant and sustainable housing environment for all.

HOUSING GOAL #1

Retain and attract residents by supporting a range of housing options.

Strategies

1. Promote development patterns that combine residential, commercial, and recreational uses. This approach creates vibrant and walkable neighborhoods, providing residents with convenient access to amenities, services, and employment opportunities.
2. Ensure developments are carefully designed to accommodate changes in traffic and stormwater management.
3. Review and update zoning and land use regulations to accommodate a range of housing options, including accessory dwelling units (ADU). Allow for increased density, where appropriate, to encourage the development of multifamily housing and mixed-income developments.
4. Work with realtors and developers to promote the development of a variety of housing types to meet the housing needs and wants of current and potential residents.

ISSUES & OPPORTUNITIES

LACK OF SUPPLY



Vacancy remains extremely low for both renter and owner-occupied units.

AFFORDABLE HOUSING



Ensuring affordable housing options is a key priority for residents in the Village.

VOICES FROM THE COMMUNITY

- **22%** of respondents rate the ownership housing and **20%** of respondents rate rental housing as unsatisfactory or poor.
- There is strong support for a variety of housing types including small-lot single family homes, townhomes, apartments, duplexes, and accessory dwelling units.

HOUSING GOAL #2

Maintain quality housing options as part of safe and healthy neighborhoods for all residents.

Strategies

5. Review and approve housing development proposals based on consistency with the Land Use chapter of this Plan, including the Future Land Use Map and associated policies.
6. Ensure both homeowners and landlords are aware of program and financing options for upkeep on properties, including energy efficiency.
7. Infill development should respect the scale, proportion and architectural style of nearby homes to a reasonable extent.
8. Actively protect areas that have been locally identified as historically important through the Historic Preservation Committee and local regulations.
9. Investigate implementing programs and incentives to preserve and rehabilitate existing housing stock, particularly historic homes or buildings. Consider using Tax Incremental Financing to offer financial assistance for repairs and renovations, especially for older homes with desirable character.

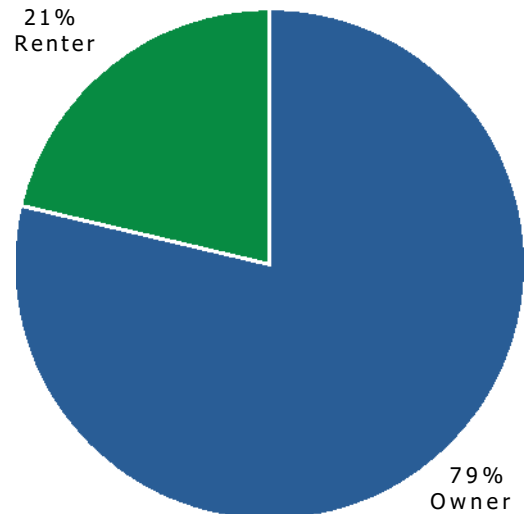
Housing Cost Burden

RENTER 39%

OWNER 12%

2024 SNAPSHOT

Housing Tenure



The following numbers illustrate those conditions in Hortonville most relevant to the formation of housing goals and policies for the next 10 years.

1,220 - The total number of housing units as of 2021.

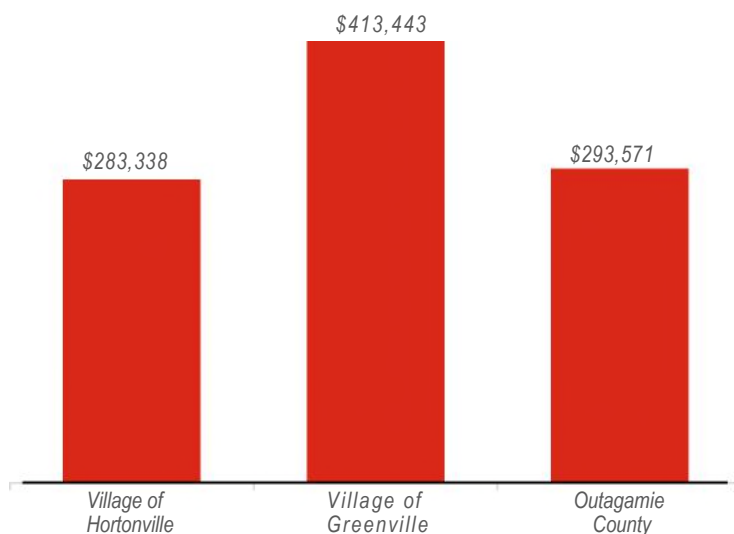
78% - The percentage of units that are single-family detached housing.

79% - The percentage of all units that are owner-occupied, based on the American Community Survey (ACS).

39% - The percentage renters who are cost burdened. This means that these renters are spending 30% or more of their income on housing costs. **12%** of homeowners in Hortonville are cost burdened.

~ 0.0% - The vacancy rate in 2021 for both owner-occupied and rental units, which is the same as 2011. This indicates a tight housing market overall, and a need for additional owner-occupied and rental units.

Median Home Value



YEAR BUILT	MEDIAN VALUE
2010 to 2019	\$258,900
2000 to 2009	\$241,100
1990 to 1999	\$203,800
1980 to 1989	\$212,500
1970 to 1979	\$171,400
1960 to 1969	\$219,200
1950 to 1959	\$116,200
1940 to 1949	\$153,800
1939 or Earlier	\$119,900

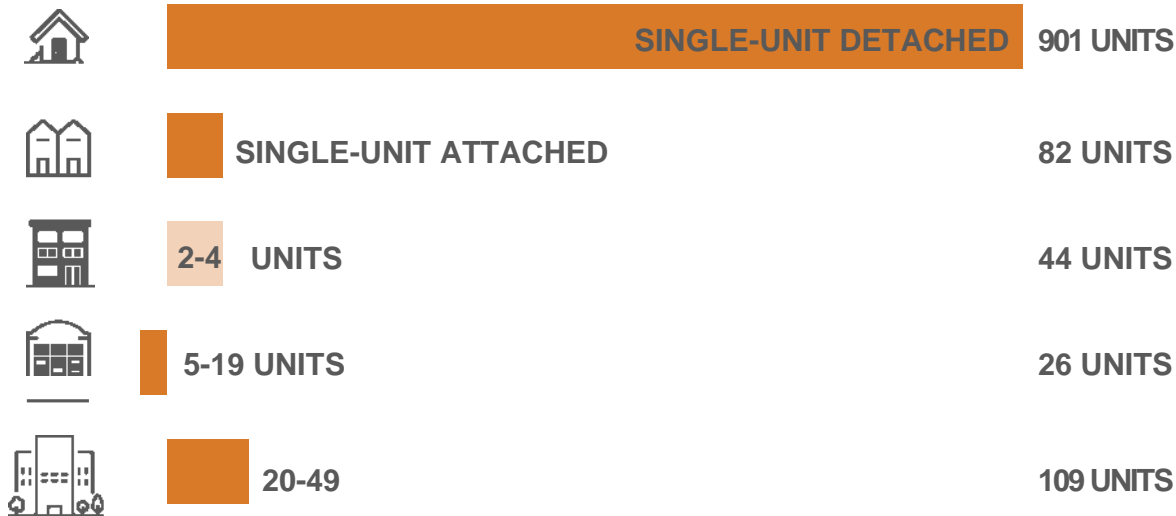
NUMBER OF BEDROOMS	MEDIAN GROSS RENT	NUMBER OF UNITS
1 Bedrooms	\$605	114
2 Bedrooms	\$722	80
3 Bedrooms	\$982	48

RECENT RENTAL DEVELOPMENT

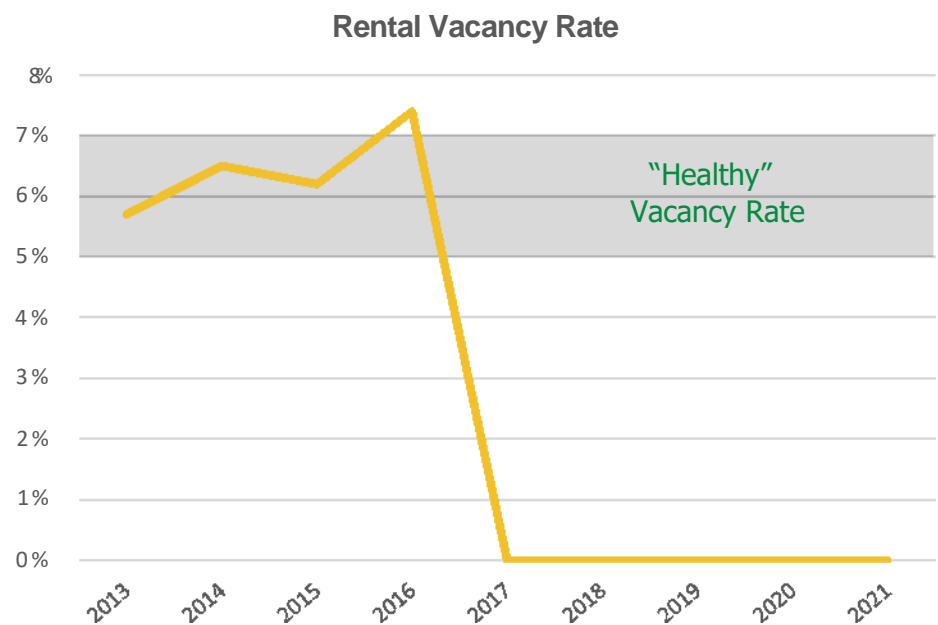
While median rent remains lower, new apartment developments like the SCS Hortonville offer another type of housing product with more amenities at a higher rental cost. 1 bedrooms start at \$1,090/month, 2 bedrooms for \$1,295/month, and 3 bedrooms for \$1,490/month. Diversity in the types of rentals available to a community ensure affordable units at all income levels and options for various living situations, including for aging residents.



