

IMPLEMENTATION ELEMENT

Introduction

All too often, effort put into plans is put to waste because no actions are ever taken. These plans often ‘sit on the shelf’ and never really make an impact. The ideas that were created in the discussion of the plan are never implemented. This is why the final element in this plan is called the implementation element. This element should be looked at like a ‘to do’ list which compiles all the elements together and gives the plan some ‘teeth’. The implementation element gives decision makers, land owners, non-profit organizations, and others the ability to turn a plan into action.

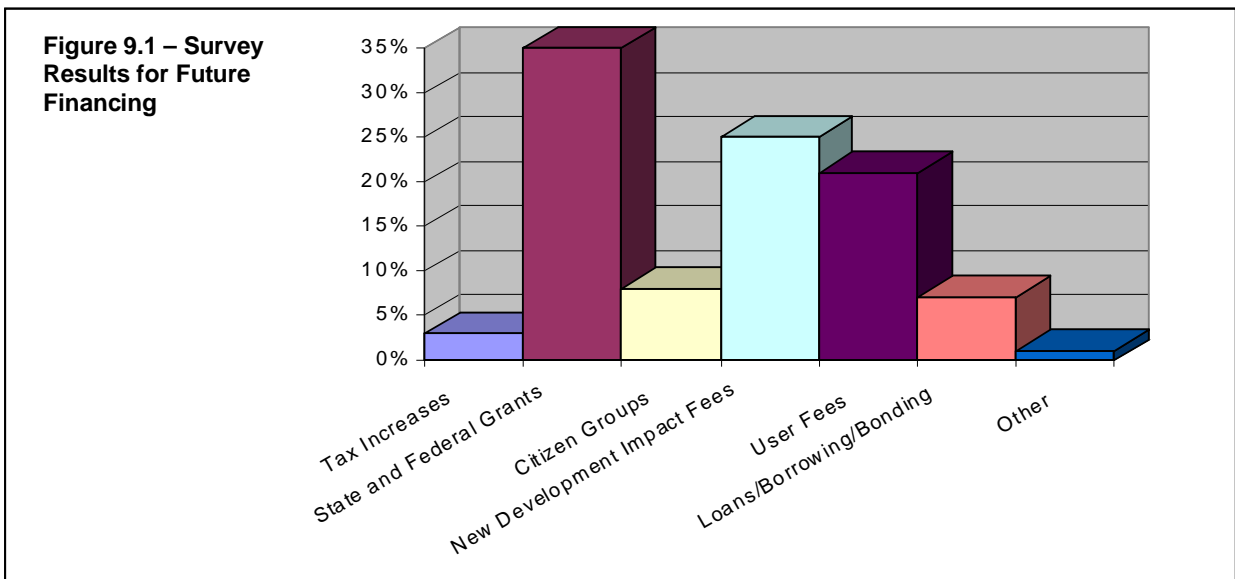
When asked in the community survey, over 38% of respondents felt that public information regarding Town meetings, events, or activities is adequately available; while over 34% disagreed with this. When asked about methods of communication that residents would like to see, almost 36.5% respondents wanted to see newsletters while about 27% checked website.

Implementation Element

A compilation of programs and specific actions to be completed in a stated sequence, including proposed changes to any applicable zoning ordinances, Official maps, or subdivision ordinances, to implement the objectives, policies, plans and programs contained in pars. (a) to (h). The element shall describe how each of the elements of the comprehensive plan will be integrated and made consistent with the other elements of the comprehensive plan, and shall include a mechanism to measure the local governmental unit’s progress toward achieving all aspects of the comprehensive plan. The element shall include a process for updating the comprehensive plan. A comprehensive plan under this subsection shall be updated no less than once every 10 years.

§66.1001(2)(i) Wis. Stat.

Finally, residents were asked which methods the Town should use for financing future needs for public facilities, parks, utilities, and roads. The chart below displays the responses for this question.



Plan Adoption

As stated in the Public Participation Plan, the adoption of the Town of Garfield Comprehensive Plan involves the consent of the Plan Commission, the Town Board, and the public. By adopting this plan, the entire Town of Garfield recognizes its commitment to uphold the plan and ensure the implementation of the goals, objectives, policies, and programs that were developed in the plan.

