



A guide to preparing the implementation element of a local comprehensive plan

Implementation

Element Guide

“...this element provide a description of the process by which the plan elements will be brought together...pieces of a puzzle—each piece is necessary to form a complete picture.”

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Other Planning Guidebooks

available at the Department of Administration website under Public Services > Comprehensive Planning - www.doa.state.wi.us/

- ◆ Housing Wisconsin: A Guide to Preparing the Housing Element of a Local Comprehensive Plan
- ◆ Transportation Planning Resource Guide for Local Comprehensive Planning
- ◆ A Guide to Including Natural Resources in Local Comprehensive Planning
- ◆ A Guide to Cultural Resources Planning in Wisconsin
- ◆ A Guide to Planning for Agriculture in Wisconsin
- ◆ A Guide to Preparing the Economic Development Element of a Comprehensive Plan
- ◆ A Guide to Preparing the Intergovernmental Cooperation Element of a Local Comprehensive Plan
- ◆ Land Use Resource Guide: A Guide to Preparing the Land Use Element of a Local Comprehensive Plan

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Implementation

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Wisconsin's Comprehensive Planning Law in Brief

Wisconsin's comprehensive planning law (Wisconsin Statute Section 66.1001), passed in 1999, requires that, beginning on January 1, 2010, the adoption or amendment of zoning, land division and official mapping regulations must be consistent with an adopted local comprehensive plan.

The law stipulates that a comprehensive plan must:

- Include at least nine elements (issues and opportunities; housing; economic development; transportation; utilities and community facilities; agricultural, natural and cultural resources; land use; intergovernmental cooperation; and implementation);
- Include public participation throughout the planning process;
- Be adopted in whole, by ordinance, by the elected body.

The statute provides a specific definition of each of the nine plan elements. Below is the **Implementation Element (§66.1001(2)(i))** definition.

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.

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Chapter

1

Introduction

Included in this chapter:

- Purpose
- Guiding Principles

When your community undertakes a comprehensive plan, a neighborhood plan, an outdoor recreation plan, or other type of plans, you should expect that actions will follow and that at least parts of the plan will be realized. Today, an accepted part of any type of plan is a section or an element that focuses on implementation or actions. The implementation element of plans gives decision-makers, land owners, non-profit organizations, and others a road map to move that plan to action.

For many comprehensive plans developed under Wisconsin law, the implementation element serves as a prioritized, master “to do” list for the community to reach its desired

future. When done well, the implementation element can ensure that the completed plan is a useful community planning guide. If done poorly, the plan will likely be just another document that sits on the proverbial shelf.

Purpose

The purpose of this guide is to assist plan commissions, planning committees and citizen planners in the creation of the implementation element of the comprehensive plan. Others that may find this guide useful are the local government departments that take an active part in implementing plans, such as zoning, public works, and finance.

The comprehensive planning law language in §66.1001(2)(i) specifies the minimum requirements for the implementation element. This guide will explain those requirements and give guidance as to how to approach preparing that element. In addition, this guide will cover consistency between elements, monitoring actions and measuring progress, and amending and updating the plan.

This guide will not cover Section §66.1001(3) of the comprehensive planning law that addresses consistency between plans and specific land use related decisions. That section of the law states:

(3) ACTIONS, PROCEDURES THAT MUST BE CONSISTENT WITH COMPREHENSIVE PLANS.

Beginning on January 1, 2010, if a local governmental unit engages in any of the following actions, those actions shall be consistent with that local governmental unit's comprehensive plan:

- (g) Official mapping established or amended under s. 62.23 (6).
- (h) Local subdivision regulation under s. 236.45 or 236.46.
- (j) County zoning ordinances enacted or amended under s. 59.69.
- (k) City or village zoning ordinances enacted or amended under s. 62.23 (7).
- (l) Town zoning ordinances enacted or amended under s. 60.61 or 60.62.
- (q) Zoning of shorelands or wetlands in shorelands under s. 59.692, 61.351 or 62.231.

Separate companion documents discuss this section of the comprehensive planning law.¹

This guide also does not address the many tools that are available to communities to use

to implement their plans. Another separate companion document addresses available tools and resources.²

Guiding Principles

To guide you and your community in the preparation of the implementation element the following list of principles is provided. This list was developed with the assistance of community and municipal planners from around the State of Wisconsin. The principles are not in order of importance.

- *Implementation Incentives:* Your planning committee or commission, the group preparing this element, should work at finding ways to provide incentives or carrots to agencies, such as local government department and non-profit groups, to implement the actions set out in the plan.
- *Level of Generality:* When you prepare your comprehensive plan, make it general enough so that frequent amendments are not required, but specific enough to guide development decisions.
 - Your comprehensive plan should provide general planning and land use recommendations.
 - If necessary, your community should prepare neighborhood plans or functional plans for more specific land uses.
- *Guide for Agency Decision Making:* Implementing agencies (plan commission, zoning office) in your community should use the comprehensive plan to guide local government decision making.