Number of Units by Structure Type



The vacancy rate of rental units is inherently linked with demand for rental housing as well as price of monthly rent. The near zero rental vacancy within the Village indicates a lack of adequate supply of rental units to meet the demand. While the recent SCS Hortonville development has provided new rental options to residents and presumably increased vacancy rate, the housing market can still absorb new rental units to meet unmet demand. A rental vacancy rate of 5-7% is considered a "healthy" level with adequate units and provides cushion in the market for stabilized rent prices and options for potential residents.



7 TRANSPORTATION & MOBILITY

It is important to have a safe, accessible, and cost-effective transportation system in the Village of Hortonville for residents and visitors.

This chapter considers the various types of transportation and mobility, from traditional vehicular traffic to pedestrians and alternative modes of movement throughout the village.

TRANSPORTATION & MOBILITY #1

Develop and maintain a capital improvement plan to manage the Village's streets, sidewalks, and trails.

Strategies

1. Monitor the quality of sidewalk infrastructure and provide assistance to property owners for maintenance and replacement.
2. Monitor the quality of public surface infrastructure such as streets and any Village-owned parking areas and trails.
3. Annually review the improvement plan and compare with current conditions to evaluate and prioritize upcoming projects. Use this process to appropriately budget for current and future projects.
4. Commission an ADA-audit of the sidewalk network and incorporate improvements into the annual CIP.
5. Track and share the progress of annual capital improvement projects to build public support.

ISSUES & OPPORTUNITIES

WIOU WASH TRAIL



This trail is used by 1,000s of people each year and provides a wonderful asset to the community.

HWY 15 BYPASS



The reroute of State Highway 15 will make it safer for bicyclists and pedestrians in the downtown; however, makes it less convenient for vehicle traffic.

VOICES FROM THE COMMUNITY

- Street repair and maintenance is the top priority in Village investment for **15%** of respondents.
- **25%** rate the bike routes as unsatisfactory or poor. Many respondents are supportive of new bike and pedestrian facilities including community trails that connect with the Wiouwash Trail.

TRANSPORTATION & MOBILITY #2

Create an integrated and accessible mobility system that connects various transportation options and promotes active recreation throughout the Village.

Strategies:

6. Move toward implementation of a complete streets network that is safe, convenient and attractive for everyone regardless of age, ability or mode of transportation.
7. Discourage cul-de-sac streets in favor of connected streets that provide transportation flexibility and increased safety in case of an obstructed street. Additionally consider mid-block sidewalks/multi-use trail connections for pedestrians for interior streets/cul-de-sacs.
8. Conduct a bike and pedestrian study to evaluate the existing conditions of bike and pedestrian facilities in the Village. Apply for a TAP grant to fund the production of a Bike and Pedestrian Masterplan including a bike and pedestrian network map with existing and proposed facilities and recommendations for greater connectivity.
9. Investigate the feasibility of connecting the Wiouwash Trail to Downtown. Increase amenities near the trail head to promote trail use.
10. Collaborate with the Hortonville Area School District on safe transportation for students, including walking, biking, carpooling, and busing, within neighborhoods and near school sites.
11. Collaborate with responsible jurisdictions to ensure roadway improvements (including County and State highways) have multi-modal aspects integrated into planning and development, or appropriate alternatives developed.
12. Review the Village's off-street parking requirements periodically to assess their effectiveness in making efficient use of land for vehicle parking. When appropriate, reduce minimums and consider enacting maximums to avoid excess parking spaces and prioritize developable land.

13. Prepare a conceptual neighborhood plan in areas slated for growth prior to any development in that area in order to ensure good street connectivity and any critical bike or pedestrian routes through the area.

2024 SNAPSHOT

EXISTING TRANSPORTATION SYSTEM

Road Network

Regional Highway System: State Highway 15 (WI-15) runs through the north of the village, recently rerouted from its former path through the Village's Main Street. County Highway JJ runs on Main Street through downtown. County Highway MM extends through the northeast area of the village, intersecting with County Highway M.

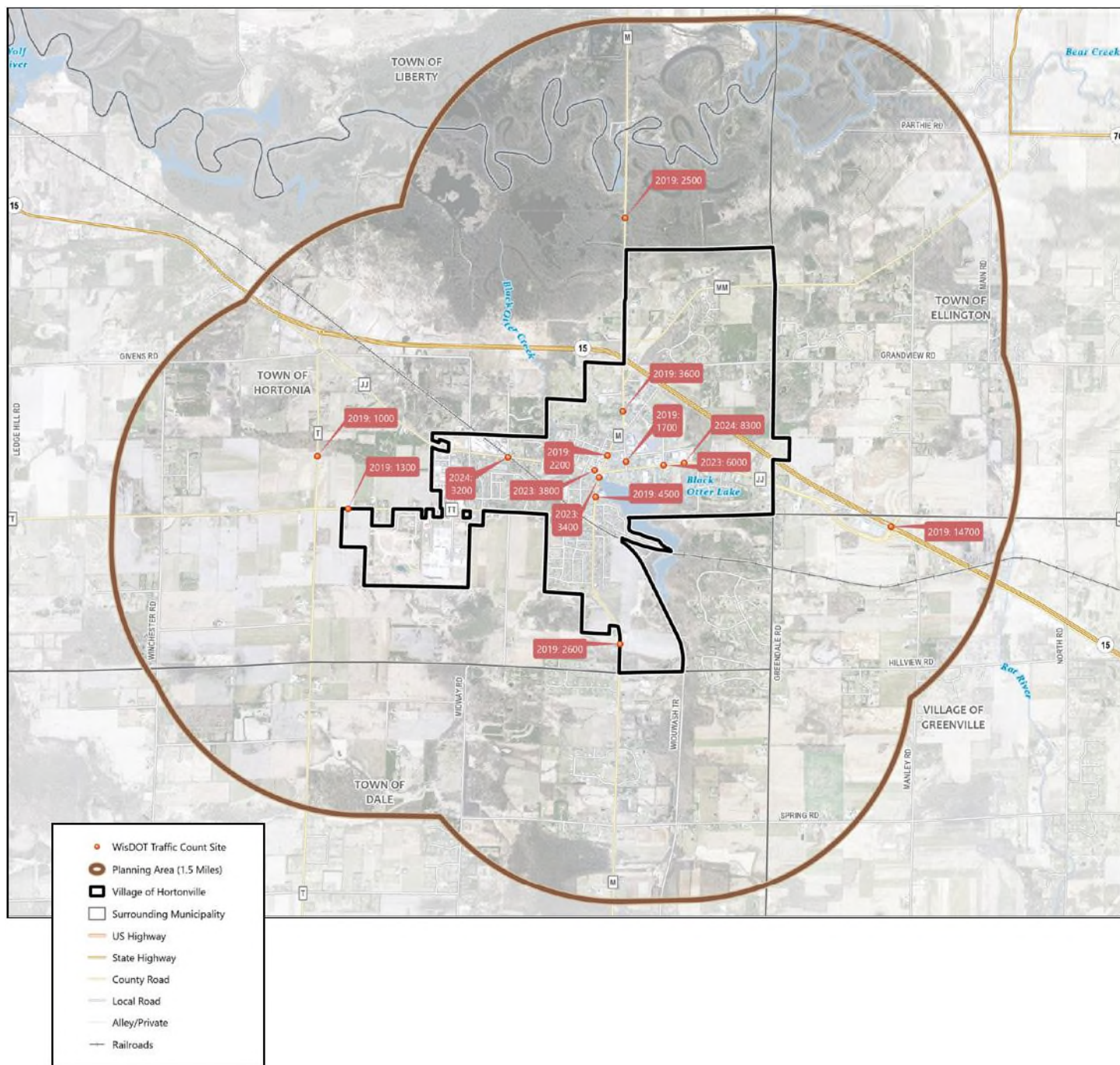
Local Roads System: Local roads are owned and maintained by the Village of Hortonville. Many local roads have curb and gutter.