Plan Monitoring, Amendments, and Update

It is the major function of the Town of Garfield Plan Commission to prepare and amend the comprehensive plan as well as coordinate and oversee that the implementation measures are accomplished. Because the comprehensive plan addresses many different areas of the community, the plan commission cannot control implementation without assistance from the entire community. As identified in the Implementation Matrix, the Plan Commission has chosen to assign specific implementation activities to the Town Board, particularly ones which involve drafting Town ordinances.

Plan Monitoring

Once adopted, all land use actions must be consistent with the Town of Garfield Comprehensive Plan. In order to achieve this, the Town should evaluate decisions regarding development, public investments, regulations, incentives, and other actions to the Goals, Objectives, Policies, and Programs of the Town of Garfield Comprehensive Plan.

Plan Amendments

Amendments to be made following the adoption of the Town of Garfield Comprehensive Plan are generally defined as minor or major. Minor amendments are generally limited to changes to maps or general text. Major amendments are defined as any change to the Goals, Objectives, Policies, Programs, or the Future Land Use Map. Major amendments will require at a minimum a public hearing to gather input from the community. Any amendment to the Town of Garfield Comprehensive Plan must be adopted by ordinance according to the procedures outlined in Wis. Stat. 66.0295(4).

Plan Updates

The state requires that comprehensive plans are updated no less than once every ten years. Compared to an amendment, an update involves a significant change of the text and maps. Because the Town of Garfield Comprehensive Plan relied heavily on the 2000 census, much of the data collected is already out of date. In order to keep the demographic and projection data up to date, these statistics should be updated immediately after every United States Census report. These updates should be made in addition to the required ten year updates to spread out the work load.

Consistency among Plan Elements

The State Comprehensive Planning statutes require plans to describe how each of the elements of the comprehensive plan will be integrated and made consistent with each other. Because the Town of Garfield conducted a SWOT Analysis on every element, the Plan Commission was able to compare the results of each element to each other to ensure consistency among the beliefs reflected in the goals, objectives, policies, and programs.

Implementation Toolbox

The following list contains specific methods of implementation that could be available to the Town of Garfield:

a. zoning ordinances

The idea of zoning is to separate incompatible land uses. It addresses use, bulk, and density of land development. A general zoning ordinance is probably the most common implementation tool. There are many different types of zoning. Communities may need help from a professional planner to administer these ordinances.

b. land division ordinance

State subdivision regulations provide minimum standards and procedures for dividing and recording parcels of land in a community. State agencies are authorized to review and object to local subdivisions on the basis of minimum requirements for sanitation, street access and platting. Wisconsin counties, towns, cities, and villages are also authorized to adopt local land division ordinances that are more restrictive than state subdivision standards. These ordinances often focus on the design and physical layout of a development and may require developers to provide public improvements such as roads, utilities, landscaping or signage. Together with zoning, which focuses on the uses of land in a community, land division and subdivision regulations help to control the physical layout and quality of new developments.

c. eminent domain

Eminent domain allows government to take private property for public purposes, even if the owner does not consent, if the government compensates the property owner for their loss. Local governments may use eminent domain to acquire critical natural resource lands.

d. conservation subdivision design

A conservation design (cluster development) is a type of "Planned Unit Development" in which the underlying zoning and subdivision ordinances are modified to allow buildings (usually residences) to be grouped together on part of the site while permanently protecting the remainder of the site from development. This type of development provides great flexibility of design to fit site-specific resource protection needs. Conservation design creates the same number of residences under current community zoning and subdivision regulations or offers a density bonus to encourage

this type of development. There is a savings in development costs due to less road surface, shorter utility runs, less grading and other site preparation costs. Municipalities also experience lower long-term maintenance costs for the same reasons. The preserved land may be owned and managed by a homeowners association, a land trust or the municipality.

e. conservation easements

A conservation easement is an incentive-based legal agreement that is voluntarily placed on a piece of property to restrict the development, management, or use of the land in order to protect a resource or to allow the public use of private land as in the case of a trail or water access.

f. purchasing of development rights (PDR)

Purchasing development rights is an incentive based, voluntary program with the intent of permanently protecting productive, sensitive, or aesthetic landscapes, yet retaining private ownership and management. A landowner sells the development rights of a parcel to a public agency, land trust, or unit of government. A conservation easement is recorded on the title of the property that limits development permanently. While the right to develop or subdivide that land is permanently restricted, the land owner retains all other rights and responsibilities with that land and can use or sell it for purposes allowed in the easement. PDR programs and conservation easements do not necessarily require public access, though it may be granted as part of the agreement or be a requirement of the funding source.

g. transferring of development rights (TDR)

