

# APPENDIX B

## COMMUNITY ACTION PLAN

Agricultural, Natural, & Cultural Resources Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Preserve productive agricultural lands in balance with development of the Village.</b>				
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 through the Village website and local realtors.		Ongoing	
2	Protect and preserve wetlands and streams, surface and groundwater sources and other existing natural features in the Village.		Ongoing	
3	Limit development in prime agricultural areas identified by Dane County in the planning area and apply land use policies in Farmland Preservation, Non-Farm Development and Resource Protection Corridor Overlay Areas. Consider preservation zoning techniques within the zoning ordinance to protect these areas.		Ongoing	
4	Coordinate with the Town of Deerfield to develop selection criteria to help determine appropriate areas to be included in the Urban Service Area.		x	
<b>Preserve and celebrate cultural heritage and arts.</b>				
5	Create an historic preservation program that outlines, creates, and defines the role of an 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. Evaluate any funding opportunities through the State Historical Society.		x	
6	Conduct a comprehensive architectural and historical intensive survey of significant sites, buildings, and landmarks within the Village. Engage with local historians, cultural experts, and community members to identify these assets and their cultural significance.		x	
7	Coordinate historical and cultural activities with the Deerfield School District, Community Center, Public Library, Deerfield Historical Society and other stakeholders as needed.		Ongoing	
8	Consider the adoption of an ordinance for the designation and protection of historic properties.		x	
9	Welcome and encourage events that foster community interaction and visitor spending, such as parades, festivals, and annual traditions.		Ongoing	

Utilities & Community Facilities Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Maintain modern, affordable, and reliable public services that promote health, safety, and welfare.</b>				
1	Ensure the maintenance and enhancement of utility infrastructure to meet the needs of both current and future residents and businesses. Emphasis will be placed on preserving the reliability of existing systems while also planning for necessary upgrades to accommodate future growth and expansion.	Ongoing		
2	Conduct regular inspections and maintenance of existing utility systems, including water, sewer, and stormwater management, to ensure their integrity and reliability.	Ongoing		
3	Use asset management tools and maintain a five-year capital improvement plan to prioritize maintenance and replacement projects and minimize disruptions in service.	Ongoing		
4	Discourage inefficient “leap frog” development that results in infrastructure constructed before there is adequate customer base in place to support its maintenance.	Ongoing		
5	Continue sustaining high quality public safety services and facilities (police, fire, and EMS) in balance with budget constraints through regional partnerships with neighboring jurisdictions.	Ongoing		
6	Study the creation of a stormwater utility.	x		
7	Explore opportunities to improve internet connectivity through state and federal grant programs as awarded by the Wisconsin Public Service Commission.	x		
8	Work with community energy providers to receive better service for Village residents.	x		
<b>Enhance community wellbeing through access to excellent community facilities.</b>				
9	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. Continue support and collaboration with the Community Center and explore additional recreational program partnerships.	Ongoing		
10	Require developers to dedicate community trails and paths in new developments that connect residents to amenities like schools, businesses, parks, and other community trails. Ensure connectivity to these amenities with the existing trail system.	Ongoing		
11	Continuously maintain and improve parks and recreational spaces, ensuring they remain safe, attractive, and accessible for leisure activities and community gatherings as guided by the Comprehensive Outdoor Recreation Plan.	Ongoing		
12	Utilize the Comprehensive Outdoor Recreation Plan to obtain funding through the Knowles-Nelson Stewardship Grant in pursuit of parks and recreation improvements.	Ongoing		
13	Consider an adjusted impact fee ordinance for new development to account for new Village needs.	x		
14	Re-evaluate the parkland dedication ordinance to ensure new parkland in Village subdivisions of land.	x		
15	Provide necessary resources and funding to the Deerfield 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.	Ongoing		
16	Explore possible reuse of Ag Building near to Firemen’s Park into a community space rentable for events.			x

Intergovernmental Cooperation Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Enhance coordination and collaboration with local, regional and statewide governmental organizations to promote Village interests.</b>				
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.		Ongoing	
2	Convene with the Town of Deerfield officials to discuss intersecting community development goals, intergovernmental boundaries, and future cooperation on planning efforts.		Ongoing	
3	Work closely with the Deerfield Community School District, Deerfield Community Center, and other community stakeholders to foster communication, relationships, and knowledge about facility planning and other activities/efforts that impact Deerfield residents.		Ongoing	
4	Work with other governmental entities (e.g. Dane County, CARPC, Wisconsin Department of Transportation, and Department of Natural Resources, etc.) to advance Village interests as identified in Village plans.		Ongoing	
5	Schedule a working session with the School District, involving elected officials and key staff for the Village, Town of Deerfield, and the School District, no less than annually to discuss issues of concern and opportunities for collaboration.		Ongoing	
6	Village staff will meet with representatives from each adjacent jurisdiction during the annual process to update the Village's Capital Improvement Plan and to coordinate projects as appropriate.		Ongoing	
7	Coordinate with all adjoining jurisdictions during outdoor recreation planning to identify complementary recreation investments where service areas overlap and work to avoid duplication of unique amenities.		Ongoing	
8	Work with neighboring jurisdictions to identify and resolve conflicts and inconsistencies between local plans and resolve key countywide issues affecting the Village.		Ongoing	
9	Consider the possibility of conducting joint planning with the Town of Deerfield in an effort to reduce duplication, address common issues and provide for residents and businesses in the most efficient and cost-effective manner.		x	
10	Consider an update to the Village website to ensure greater information access to residents and potential residents and businesses.		x	
11	Discuss opportunities of partnerships and collaboration with neighboring jurisdiction Fire Departments.		x	