Bicycle & Pedestrian Network

Many of the local roads have sidewalks that link neighborhoods in the Village and create connections to the downtown Main Street area. Some streets have sidewalks on one side of the street and others on both sides. There are several neighborhoods with no sidewalks, and few street corners have ADA-compliant curb ramps.

The southern 22 miles of the Wiouwash State Trail connects Hortonville to Oshkosh. It is a rail-trail project that, when complete, will connect Winnebago, Outagamie, Waupaca, and Shawano Counties from Birnamwood to Oshkosh. The trail is operated and maintained by the participating counties.

TRANSPORTATION NETWORK



8 INTERGOVERNMENTAL COOPERATION

The Intergovernmental Cooperation chapter emphasizes the vital role of collaboration and partnership between the Village of Hortonville and other government entities. By fostering effective intergovernmental relationships with neighboring municipalities, county agencies, and state authorities, the Village aims to maximize resources, coordinate planning efforts, and pursue shared goals.

INTERGOVERNMENTAL COOPERATION GOAL #1

Enhance coordination and collaboration with local, regional, and statewide governmental organizations to promote Village interests.

Strategies

1. Enforce, abide by, and maintain existing intergovernmental/cooperative agreements with neighboring jurisdictions to provide predictability for property owners, avoid municipal boundary disputes, and plan for efficient provision of public facilities and services.
2. Work closely with the Hortonville Area School District, Hortonville Opera House (Community Center), and other community stakeholders to foster communication, relationships, and knowledge about facility planning and other activities/efforts that impact Hortonville residents.
3. Work with other governmental entities (e.g. Outagamie County, ECWRPC, Wisconsin Department of Transportation, and Department of Natural Resources, etc.) to advance Village interests as identified in Village plans.

ISSUES & OPPORTUNITIES NEIGHBORING JURISDICTIONS



The Village already has developed partnerships and shared service agreements with several jurisdictions that ensure quality public services at a lower cost.

SCHOOL DISTRICT



It's anticipated that there will be growing enrollment each year for the school district. It will be important to continue collaboration between the Village and School District to plan for additional land and facilities to meet the needs of existing and future residents.

VOICES FROM THE COMMUNITY

- Respondents are encouraged by the wonderful facilities that the School District provides and would like to see more support for school district staff.
- Work with Greenville staff to balance development needs between the two communities.
- Community members are calling for more promotion of community events, public participation opportunities, and Village information.

4. Schedule a working session with the School District, involving elected officials and key staff for the Village, Village of Greenville, and the School District, no less than annually to discuss issues of concern and opportunities for collaboration.
5. Village staff will reach out to representatives from adjacent jurisdiction to update the Village's Capital Improvement Plan and to coordinate projects as appropriate.
6. Coordinate with all adjoining jurisdictions during outdoor recreation planning to complementary recreation investments where service areas overlap and encourage collaboration.
7. Work with neighboring jurisdictions to identify and resolve conflicts and inconsistencies between local plans, discuss intersecting community development goals, intergovernmental boundaries, and future cooperation on planning efforts.

2024 SNAPSHOT

Local Jurisdictions

Village of Hortonville
Village of Greenville
Town of Center
Town of Dale
Town of Ellington
Town of Grand Chute
Town of Hortonia
Town of Liberty
City of Appleton

County Jurisdictions

Outagamie County

Regional Jurisdiction

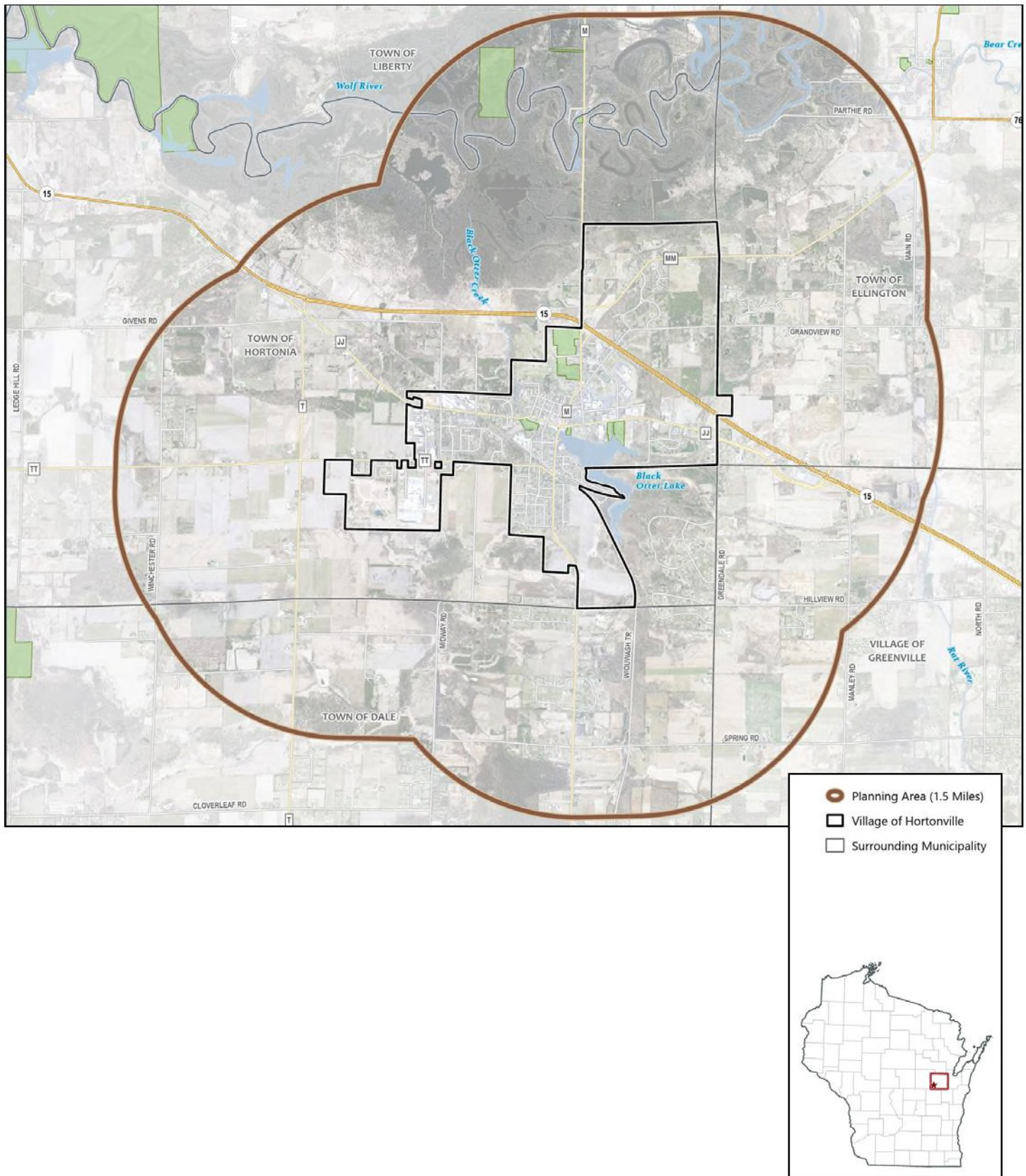
East Central Wisconsin Regional Planning Commission

School District

Hortonville Area School District

Cooperative Agreements

- The Hortonville Area School District serves Village of Greenville, Town of Center, Town of Dale, Town of Ellington, Town of Grand Chute, Town of Hortonia, and Town of Liberty
- Town of Hortonia, Town of Liberty, and Village of Hortonville shared Fire Department/EMS



9 LAND USE

The Land Use chapter of the comprehensive plan outlines the Village of Hortonville vision for sustainable development and community well-being through effective land use planning. It aims to strike a balance between residential, commercial, industrial, and recreational land uses while preserving open spaces and protecting environmentally sensitive areas.

LAND USE GOAL #1

Promote balanced neighborhoods throughout the Village.

Strategies:

1. Provide a mix of housing types to accommodate every stage of life (see also Housing goals and strategies).
2. Use the Village review processes to encourage design for land use compatibility.
3. Develop and implement design standards to encourage efficient development patterns incorporating interconnected street patterns and limited use of cul-de-sac streets.
4. Encourage building and neighborhood design to enable passive solar heating and photovoltaic power generation.
5. Explore funding opportunities for housing development utilizing public/private partnerships, TIF funds, state and federal housing incentives.

ISSUES & OPPORTUNITIES DOWNTOWN REVITALIZATION



The Downtown is the center of the community. Renewed investment is needed to improve aesthetic, business climate, and community feel.