¹ See Brian Ohm's articles on consistency available at www.urpl.wisc.edu/people/ohm/resources/index.html.

² Other element guides cover tools and resources. Also, the Guide to Community Planning in Wisconsin covers some of the tools in-depth.

- *Guide for Local Processes:* As the element is under preparation, you should keep in mind how it can be “operationalized.” For example, you could consider ways that the implementation element can guide the capital improvement program during the local budgeting process.
- *Innovative Strategies and Actions:* You should consider how the implementation element can suggest ways that a local government and other local agencies can innovate with their strategies and actions.
- *Timetable for Resolving issues:* You need to remember that the comprehensive plan does not and should not be used to resolve every community or local problem. The comprehensive plan can identify a number of issues, but need not provide a resolution for them. Instead, the implementation element can set up a timetable to allow the community to

focus on specific issues in order to find an appropriate solution.

- *Guide for When, Whom, and What:* Within your implementation element you should list some specific actions, such as plan adoption and state when, by whom and by what instrument that action will be accomplished. Other specific actions that you should discuss are key ordinances – zoning and subdivision or land division regulations.

Each community’s comprehensive plan should include an implementation element reflecting the actions that will be used to implement the other eight elements. In general, the larger the community, the more complex the implementation element will be. Thus, a town of a few thousand people will have an implementation element (and a comprehensive plan) that looks different from a city with 50,000 or more people. In addition, because of jurisdictional issues and

Box 1: WORDS TO KNOW

Goals are general statements of desired outcomes of the community. While generally broadly written, goals should be stated specifically enough so that it is easy later to assess whether progress has been made in achieving them.

Objectives are more specific and are a subset of goals, providing measurable strategies. Objectives should not stand alone without a goal. If an objective does not fit under a goal and it is considered important, then there is a good chance the objective may actually be more appropriately written as a goal or a goal should be created to address that particular objective.

Policies are “operational” actions that a community will undertake to meet plan goals and objectives.

Programs or actions represent a system of projects or services necessary to achieve plan goals, objectives, and policies.

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overlapping authorities between levels of government, the implementation element may reflect differing levels of intergovernmental coordination. A town under county zoning, for example, may be able to defer some actions to the county in contrast to a village or a city that cannot.

The next chapters will provide guidance for creating the implementation element of the comprehensive plan.



Chapter

Creating the Implementation Element

Included in this chapter:

- Introduction
- A Definition Clarified
- Who Should Review Implementation Actions?
- We Have a Lot of Actions to Achieve – Where Do We Begin?

Introduction

This chapter provides you with guidance about the mechanics of preparing the implementation element of a comprehensive plan in accordance with the Chapter 66.1001 of Wisconsin State Statutes. The approaches suggested in this chapter are based on the experiences of communities across Wisconsin. However, your community is unique. Thus, your community needs to decide on an approach to the implementation element that makes sense for you. Therefore, communities using this guide may decide some activities described in this chapter are useful and others are not. Accordingly, no single approach is considered the “right” approach to prepare the implementation

element. The success of your implementation element will be measured only by your community’s commitment to follow-through on the actions identified within your adopted comprehensive plan.

A Definition Clarified

The comprehensive planning law defines the implementation element as:

“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.”

Chapter 2 – Creating the Implementation Element

This definition clearly identifies the implementation element as the portion of the plan that specifies actions a community will take. Therefore, a completed implementation element will bring together all of the goals, objectives and policies pertaining to each of the required comprehensive planning elements:

- Issues and Opportunities
- Housing
- Transportation
- Utilities and Community Facilities
- Economic Development
- Agricultural, Cultural, and Natural Resources
- Intergovernmental Cooperation
- Land Use

In addition, this element needs to “... *describe how each of the elements of the comprehensive plan will be integrated and made consistent with the other elements of the comprehensive plan...*” (excerpt from Wisconsin Statute Section 66.1001(2)(i), on page ii)

This chapter will provide you with a better understanding of what is meant by integrated and consistent. This chapter also will provide you with a method for preparing the nuts and bolts of this element and how to address integration and internal consistency.

Who Should Review Implementation Actions?

Prior to sitting down and writing this element, your community will need to decide who should review the potentially long list of actions that have been generated under each of the other elements. The comprehensive planning law does not define who should be responsible for this important activity. In

many communities, the plan commission or a planning committee takes on this responsibility as part of the overall effort to prepare the comprehensive plan. In other communities, the process of reviewing the goals, objectives, policies and programs (will say programs from here on) goes through many levels, including staff review, plan commission review and even a review by elected officials. This type of process can be more cumbersome, but given the roles each of these groups will have in implementing the plan, it does make some sense to have each group review proposed programs to ensure that they are desired and feasible. In still other communities, a focus group of key stakeholders is used to complete the task of collectively reviewing actions identified in the plan. Some communities feel a focus group is able to provide a fresh perspective and more easily identify conflicts between goals, objectives, policies and programs.