Transfer of Development Rights (TDR) is a voluntary, incentive-based program that allows landowners to sell development rights from their land to a developer or other interested party who then can use these rights to increase the density of development at another designated location. While the seller of development rights still owns the land and can continue using it, an easement is placed on the property that prevents further development. A TDR program protects land resources while at the same time providing additional income to both the landowner and the holder of the development rights.

h. traditional neighborhood design (TND)

The Wisconsin Comprehensive Planning law defines Traditional Neighborhood Development (TND) to mean: A compact, mixed use neighborhood where residential, commercial and civic buildings are within close proximity to each other. It is a planning concept based on traditional small towns and city neighborhoods. The variety of uses permits educational facilities, civic buildings and commercial establishments to be located within walking distance of private homes. A TND is served by a network of paths, streets, and lanes designed for pedestrians as well as vehicles. Residents have the option of walking, biking, or driving to places within their neighborhood. Potential future modes of transit are also considered during the planning stages. Public and private spaces have equal importance, creating a balanced community that serves a wide range of home and business owners. The

inclusion of civic buildings and civic space such as plazas, greens, parks, and squares enhances community identity and value. Such neighborhoods allow the efficient use of public resources and can help preserve the historic and architectural character of the community.

i. planned unit development (PUD)

The term Planned Unit Development (PUD) is used to describe a type of development and the regulatory process that permits a developer to meet overall community density and land use goals without being bound by existing zoning requirements. PUD is a special type of floating overlay district which generally does not appear on the municipal zoning map until a designation is requested. This is applied at the time a project is approved and may include provisions to encourage clustering of buildings, designation of common open space, and incorporation of a variety of building types and mixed land uses. A PUD is planned and built as a unit thus fixing the type and location of uses and buildings over the entire project. Potential benefits of a PUD include more efficient site design, preservation of amenities such as open space, lower costs for street construction and utility extension for the developer and lower maintenance costs for the municipality.

j. overlay zoning

Overlay zoning is a regulatory tool that creates a special zoning district, placed over an existing base zone(s), which identifies special provisions in addition to those in the underlying base zone. The overlay district can share common boundaries with the base zone or cut across the base zone boundaries. Regulations or incentives are attached to the overlay district to protect a specific resource or guide development within a special area.

k. density bonuses

A density bonus is an incentive-based tool that permits developers to increase the maximum allowable development on a property in exchange for helping the community achieve public policy goals. Increasing development density may allow for increases in developed square footage or increases in the number of developed units. This tool works best in areas where growth pressures are strong and land availability is limited or when incentives for attaining the goals outweigh alternative development options.

l. official maps

These maps can show existing and planned public facilities among other things. They can also be used to restrict the issuance of building permits within the limits of the mapped area; often by depicting classes of land.

m. comprehensive planning

Comprehensive Plan – means the adopted official statement of a legislative body of a local government that sets forth (in words, maps, illustrations and/or tables) goals, policies and guidelines intended to direct the present and future physical, social and economic development that occurs within its planning jurisdiction and that includes a unified physical design for the public and private development of land and water. (Note: The Wisconsin Smart Growth Law lists and describes nine elements that must be contained in a comprehensive plan.)

n. economic/environmental impact analysis

Growth has often been viewed as healthy and desirable for communities because it often leads to additional jobs; increased income for residents; a broader tax base; and the enhancement of cultural amenities such as libraries and parks. But growth may also be accompanied by costs such as increased fiscal expenditures for necessary public services and infrastructure, traffic congestion, consumption of local natural resources, loss of open space and unique cultural attributes. Also, development decisions are too often made without a sufficient understanding of the consequences of those decisions on overall community well-being. An economic/environmental impact analysis is conducted to slow down the development process and look at all the consequences that could result.

o. impact fees

An impact fee is a financial tool used to subsidize anticipated capital improvements associated with new development. Impact fees enable cities, villages and towns to shift a proportionate share of the capital cost of public facilities serving new developments to developers (Wis. Stat. 66.0617). They also serve to bridge the gap between limits on traditional funding sources, such as property taxes and state or federal aids, and the high cost of new development.

p. tax increment financing (TIF)

Local officials can encourage private development by making publicly funded improvements such as demolition, sewer, roads, curb and gutter. This option is expensive, however, and can discourage local officials from taking action since the overlying taxing jurisdiction would not bear any redevelopment costs, yet would share in the expanded tax base.