BALANCED NEIGHBORHOODS



The Village is seeking healthy, balanced neighborhoods that feature a mix of housing types and price points.

VOICES FROM THE COMMUNITY

- There is strong support through all the public engagement opportunities in development of amenities such as restaurants, retail stores, public spaces, event venues, and all types of housing.
- Planning for the Future: *"Keep each generation in mind. From kids to elderly, any renovations or additions to the community should be inclusive for all and add to quality of life."*
- A handful of redevelopment opportunities were identified by community members including the area of the old canning factory, Bethlehem Lutheran Church, area around Black Otter Lake, and the downtown.

LAND USE GOAL #2

Encourage development through effective collaboration and efficient development review.

Strategies:

6. Promote successful development and property investment by fostering collaboration with property owners and developers, facilitating streamlined processes, and providing necessary support and resources to ensure sustainable and beneficial outcomes for both the community and developers.
7. Continuously improve the development review process for new land uses to ensure compliance with design standards and safety for all modes of transportation. Streamline the process to enhance efficiency, effectiveness, and consistency in reviewing and approving new development proposals.
8. Provide up-to-date online application and guidance materials for residents and developers.
9. Conduct regular reviews and updates of the development review process, taking into account feedback from stakeholders, including developers, residents, and professionals involved in the planning and construction industry.
10. Identify areas for improvement, such as simplifying application procedures, reducing processing timeframes, and enhancing clarity in design standards and traffic safety requirements.
11. Complete full update of the zoning code and establish an interactive GIS database to track zoning districts and parcel information.

LAND USE GOAL #3

Create places that are vibrant, attractive, and unique, especially along the Village's Main Street Corridor and Downtown.

Strategies:

4. Continue Village efforts toward strengthening and enhancing the downtown.
5. Implement streetscaping improvements, wayfinding signage, placemaking, and connectivity strategies from the Main Street redesign process to make the downtown and commercial areas unique, memorable, and attractive.
6. Encourage the development of compact, carefully planned, mixed-use activity centers that include shopping, employment, housing, recreation, and community gathering opportunities.
7. Encourage infill development of vacant or underutilized lands or buildings, including at the site of the former canning factory on Lincoln Street.
8. Develop a marketing plan to aid in the recruitment of downtown businesses and visitors. Create additional programming of community activities for all ages that attract residents to events year-round.
9. Evaluate current zoning policies to ensure that traditional design concepts are promoted and observed with preservation of architecturally, historically, and culturally significant sites, buildings and structures in the Village.
10. Identify potential funding sources to assist with planning and implementing downtown improvements such as the Outagamie County Housing Production and Rehabilitation grant, TIF funds, Main Street Bounceback, CDI, or Vibrant Spaces Grants (WEDC), Housing Loan Programs (WHEDA), and public/private partnerships.

LAND USE GOAL #4

Ensure new development is consistent with community character and vision and protects natural and cultural resources.

Strategies:

19. Adopt policies to ensure development of a good network of pedestrian routes between new neighborhoods and the existing Village amenities.
20. New development within the Village's jurisdiction should support the efficient use of public services and infrastructure.
21. Encourage development formats and building designs that support adaptive reuse as markets shift and demand changes.
22. Protect and respect natural resources and systems in all development decisions. Create landscaping and stormwater management guidelines for future development that ensure responsible consideration of natural resources.
23. Work cooperatively with the surrounding jurisdictions (Village of Greenville, Town of Dale, Town of Hortonia, and Town of Ellington) to adopt policies for future development at the fringe of the Village to protect future Village growth areas.



USING FUTURE LAND USE MAP

The Future Land Use Map contains different land use categories that together illustrate the Village's land use vision. These categories, including explanation of the Village's intent, zoning, design and development strategies for each, are described in this section.

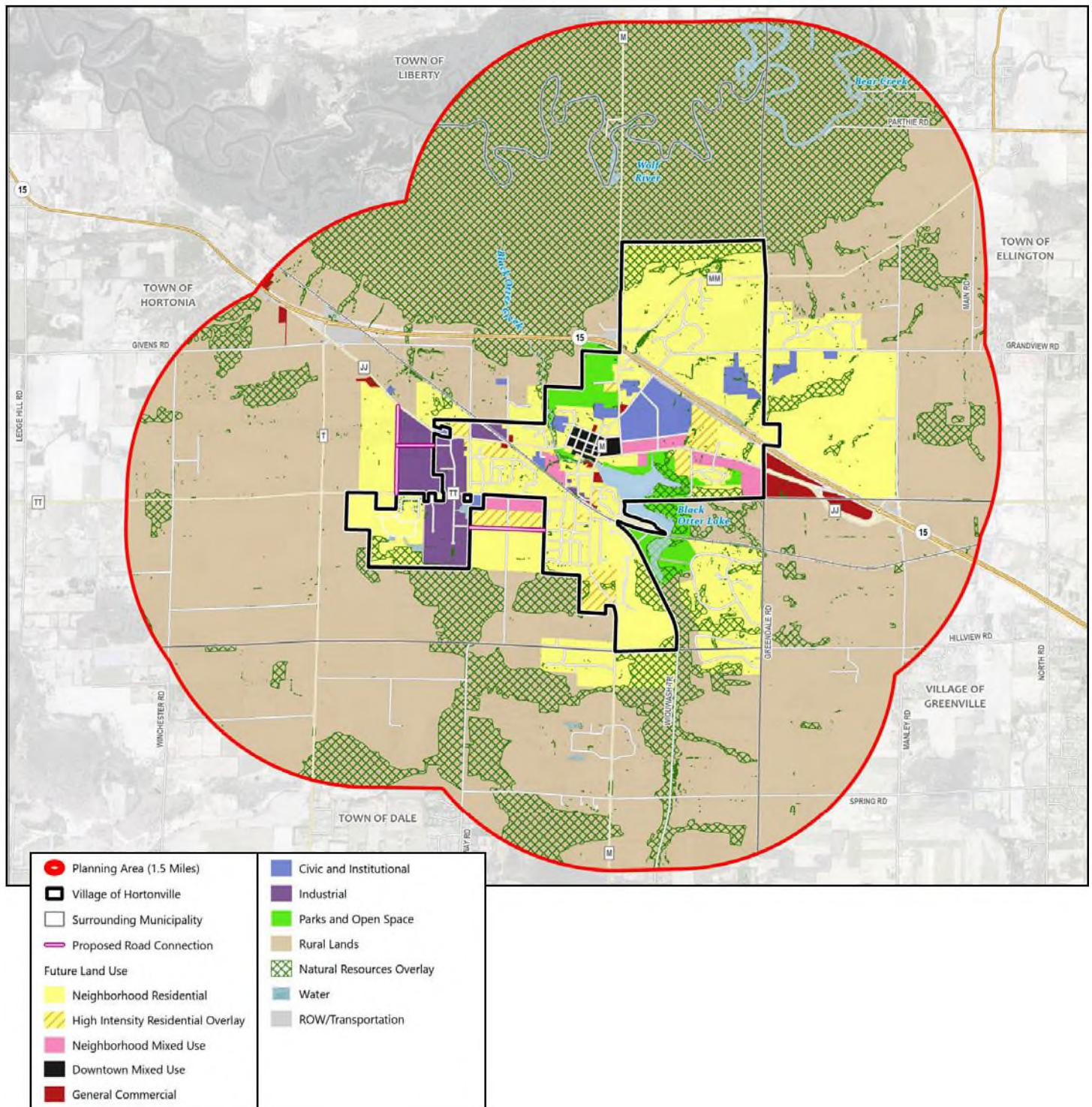
The Future Land Use Map presents recommended future land uses for the Village of Hortonville and its extraterritorial jurisdiction. This map and the associated policies form the basis for land development decisions and are to be consulted whenever development is proposed, especially when a zoning change or land division is requested. Zoning changes and development shall be consistent with the future land use category shown on the map and the corresponding plan text.

Statement of Intent & Typical Use

The future land use categories identify areas by their primary intended uses, character and densities (herein described as "Statement of Intent & Typical Uses"). These classifications are not zoning districts they do not establish binding performance criteria for land uses (i.e. setbacks, height restrictions, etc.) nor are they intended to list every possible use that may be permitted within the future land use class classification. Parcels on the Future Land Use Map are identified by their primary intended uses; however, some of the parcels on the map have yet to be platted or subdivided. The Village recognizes that detailed site planning to identify precisely how larger unplatted parent parcels (herein referred to as "unplatted new development areas") may be subdivided, zoned, and developed is outside of the scope of this plan.

The Village may create neighborhood plans for these areas as part of future amendments to this Comprehensive Plan to further illustrate and guide development within these areas. The Village may also require that developers create neighborhood plans and parks for these areas prior to submitting requests for rezonings or preliminary plats.