We Have a Lot of Actions to Achieve – Where Do We Begin?

1. Collect element goals, objectives, and policies

In most communities, the implementation element is the final required element included in the completed plan document. As a result, a process of identifying actions for the other plan elements will likely have been completed by the time a community seeks to prepare its implementation element.

In the other required elements of a comprehensive plan, a community will generally:

- Describe existing conditions (i.e., describe existing transportation features),
- Define a desired future situation (i.e., provide residents with an extensive trail

network to provide an alternative to driving to points of interest); and

- Identify actions needed to get from the present situation to the desired future (i.e., officially map recreation trails, obtain grant funding to develop new trails, coordinate with local youth groups to maintain existing trails, etc.). The actions in the plan are expressed as goals, objectives, policies and programs.

Within the implementation element, your plan commission or committee should revisit all of the goals, objectives, policies and programs developed for the other plan elements.

Ultimately, the completed implementation element will define programs, ordinance changes, and other activities a community will commit to in order to implement its plan. Your planning commission or committee will have already identified many actions within each of the other element's objectives, policies and programs.

As you go through this first step, don't be afraid to refine or even add new programs! Likewise, previously drafted statements may be further refined to clarify ideas and intent. Your collective review may result in the removal of some of the goals, objectives, policies and program initiatives previously drafted for other elements of the plan, if they have since been completed or are no longer thought to be a priority.

What is most important during this collective review is to make sure that for each goal and objective, the plan provides a corresponding policy or program that will achieve the stated goal and objective. Without a supporting policy or program action, the goals and

objectives identified in the plan will not be addressed. Therefore, when completing this collective review, for each goal and objective, one must ask the question, how will _____ be achieved? If the specific element does not provide an answer, actions should be identified. Actions may include specific ordinance changes, the development of new ordinances, program initiatives, changes in policy, etc.

2. Integrate elements and make them consistent

Each of the plan elements has specific goals, policies, actions, etc. Tricky as it may seem, this element, the ninth element and final element found in the statutes, requires that your plan provide a way to bring all the elements together. You will do this toward the end of your comprehensive planning process, although keeping track of each element's recommended action items can be done throughout the process. Two key questions can be asked about how to do this:

What is meant by "integrated?"

The dictionary definition of integrate is "to make whole by bringing all parts together; unify."³ The statutes are simply asking that this element provide a description of the process by which the plan elements will be brought together, rather than the opposite of individualized. Think of pieces of a puzzle—each piece is necessary to form a complete picture.

What is meant by "consistent?"

Just as challenging is to discuss how all the plan elements will be made consistent with each other. It seems a tall order, and not necessarily one with easy responses. Let's

³ American Heritage College Dictionary, 2000.

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look again at the dictionary definition of consistent for more discussion: Consistent means “in agreement; compatible.”⁴ When thinking about the compatibility between two people, it doesn’t mean that the persons have no differences or will not have conflicts. It means that people are able to work out their issues using similar values.

Extending this analogy to a consistency review of goals, objectives, and policies, all the elements in the plan may have some conflicting points, but all the elements work together as a package to achieve the common vision and goals of the plan. Your plan is a living document that is made up of parts that should be looked at as an ongoing planning process, rather than one point in time during the plan development.

An example: A community has included goals in its comprehensive plan that refers both to retaining the community’s rural character and to allowing for planned residential growth. On the surface, it could be argued that these goals inherently conflict with each other. However, the implementation element brings the goals together by identifying that the plan also includes a recommendation for implementing a new ordinance for conservation subdivisions, one way their plan reduces the potential conflict between community character and future development.

What may be in conflict at one point in time for whatever reason, may turn out to be the right approach in the future given certain changes. The true test of whether the plan elements are consistent with one another comes in later during actual implementation of the plan and its recommendations.

How do you address conflicts?

During the collective review of goals, objectives, policies and programs, a community is likely to find some conflicts between the statements expressed in different elements. In fact, this is a very common occurrence because plan elements are often prepared individually. That is, a planning process may focus first on the housing element, and then move to the transportation element, and so forth. In many planning programs, this collective review process may in fact be the first time all drafted goals, objectives, policies and programs are examined together.

In developing the element, your community will need to ask these questions: Are there ways the community envisions working out conflicts in a systematic way in the future? Are there already known conflicts in the plan? Is the basic process of your community’s local zoning approvals the way that conflicts will be addressed? Will certain values be applied when weighing various conflicts and consequences of decisions?