Economic Development Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Promote the growth and success of local businesses.</b>				
1	Conduct periodic visits with local businesses (e.g. once every 1-2 years) to show interest in their success and identify any needs with which the Village may be able to assist.		Ongoing	
2	Determine if there are barriers in the process to establish a new business. Simplify and expedite the permitting and licensing processes for businesses, as feasible. Implement an efficient online system that allows businesses to easily apply for permits and licenses, ensuring a streamlined and user-friendly experience.		x	
3	Facilitate partnerships between local businesses, the Chamber of Commerce and Village 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. Work with partners to extend job training opportunities to residents that create a more skilled workforce.		Ongoing	
4	Support proactive communication between educational institutions (Deerfield Community School District, local UW-Extension, tech colleges, etc) and area employers in determining and filling appropriate local skills and needs. Offer training and programs for skill development through various methods.		Ongoing	
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.		Ongoing	
6	Complete review of ordinances pertaining to economic development. Enforce property maintenance ordinances to ensure aesthetically pleasing business corridors and commercial areas.		x	
<b>Maintain a healthy business mix in the Downtown area and the Deerfield Industrial Park.</b>				
7	Recruit entrepreneurs who plan to start-up or expand retail or personal service businesses.		Ongoing	
8	Establish and implement a building rehab loan program, with assistance from the Economic Development Committee.		x	
9	Develop a coordinated streetscape plan with the Business Improvement District (BID) Board to enhance the aesthetic appeal of the downtown corridor.		x	
10	Solicit a grocery market analysis to provide an independent evaluation of grocery store viability in Deerfield, including optimal location for success.		x	
11	Use TIF strategically to create development opportunities for the Village. Prioritize PAYGO, conservative projections to ensure anticipated results, and the creation of a checklist for elected and non-elected officials of TIF requests.		Ongoing	
<b>Foster and attract new commercial development within the Village.</b>				
12	Identify and promote development sites with clear communication on the Village's website, social media, and signage.		Ongoing	
13	Recruit businesses that will meet the needs of Village residents that currently are not being met. Continue to engage with community members to understand their needs and concerns.		Ongoing	
14	Explore financing options, including loans, grants, or partnerships, to support potential development projects and reduce risk.		Ongoing	
15	Promote the cluster of transportation, manufacturing, and construction related companies already located within the Village.		Ongoing	
16	Update and maintain the Village's website platform, in order to make finding relevant information (i.e. available space, village demographics, upcoming projects, etc) easier for developers, entrepreneurs, and site selectors.		x	

Housing Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Retain and attract residents by supporting a range of housing options.</b>				
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.		Ongoing	
2	Foster collaboration with developers to provide housing that meets the demand and needs of the Village.		Ongoing	
3	Ensure developments are carefully designed to accommodate traffic and stormwater management.		Ongoing	
4	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.		Ongoing	
5	Continue to assess housing needs and issues within the community, including the need for affordable housing.		Ongoing	
6	Collaborate with experienced rental housing developers to actively pursue State and Federal 4% tax credit-funded renovations of aging units. This partnership will enable the reinvestment in these units while ensuring their continued affordability and accessibility.		x	
<b>The Village will maintain quality housing options as part of safe and healthy neighborhoods for all residents.</b>				
7	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.		Ongoing	
8	Complete review of property maintenance ordinances pertaining to housing. Enforce property maintenance ordinances to ensure aesthetically pleasing neighborhoods and properties.		x	
9	Ensure both homeowners and landlords are aware of program and financing options for upkeep on properties, including energy efficiency.		x	
10	Infill development should respect the scale, proportion and architectural style of nearby homes to a reasonable extent. The Village should consider strategies to actively protect areas that have been locally identified as historically important.		Ongoing	
11	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.		x	
12	Update the Village website to promote local, neighborhood level events in support of neighborhood groups.		Ongoing	
13	Develop and share resources on green/sustainable design strategies in conjunction with the permit process (e.g., educational pamphlets that summarizes energy and water consumption strategies and provides information on Local/State energy and sustainability programs).		Ongoing	
<b>Create a diverse mix of residential densities with strategies around efforts of community diversity in neighborhood planning.</b>				
14	Identify which neighborhoods should be targeted for a neighborhood planning effort directed at sustaining diversity.		x	
15	Assemble a neighborhood planning group composed of local leaders in Deerfield who represent the diversity of the neighborhoods.		x	
16	Increase public awareness for neighborhood diversity and mix of residential densities through community engagement.		Ongoing	
17	Develop and implement a neighborhood plan through a collaborative planning effort that is complete with design guidelines, identified regulatory reforms, and recommended public investment.			x