FUTURE LAND USE MAP



POTENTIALLY ACCEPTABLE ZONING

DISTRICTS The future land use classifications identify those existing Village of Hortonville Zoning Districts that are “consistent” within each future land use category (herein described as “Potentially Acceptable Zoning Districts”). The list of potentially acceptable zoning districts will be used by the Village to confirm whether requests for rezoning of property are generally consistent with this plan.

EFFECT ON ZONING

Land use and design policies in this plan should be considered during all development processes, especially in land division and rezoning or zoning ordinance amendment processes when consistency with the plan is a statutory requirement. Where development is proposed under existing zoning regulations, including any Planned Unit Development districts, the regulations of existing zoning supersede policies in this plan.

BEST PRACTICE DESIGN STRATEGIES

The Best Practice Design Strategies listed within each category are provided to help developers and Village officials make design decisions during the development process consistent with the intent of the future land use category and the general desire for high quality site and building design. These strategies may be used to help determine whether to approve rezoning, conditional use permit, site plan, or planned unit developments. The illustrations and photos are not an exhaustive list of best planning practice and do not constitute the whole means by which high quality site and building design can occur.

The identification of future land use categories and potentially acceptable zoning districts does not compel the Village to approve development or rezoning petitions consistent with the future land use category or map.

Other factors will have to be considered, such as the quality of the proposed development, its potential effect on adjacent properties, its potential effect on Village transportation infrastructure, Village resources and ability to provide services to the site, and the phasing of development, before any development applications are approved. In addition, it is not anticipated that all areas suggested for future (re)development on the Future Land Use Map will develop or be rezoned for development immediately following adoption of this Comprehensive Plan. In some cases it may be years or decades before (re)development envisioned in the plan occurs due to market conditions, property owner intentions, and Village capability to serve new (re)development.

AMENDING THE FUTURE LAND USE MAP

It may, from time to time, be appropriate to consider amendments to the Future Land Use Map, usually in response to a type of development not originally envisioned for an area when this plan was adopted. See Implementation section for a description of the procedural steps for amending any aspect of this plan. The following criteria should be considered before amending the map.

COMPATIBILITY

The proposed amendment/development will not have a substantial adverse effect upon adjacent property or the character of the area, with a particular emphasis on existing residential neighborhoods.

NATURAL RESOURCES

The land does not include natural features such as wetlands, floodplains, steep slopes, scenic vistas or mature woodlands (1 or more acres, especially those consisting of heritage trees), which will be adversely affected by the proposed amendment/development. The proposed development will not result in undue water, air, light, noise pollution or soil erosion.

TRANSPORTATION

The proposed amendment/development will not create a significant detriment to the condition of adjacent transportation facilities or cause significant safety concerns for motorists, bicyclists, or pedestrians.

ABILITY TO PROVIDE SERVICES

The provision of public facilities and services will not place an unreasonable financial burden on the Village.

PUBLIC NEED

Amendments to the Land Use map should advance the public need by meeting one of these standards:

- There is a clear public need for the proposed change or unanticipated circumstances have resulted in a need for the change.
- The proposed development is likely to have a positive social and fiscal impact on the Village.
- The Village may require that the property owner, or their agent, fund the preparation of a fiscal impact analysis by an independent professional.

ADHERENCE TO OTHER PORTIONS OF THIS PLAN

The proposed amendment/development is consistent with the general vision for the Village, and the other goals, policies and actions of this plan.

FUTURE LAND USE CATEGORIES

This section includes a description of each of the Future Land Use Plan categories. These categories include recommended land uses (e.g. residential, commercial, industrial), and land use densities (i.e. dwelling units per net acre). All zoning decisions, land divisions, utility extensions, capital improvement projects, and related land development activities and decisions should be consistent with the recommendations of the Future Land Use Plan.

FLU CATEGORIES:

- Neighborhood Residential (NR)
- High-Intensity Residential Overlay (HIR)
- Neighborhood Mixed-Use (NMU)
- Downtown Mixed-Use (DMU)
- General Commercial (GC)
- Civic/Institutional (CI)
- Industrial (I)
- Parks & Open Space (POS)
- Rural Lands (RL)

NEIGHBORHOOD RESIDENTIAL (NR)

Potentially Acceptable Zoning Districts: Residential Districts (R1 through R3) and Planned Unit Development (PD)

NR areas provide a mix of housing types, civic uses (e.g., place of worship, social service clubs, etc.), existing neighborhood commercial, and daycare facilities. Most of the area designated as NR is or will be used for single family homes, but a variety of other housing types are appropriate within this designation, including duplex, town home, and small multi-unit apartments/condos. Mixed use areas often serve as a buffer between residential neighborhoods and higher intensity commercial, industrial, or transportation areas. The purpose of the NR designation is to achieve balanced neighborhoods while also ensuring compatibility between differing housing types and forms. The following policies include design guidelines to ensure compatibility:



1. Housing will be one to two-and-a-half stories in height with residential densities in most places of 3-10 units per net acre (excluding streets, parks, outlots, etc.).
2. In new neighborhoods, the creation of a detailed neighborhood plan and/or Planned Unit Development Zoning is strongly encouraged to identify specific locations for various housing types and densities.
3. When integrating housing forms other than single-family detached, whether in new or existing neighborhoods, the following policies should inform neighborhood design and/or infill redevelopment design and approval. If more detailed neighborhood plans are prepared and adopted for specific neighborhoods (either new or existing), additional site-specific designations in those plans may supersede these policies.

a. Accessory dwelling units should be permitted in any single-family housing district.

b. Duplex units are appropriate for a neighborhood under the following conditions:

- i. On any corner lot, if each unit faces and is addressed to a separate street and meets the standard setback requirements and pattern typical along the street.
- ii. In the middle of a block between single family detached homes, if substantially similar to other homes along the street in massing, architectural character, total garage doors, and driveway width.
- iii. As a transitional use when facing or next to a more intensive institutional, residential or commercial use. In this case there should be some general consistency of form and style with other homes in the neighborhood, but also more flexibility in design as compared to sites surrounded by single family homes.

c. Townhomes or rowhouses with up to 4 contiguous units are appropriate in any neighborhood, as follows:

- i. When facing or adjacent to a commercial use, large institutional use, or residential use of equal or greater intensity.
- ii. When facing a public park or permanent green space.

d. Small multi-unit buildings with up to 4 units per building or Cottage Cluster may be appropriate in any neighborhood, evaluated on a case-by-case basis, if ALL the following apply:

- i. As a transitional use, if any of the facing or adjacent uses are commercial, large institutional, or residential of equal or greater intensity.
- ii. Where facing or adjacent to single-family homes along the same street, the setbacks will be no less than the minimum allowed in the facing or adjacent single-family zoning district and the buildings will employ architectural techniques to reduce the apparent size of the building.
- iii. There must be off-street parking consistent with Village ordinance and on-street parking adjacent to the lot to accommodate visitors.
- iv. If approved either through the Planned Unit Development (PUD) zoning process or Conditional Use Permit (CUP) process.

e. Larger multi-unit buildings exceeding 4 units or 10 units per net acre have a place in balanced neighborhoods. These more intensive forms are generally most appropriate close to major streets, mixed-use areas, or commercial areas to provide convenient, walkable access to shopping, restaurants, and other amenities. This plan identifies specific sites for such housing. Properties that are either already intensely developed, or are suitable for more intensive development, have been identified as High-

Intensity Residential (HIR) Overlay on the Future
Land Use Maps, and additional policies apply.

HIGH-INTENSITY RESIDENTIAL OVERLAY (HIR)

Potentially Acceptable Zoning Districts:

Multiple-family Residence (R3) and Planned Unit Development (PD)

HIR Overlay identifies properties or areas in the Neighborhood Residential (NR) future land use areas that are suitable for higher-intensity residential development. The objective is to provide a mix of housing types to provide for balanced neighborhoods, while mitigating negative impacts to existing or planned low-intensity residential areas. For the purposes of this overlay, low-intensity residential includes single-family and duplex. In general, higher-intensity residential use consists of townhomes, cottage clusters, and small multiunit buildings. It is closer to major streets, mixed-use areas, or commercial/employment areas to provide convenient, walkable access to shopping, restaurants, and other amenities.

1. This classification is intended to function as an overlay district with Neighborhood Residential as the underlying future land use classification.
2. High-intensity residential development in the NR areas are expected to range 10-40 units per net acres (excluding streets, parks, outlots, etc.).
3. Intensive residential development will require special attention to the design where the use adjoins less intense residential development per the recommended Residential Compatibility Standards outlined below, or as required in the Village's zoning ordinance (should the ordinance be amended to include standards). Standards identified in the zoning ordinance shall supersede those outlined below.