With TIF, the overlying taxing jurisdictions become involved in helping to pay development costs in partnership with the city or village. The municipality makes the expenditures to promote development/redevelopment in an area where development would not likely otherwise occur. Any resulting private development increases the tax base. The other taxing jurisdictions agree to forego the increase in property tax revenues so that the city or village can use it exclusively to repay the costs of public improvements. If everything works out well, development/redevelopment occurs, resulting in increased tax base and jobs; the local municipality recoups the cost of their investment; and thereafter, all taxing jurisdictions share the tax base. This is the theoretical basis of TIF. The entire

concept can very extremely difficult to understand; even land use planners have difficulty describing it to other people.

Implementation Matrix

The implementation schedule provided in this element is a listing of all the policies and programs (or activities) that need to be completed in order to implement the goals of this comprehensive plan. The potential groups to implement have been suggested, however it may be the desire of these groups to form subgroups, task forces, or other citizen participation methods to complete the tasks and encourage opportunities for citizen involvement.

Element	Proposed Action	Potential Groups to Implement	Proposed Completion Date	Method of Funding	Current status
Issues and Opportunities	Prepare a Welcome Guide and distribute to new residents in the Town.	Plan Commission	Nov-08	General Fund	
Issues and Opportunities	Review "Polk County Rural Living Guides" when completed and consider distribution to new residents in the Town.	Plan Commission	Jan-09	General fund	
Issues and Opportunities	Involve public in being good stewards of Town funds.	Town Board	Ongoing	General fund	
Housing, Land Use	Revise subdivision ordinance to include incentives to developers who satisfy Town goals.	Town Board, Plan Commission	Dec-09	General Fund	
Housing, Land Use	Address design standard for residential development in new subdivision ordinance.	Plan Commission, Town Board	Dec-09	General Fund	
Transportation	Upgrade all private roads to meet Town road standards.	Town Board, Plan Commission	Ongoing	General Fund	
Transportation	Maintain consistent road signs in the Town of Garfield.	Town Board	Ongoing	General Fund	
Utilities and Community Facilities	Utilize DNR Urban Nonpoint Source and Targeted Runoff Grants for stormwater management facilities.	Plan Commission	Ongoing	General Fund	
Utilities and Community Facilities	Update Town Park Plan every 5 years.	Park Commission	Ongoing	General Fund	
Utilities and Community Facilities	Monitor needs of public facilities.	Town Board	Ongoing	Grants and/or General Fund	

Utilities and Community Facilities	Keep Capital Improvements Program (CIP) current.	Town Board	Ongoing	General Fund	
Utilities and Community Facilities	Create long-term contracts for public services received in the Town to ensure consistent service over the next five years.	Town Board	Within 6 months	General Fund	
Utilities and Community Facilities	Increase the number of visitors to the Town Park to create revenue to make Park self supporting.	Town Board	Ongoing	General Fund	
Agricultural, Natural, and Cultural Resources	Encourage and maintain the Town's rural character.	Town Board	Ongoing	General Fund	
Agricultural, Natural, and Cultural Resources	Provide information to agricultural landowners on land development options.	Plan Commission	Within 6 months of plan adoption	General Fund	
Agricultural, Natural, and Cultural Resources	Create a Farmland Preservation Plan for the Town of Garfield.	Plan Commission	Within 2 years of plan adoption	General Fund	
Economic Development	Offer economic development tools.	Plan Commission	Ongoing	General Fund	
Economic Development	Develop a means to assist local businesses.	Plan Commission	Ongoing	General Fund	
Intergovernmental Cooperation	Inventory all equipment owned by Town of Garfield and distribute list to neighboring municipalities for potential collaboration.	All Town Staff, Town Board	Within 6 months	General Fund	
Intergovernmental Cooperation/Agricultural, Natural, and Cultural Resources	Conduct yearly meeting with the Lake Wapo/Bear Trap Association and the Lake Wapo Sanitary Sewer District to address current issues.	Town Board, Plan Commission	Ongoing	General Fund	
Land Use	Research the creation of a zoning ordinance.	Plan Commission, Town Board	Within 6 months of plan adoption	General Fund	
Implementation	Conduct community survey every five years to monitor change in Town views.	Plan Commission	Ongoing	General Fund	
Implementation	Update all demographic data in comprehensive plan within 6 months of new U.S. Census.	Plan Commission	Ongoing	General Fund	
Implementation	Address and update items listed in Implementation Element.	Plan Commission, Town Board	Ongoing	General Fund	