Mobility & Transportation Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Maintain safe transportation infrastructure that meets the needs of all users.</b>				
1	Monitor the quality of sidewalk infrastructure and provide assistance to property owners for maintenance and replacement.		Ongoing	
2	Proactively monitor the quality of public surface infrastructure such as streets and any Village-owned parking areas and trails.		Ongoing	
3	Develop and maintain annually a capital improvement plan to manage the Village's streets, sidewalks, and trails. Integrate new and planned infrastructure into the improvement plan, annual budget and inspection schedule.		Ongoing	
4	Maintain an inventory of public infrastructure and develop a regular inspection schedule.	x		
5	Track and share progress of annual capital improvement projects to build public support.		Ongoing	
<b>Create an integrated and accessible mobility system that connects various transportation options and promotes active recreation throughout the Village.</b>				
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.			x
7	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.	x		
8	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.		Ongoing	
9	Collaborate with the Deerfield Community School District on safe transportation for students, including walking, biking, and busing, both in neighborhoods and near the school sites. Consider applying for Safe Routes to School and TAP grant funding sources through WisDOT.	x		
10	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.		Ongoing	
11	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.	x		
12	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 are included.		Ongoing	

Land Use Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Promote balanced neighborhoods throughout the Village.</b>				
	1	Provide a mix of housing types to accommodate every stage of life (see also Housing goals and strategies).	Ongoing	
	2	Use the Village review processes to encourage design for land use compatibility.	Ongoing	
	3	Develop and implement landscaping and building design standards that encourage efficient and sustainable development patterns incorporating interconnected street patterns and limited use of cul-de-sac streets.	x	
	4	Encourage building and neighborhood design to enable passive solar heating and photovoltaic power generation.	Ongoing	
	5	Explore funding opportunities for housing development utilizing public/private partnerships, TIF funds, state and federal housing incentives.	Ongoing	
<b>Encourage development through effective collaboration and efficient development review.</b>				
	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.	Ongoing	
	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	Ongoing	
	8	Provide up-to-date online application and guidance materials for residents and developers.	Ongoing	
	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.	Ongoing	
	10	Identify areas for improvement, such as simplifying application procedures, reducing processing timeframes, and enhancing clarity in design standards and traffic safety requirements.	Ongoing	
	11	Complete full update of the zoning code and establish an interactive GIS database to track zoning districts and parcel information.	x	

Land Use Goals & Strategies			Short Term (<5 years)	Long Term (5+ years)
<b>Create places that are vibrant, attractive, and unique, especially along the Village’s Main Street Corridor and Downtown.</b>				
12	Continue Village efforts toward strengthening and enhancing the downtown.		Ongoing	
13	Encourage the development of compact, carefully planned, mixed-use activity centers that include shopping, employment, housing, recreation, and community gathering opportunities.		Ongoing	
14	Encourage infill development of vacant or underutilized lands or buildings.		Ongoing	
15	Consider development of a community plaza in the area of the new Village Hall, Firemen’s Park, and downtown. Consider updates to Firemen’s Park.		x	
16	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.		x	
17	Encourage and facilitate placemaking strategies to make neighborhoods and commercial areas unique, memorable, and attractive.		Ongoing	
18	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.		x	
19	Identify potential funding sources to assist with planning and implementing downtown improvements such as Dane County Commercial Revitalization and Economic Development Revolving Loan Funds, TIF funds, Main Street Bounceback or Vibrant Spaces Grants (WEDC), and public/private partnerships.		x	
<b>Ensure new development is consistent with community character and vision and protects natural and cultural resources.</b>				
20	Adopt policies to ensure development of a good network of pedestrian routes between new neighborhoods and the existing Village amenities.		Ongoing	
21	New development within the Village’s jurisdiction should support the efficient use of public services and infrastructure.		Ongoing	
22	Encourage development formats and building designs that support adaptive reuse as markets shift and demand changes.		Ongoing	
23	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.		x	
24	Work cooperatively with the Town of Deerfield to adopt policies for future development at the fringe of the Village to protect future Village growth areas.		Ongoing	