COMPATIBILITY STANDARDS

A. Purpose. These standards provide a proper transition and compatibility between low-intensity residential development and more intense multiunit residential and mixed-use development. For purposes of this section, low-intensity residential development shall mean single-family, duplex, and townhome / small multi-unit buildings (4 or less units).

B. Applicability. These residential compatibility standards shall apply to all new multi-unit residential and/or mixed-use development of three-stories or larger and/or any development requiring a Planned Development (PD) zoning approval located on land abutting or across a street or alley from low-intensity residential. These standards do not apply to development governed by an existing General Development Plan (GDP), but they may be considered if a GDP is amended, especially as they pertain to aspects of the development that are proposed for revision in the amendment.

C. Compatibility Standards. All development subject to this section shall comply with the following standards:

1. Use Intensity. In developments with multiple buildings/uses with varying intensities, the development shall locate buildings/uses with the least intense character (e.g., lower heights, fewer units, parks) nearest to the abutting low-intensity residential development.

2. Building Height. The height of the proposed structure(s) shall not exceed thirty-five (35) feet in height adjacent to a low-intensity lot for a distance of:

- a. Fifty (50) feet of a single-family or duplex lot.
- b. Twenty-Five (25) feet of any other low-intensity residential lot (i.e., structures with 3+ units).

3. Bulk and Mass. Primary facades abutting or across a street or alley from low-intensity residential development shall be in scale with that housing by employing the following strategies:

- a. Varying the building plane setback, a minimum of two (2) feet at an interval equal or less than the average lot width of the applicable low-intensity residential uses. For example, if a block of single-family lots is across the street from the development with an average lot
 - i. width of 50 feet, the applicable facade shall vary its building plane, at a minimum, every 50 feet.
 - ii. Providing a gable, dormer, or other change in roof plane at an interval equal or less than the average lot width of the applicable low-intensity residential uses. For example, if a block of single-family lots is across the street from the development with an average lot width of 50 feet, the applicable roofline shall vary, at a minimum, every 50 feet (measured at the roof eave).

4. Architectural Features. At least two (2) of the following categories of architectural features shall be incorporated into street-facing facades:

- a. Porches or porticos
- b. Balconies
- c. Dormers
- d. Gables
- e. Bay Windows
- f. Door and Window Ornamentation which may include surrounds, pediments, lintels and sills, hoods, and/or shutters.

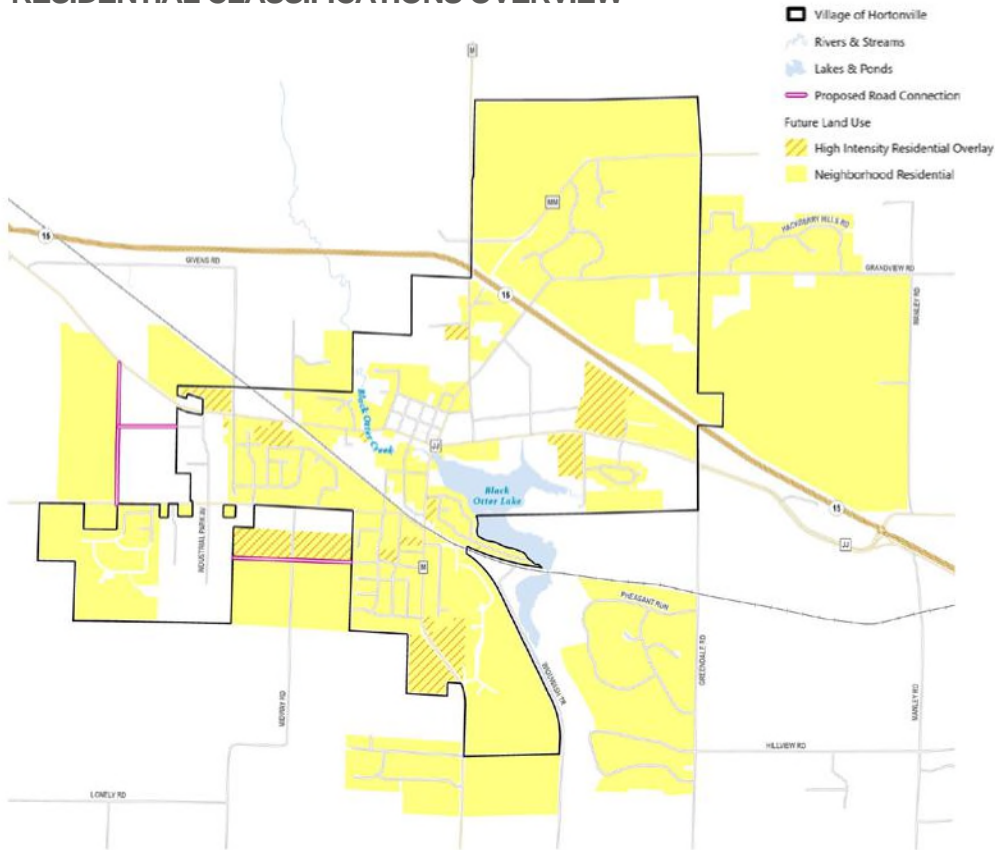
5. Garages. Attached garages shall not face or open towards the street. If this is not attainable, garages shall be sufficiently screened and face the street with the highest intensity of adjacent uses (if on a corner lot).

6. Parking. Parking areas that are visible from the street and located in the building front lot setback shall provide buffering at a minimum height of thirty-six (36) inches above the parking surface. Buffering can consist of landscaping, berms, fences/walls, or a combination of these.

7. Refuse Areas. Dumpsters shall be placed behind the building with opaque or semi-opaque screening (at a minimum, a chain link with fabric screening). If the refuse area cannot be placed behind the building, a wood fence or wall, at least six (6) feet in height, shall be required. Additional landscaping around trash enclosures is encouraged.



RESIDENTIAL CLASSIFICATIONS OVERVIEW



Neighborhood Residential Single-Family Home



High-Intensity Residential Apartments

Neighborhood Residential

- Mix of housing types, civic uses, existing neighborhood commercial, and daycare facilities
- Mostly SF home - duplex, town home, and small multi-unit apartments/condos also acceptable
- In new developments, a neighborhood plan/PUD is strongly encouraged
- **Recommended Density:** 3-10 units per net acre with 1-2.5 stories in height

High-Intensity Residential Overlay

- Identifies locations within NR that are suitable for higher-intensity development
- Higher-intensity residential use consists of townhomes, cottage clusters, and multi-unit buildings
- **Recommended Density:** 10-40 units per net acre, height should not exceed 35 feet



Neighborhood Residential Townhomes

NEIGHBORHOOD MIXED USE (NMU)

Potentially Acceptable Zoning Districts:

Residential Districts (R1 through R3), Planned Unit Development (PD), General Commercial (C1), and Conservancy (W)

NMU areas are intended to provide a unique mix of neighborhood commercial, medium- to higher-density residential, institutional and park uses. Areas identified as NMU often serve as a buffer between residential neighborhoods and higher intensity commercial, industrial, or transportation areas. Residential is also a component of the NMU district - both in mixed use developments and as stand-alone multi-unit residential developments.

These parcels usually are located along or adjacent to a local arterial or collector street. The purpose of the NMU category is to provide flexibility in determining the most appropriate mix of complementary land uses near single-family neighborhoods.

1. As part of the zoning approval process, the appropriate mix of land uses, densities, and intensities will be determined with consideration of market conditions and compatibility with adjacent neighborhoods. Typically, residential densities in NMU areas will be 12-40 units per net acre (excluding streets, parks, outlots, etc.).



2. While both residential and nonresidential uses are accommodated within this mixed-use district, not every building in a mixed-use district needs to include both residential and non-residential uses. Nonresidential development within NMU areas should be service and retail to support surrounding residential use.

3. A building footprint should not be more than 15,000 square feet, except buildings providing a community use (e.g., library). When larger commercial uses are present, the building should still be designed with extra care to ensure compatibility with the surrounding neighborhood. Commercial spaces should be constructed in a range of sizes to add variety and encourage a mix of different commercial uses.

4. Uses requiring heavy semi-truck deliveries or those that would generate significant traffic, odor, or noise nuisances for surrounding properties, particularly during early mornings, evenings or weekends, should be prohibited.

5. New buildings in NMU areas are expected to be one to four stories in height with a preference towards multi-story buildings.

6. Gas stations are discouraged in NMU areas. If proposed, the development shall be designed in a manner that does not impede or substantially detract from the existing or planned development in the surrounding area (e.g., placing gas canopy behind the building, substantially screening parking and paved areas, etc.).

7. Buildings in NMU areas should be oriented towards streets with minimal setback from the public sidewalks.

8. Private off-street parking should be located primarily behind buildings, underground, or shielded from public streets by liner buildings or substantially landscaped.

9. Outdoor storage of raw materials should be prohibited, and outdoor display of retail merchandise should be minimized.

DOWNTOWN MIXED USE (DMU)

Potentially Acceptable Zoning Districts:

Multiple-family Residence District (R3), General Commercial (C1), Downtown (D), and Planned Unit Development (PD)

DMU category represents the entirety of Downtown Hortonville, and accommodates a wide variety of employment, service, retail, government, entertainment and residential uses mostly in multi-story buildings. The general intent of the DMU area is to preserve the architectural character of the historic commercial district, while providing higher density and intensity of uses befitting the central commercial district. The core blocks fronting on the main street should continue to maintain buildings with their front facades built to the edge of the public sidewalk.

1. As part of the zoning approval process, the appropriate mix of land uses, densities, and intensities will be determined with consideration of market conditions and compatibility with other relevant plans/documents.

2. Typically, residential densities in DMU areas will be 20-40 units per net acre (excluding streets, parks, outlots, etc.), and building heights ranging from two to eight stories tall.

3. DMU is best suited for mixed use developments with first-floor retail, service and office users, and destination businesses (e.g., restaurants, bars and entertainment venues). Office users may locate on the street level; however, upper-level office use is preferred on the main street.

4. Continue to require the architecture of any new development in the downtown to be compatible in terms of architectural character and materials within the corresponding block face.

5. New drive-thru and gas station establishments may be allowed in such areas if designed to mitigate the typical auto-centric design, including placing the building close to the street with a public entrance from the public sidewalk and placing the majority of the parking and drive-thru lane facility along the back or side of the building.



GENERAL COMMERCIAL (GC)

Potentially Acceptable Zoning Districts:

General Commercial (C1), Highway Commercial (C2), and Planned Unit Development (PD)

GC areas provide the Village's population with a wide range of retail goods and services, including professional offices and daycare facilities. Commercial areas include highway-oriented uses and "heavy" commercial uses with appearance or operational characteristics not generally compatible with residential or small-scale commercial activities. The type and size of use will be determined by location and business characteristics (e.g. size, hours of operation, traffic impacts, etc.).

1. Commercial areas are not generally recommended for residential uses, though such uses may be considered as part of a conditional use under relevant zoning districts.
2. While commercial areas tend to be auto-oriented, changes to commercial development that improve walking, biking, and transit access are encouraged.
3. Outdoor storage of raw materials is discouraged particularly if materials are not screened by a solid wall fence or landscaping.

4. There is no limit on the size of establishments that may be constructed within a Commercial area, but all uses should be compatible with the density and scale of the surrounding development.

- a.** For example, areas along an arterial roadway or near a highway intersection are generally better suited for larger retail uses. Those areas located along local streets or adjacent to residential neighborhoods are better suited for smaller commercial uses that serve neighborhood needs. Such uses typically require smaller building footprints and parking lots and are less likely to have intensive truck and delivery needs.



CIVIC & INSTITUTIONAL (CI)

Potentially Acceptable Zoning Districts:

Public Institutional (PI)

Permitted or Conditional use in most of the Village's residential and commercial zoning districts.

CI areas include schools, community centers, cemeteries, government facilities, railroads, utilities and other parcels that are owned by a public, quasi-public, utility, or religious entity. Park and recreational uses are sometimes a primary or secondary use on these sites.

1. Larger uses should be located on or near an arterial or collector street and be designed so that high volumes of traffic will not be drawn through local neighborhood streets.
2. Streets, walkways, and multi-use paths and trails should provide strong pedestrian and bicycle linkages adjacent to and within larger public & institutional areas.
3. If a parcel planned for Institutional use is vacated by that use and another use is proposed, the Village may approve an alternative use without amending this plan if the proposed use is similar to and compatible with adjacent uses.



INDUSTRIAL (I)

Potentially Acceptable Zoning Districts:

Highway Commercial (C2), General Industrial (I2), Industrial District (I1), and Planned Unit Development District (PD)

I areas accommodate manufacturing, wholesale, storage, distribution, transportation, and repair/maintenance uses. The designation may also be used for landfills and gravel or mineral extraction activities. Industrial areas can include “nuisance” uses that should not be located in proximity to residential, mixed-use, or some other types of non-residential uses due to noise, odor, appearance, traffic, or other impacts. The Industrial designation is not intended for retail or office uses not related to an industrial use, except for limited retail goods and services provided primarily to employees and users of businesses within the area. Compared to the BP designation, I areas generally have a relatively smaller workforce (for a given area), an emphasis on truck or rail traffic, and other characteristics such as outdoor work areas and outdoor equipment and materials storage.).

1. Areas may provide a variety of flexible sites for small, local, or startup businesses and sites for large regional or national businesses.



PARKS & OPEN SPACE (POS)

Potentially Acceptable Zoning Districts:

Conservancy (W) and Groundwater Protection Overlay (GW), Village's natural resource protection zoning standards apply to most of these areas.

POS category includes public parks, conservation areas, recreation areas, private recreation uses (e.g., golf courses), stormwater management facilities, greenways, major public trails, and other natural features and lands with a park-like character that are recommended for preservation.

1. These uses allowed uses in all other land use categories, regardless of whether the area is mapped as Parks and Open Space. As the Future Land Use Map is general in nature, smaller parks may be shown as an adjoining land use.
2. Parks often serve as important community gathering places and should be designed to have frontages on public streets that make them both visible and accessible by local residents.
3. Greenways and stormwater conveyances provide opportunities to link otherwise separate open spaces with both habitat corridors and bicycle and pedestrian connections.

RURAL LANDS (RL)

RL areas are within the Village's 1.5-mile extraterritorial area that likely will not develop in the present 20-year planning period. Typical uses in these areas include open space, farming, farmsteads, agricultural businesses, forestry, quarries, and limited rural residential on well and septic systems. Premature exurban development and premature utility extensions should not be promoted in these areas. Even if urban development eventually reaches these areas, some of the land in this designation may be appropriate for consideration as permanent agricultural-related uses.

1. Recommended land uses in the rural area land use district are long-term agriculture and related agri-business uses and existing non-farm residential uses with private, on-site septic systems.
2. The development of residential subdivisions is prohibited in areas designated as RL. Proposals for residential subdivisions shall require an amendment to the Future Land Use Map.

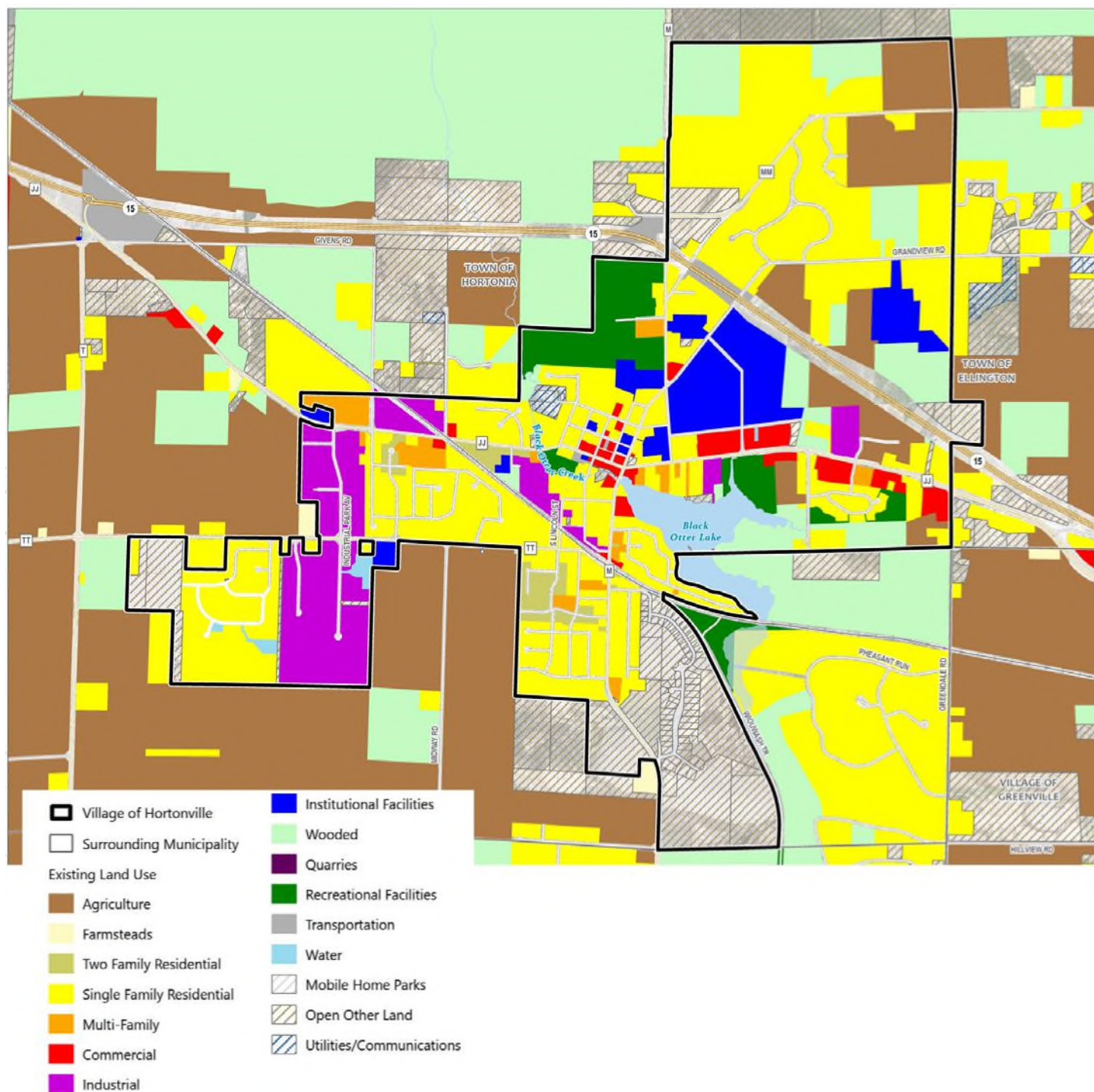


Photo by Shelby Lemke

2024 SNAPSHOT

Land use outlines the vision for the strategic development and management of land within the community. It provides a framework to guide future land use decisions that support a thriving and sustainable village.

EXISTING LAND USE MAP



CHAPTER 9 LAND USE

EXISTING LAND USE, 2024

LAND USE	ACRES	%
Agriculture	170.6	8.7%
Industrial (plus, Airport)	172.3	8.8%
Commercial	48.0	2.4%
Public/Institutional	136.2	6.9%
Single-Family Residential	761.7	38.8%
Multi-Family Residential	74.0	3.8%
Transportation	9.8	0.5%
Vacant/Undeveloped	263.3	13.4%
Parks/Rec/Open Space	101.6	5.2%
Water Features	54.2	2.8%
Woodlands	170.0	8.7%

**The official area of the Village is approximately 3.06 sq. miles. There is some discrepancy due to limitations within the available parcel layers in GIS.*

KEY STATISTICS

784 - The adjusted projection of population growth between 2020 and 2040, which equates to a 25.9% increase over that time.

31% - The percentage of Village land area not in development, including vacant/undeveloped, agricultural, and woodlands, reflecting the availability of future development opportunities with continued preservation of natural sources.

39% - The percentage of land area developed as Single Family Residential in the Village of Hortonville. This is the largest developed use type in the Village.

147 - The undeveloped acres of land within the Village projected to be needed for development by 2040.

PROJECTED LAND DEMAND

	2020	2025	2030	2035	2040	20 YR CHANGE
Population	3,028	3,554	3,695	3,777	3,812	784
Household Size	2.63	2.45	2.42	2.39	2.36	-0.27
Housing Units	1,151	1,448	1,526	1,582	1,616	465
Residential (acres)	835.6	909.9	929.4	943.2	951.8	116.2
Commercial (acres)	48.0	52.3	53.4	54.2	54.7	6.7
Industrial (acres)	172.3	187.6	191.6	194.4	196.2	24.0

*These projections use current land use percentages and projected new housing demand to estimate land needed for other uses.

LAND USE FINDINGS

1. Single family residential is the largest land use category in terms of the number of acres.
2. There do not appear to be significant conflicts between land uses.
3. Based on projections of growth in population by 2040, there are 107 additional acres of developable residential, commercial and industrial land projected to be needed during the life of this plan. This plan identifies much more acreage than that which could be developed, but significant increases in the projected population should trigger an update to this Comprehensive Plan.

The acreage of the areas shown as future residential, commercial, and industrial on the Future Land Use Map may differ from the projected acreage. Where and how much development will actually occur will depend on the market for the land uses and the developers and property owners that choose to respond to the market demand.

WHAT IS THE METHODOLOGY IN ESTABLISHING THE LAND USE PROJECTIONS?

Residential land use projections were calculated by projecting forward the current acreages and average densities for residential uses.

Projections for commercial and industrial acreage assume that these land uses will grow at a similar rate and keep pace with land for residential use.

Actual needs and development outcomes may differ based on market conditions and local policy decisions.

10 IMPLEMENTATION

The Implementation chapter identifies strategies for putting this plan into action.

Responsibility for implementing this plan lies primarily with, Village Board along with several Village committees and commissions—including the Planning and Zoning Commission, and Village Staff.

GUIDING DAILY DECISIONS

Village Roles & Responsibilities

Village Board

Village Board sets priorities, controls budgets and tax rates, and typically has the final say on key aspects of public and private development projects. Each board member should know where to find this plan and should be familiar with the major goals described herein. Board members should expect and require that staff recommendations and actions both reference and remain consistent with this plan.

Planning and Zoning Commission

Land use and development recommendations are a core component of this plan, and the Planning and Zoning Commission has a major role in guiding those decisions. Planning and Zoning Commission members must each have access to this plan and must be familiar with its content, especially Chapter 9: Land Use. It is the responsibility of Planning and Zoning Commission to determine whether proposed projects are consistent with this plan, and to make decisions and recommendations that are consistent with this plan. In cases where actions that are inconsistent with this plan are believed to be in the best interest of the Village, the Planning and Zoning Commission should seek public feedback before recommending amendments to the Plan.

Other Committees, Boards, & Commissions All committees, boards and commissions that serve as an extension of the Village of Hortonville should treat this Plan as relevant to their activities in service to the Community, and should seek outcomes consistent with the goals and policies herein.

Village Staff

Key Village staff have a significant influence on capital projects, operational initiatives, and regulatory decisions. It is imperative that individuals in key roles know about, support, and actively work to implement the various policies and actions in this plan. Specifically, the following people should consult and reference the Comprehensive Plan during goal-setting and budgeting processes, during planning for major public projects, and in the review of private development projects:

- Administrator
- Clerk/Treasurer
- Public Works Director

These key staff members should be familiar with and track the various goals, policies, and actions laid out in this plan, and should reference that content as appropriate in communications with residents and elected and appointed officials. Other division heads should also be aware of the plan and the connections between the plan and Village projects. The purpose of this extra effort is to strengthen staff recommendations and reinforce the plan as a relevant tool integral to Village functions.

The Village Administrator, as lead administrative official of the Village, is responsible to ensure that other key staff members are actively working to implement this Comprehensive Plan.

Education & Advocacy

Implementation of this plan also depends, to a great degree, on the actions and decisions of entities other than Village government. The Action Plan (see appendix B) indicates a few responsible parties that the Village of Hortonville does not control or direct.

It is necessary to persuade these entities to be active partners in the implementation of the goals, objectives, and strategies of this plan. The following Village activities can support this effort:

- Share this plan with each organization, including a memo highlighting sections of the plan that anticipate collaboration between the Village and the organization.
- Take the lead role in establishing collaboration with these organizations.
- Know and communicate the intent of relevant objectives and strategies - partner organizations need to understand and buy in to the rationale before they will act.

Utilizing Existing Tools

Many of the strategies identified in this plan presume the use of existing Village ordinances and programs. The Village's key implementation tools include:

Operational Tools

- Annual Budget Process
- Capital Improvement Program

Regulatory Tools

- Building and Housing Codes (Title 15)
- Historic Preservation Ordinance (15.56)
- Official Map (15.08)
- Subdivision Ordinances (Title 16)
- Zoning Ordinance (Title 17)
- Site Plan Requirements (17.100.050)

Funding Tools

- Tax Incremental Financing (TIF) Districts
- State and Federal Grant Programs

GUIDING ANNUAL DECISIONS

Annual Update

To provide lasting value and influence, this plan must be used and referenced regularly, especially during budgeting processes. To inform these annual processes, the Village Administrator will prepare and present to Planning and Zoning Commission and Village Board, in the third quarter of each year, a concise Comprehensive Plan Annual Report with the following information:

- Action items in progress or completed during the prior 12 months. **Celebrate success!**
- Staff recommendations for action items to pursue during the next 12 months.

Link to Annual Budget Process

The most important opportunity for this plan to influence the growth and improvement of the Village is through the annual budgeting and capital planning processes. These existing annual efforts determine what projects will and will not be pursued by the Village, and so it is very important to integrate this plan into those processes every year.

The compilation of actions in Appendix B is a resource to support decisions about how and where to invest the Village's limited resources. The Annual Report should draw from this Action Plan. Planning and Zoning Commission should make formal recommendations for Board consideration, identifying those choices and commitments most likely to further the goals and objectives identified in this plan.