Where conflicts exist, at a minimum, the conflict should be discussed in the implementation chapter. Preferably, the community will look more closely at the conflicting ideas to eliminate the conflict by modifying or eliminating the conflicting action statement. In some situations, it may not be possible simply to eliminate a statement. In such a case, the conflict should be clearly stated, and any actions that may help to mitigate the conflict should be identified. For example, conflicts can occur between the economic development element and the agricultural, cultural and natural resources element. Box 2 illustrates

⁴ American Heritage College Dictionary, 2000.

Box 2: Developing Consistency between Your Plan Elements⁵

To ensure that the strategies selected in both the agricultural, natural, and cultural resources element and the economic development element work hand-in-hand (as well as other elements), a series of exercises could be employed during the planning process to draft consistent goals and objectives so that contradictory strategies are not developed as a result. Proposed below are three major “consistency-checks” communities could consider to address the above concerns.

Each element is consistent with other existing plans

The goals and objectives developed in the agricultural, natural, and cultural resources element should not conflict with other existing natural resources plans that are being implemented, for example, a county forest plan. During the inventory stage, identify and review as many existing plans as possible. Summarize the major goals and objectives of the county forest plan, incorporate them into the element, or use them as a guide for new goals and objectives. It is possible for the comprehensive plan to make recommendations for changes to the county forest plan and other topical plans.

Each element is internally consistent

The goals and objectives within the agricultural, natural, and cultural resources element should not conflict with one another (e.g., promoting agricultural expansion in areas adjacent to waterways or wetlands). If conflicting goals are identified, revise the goals, and subsequently the objectives until satisfied, based on mutual agreements among the stakeholders involved in this stage. Crosschecking the goals and objectives will ensure that no contradicting strategies for this element occur later on.

Each element is consistent with other elements

Crosscheck if the goals and objectives in one element contradict those in another element. For example, look at the agricultural, natural, and cultural resources element in comparison with the economic development element. Again, if problem statements are identified, revise them until satisfied. This consistency check will minimize the likelihood of developing strategies that would benefit natural resources but impair local economic development, and vice versa. Below is a proposed matrix (Table 2) you can develop to complete this task.

Table 2. Element Consistency-Check Matrix

Stakeholders involved in this stage will determine whether each goal and objective statement in the resources element is complementary, neutral, or contradictory to the economic development element, and vice versa. If the statement has been agreed upon as complementary to the other element, put a **+** in the cell; if neutral to the other element, put a **○** in the cell; if contradictory to the other element, put a **—** in the cell. The ultimate goal of this process is to eliminate the **—** in the matrix, therefore, review and revise the **—** statements until they are either **○** or **+**.

Planning Element Goals & Objectives	Elements	
	Natural Resources	Economic Development
Natural Resources		
Goal 1. Preserve sensitive natural resource areas and habitat		—
Obj.1.1. Identify and preserve environmental corridors		—
Economic Development		
Goal 1. Promote new industries and firms to locate in ○ areas of county.	—	

⁵ Extracted from: Tang, ChinChun. 2003. Integrating the Local Economy and Natural Resources in the Planning Process: Part II: Planning for Natural Resources – The Role of Economic Development. The Land Use Tracker, Volume 3, Issue 2, Fall.

a method for checking internal plan consistency. Another example concerns conflict between neighbors and the content of those plans. For example, a town may want to preserve its boundaries, although a village or city may share a boundary with that town, and wants to grow. This situation arises often in Wisconsin and there is no easy solution. What is required by these local governments when this type of situation occurs? Communication is a necessity. The decision makers in those communities must sit down and discuss boundary issues with a facilitator capable of understanding the issues. Even if the decision makers cannot agree, the implementation chapter can discuss action steps so that a resolution can be found.

Having an early awareness (being proactive) about the potential conflicts, rather than waiting for (and being reactive to) a specific land use proposal, is an underlying intent of the implementation element.

3. *Prioritize*

Many plans do an excellent job of listing goals, objectives, policies and programs. However, when completed, the list leaves the community feeling overwhelmed. That is, they have expressed many actions they want to pursue, but haven't taken the next step of identifying what to tackle first, second, third. Prioritizing actions can be the difference between ultimately implementing a plan versus simply developing a plan.

Sometimes, priorities may be evident based on common, persistent themes expressed throughout the plan itself. In this way, priorities are expressed through the community values and central issues identified during the planning process (and most likely documented in the Issues and Opportunities Element of the plan). When

this is the case, priorities can be derived directly from community stakeholders.

The best way of prioritizing is to develop a systematic approach based on the item's importance and its dependency on other actions. Ultimately, the timing and resources devoted to each action will depend on how highly it is prioritized. There is no one way to approach this activity, but it should cater to your own community's needs.

Crafting the implementation priorities can be as simple as going through each of the elements and developing a chart or matrix of action items with easy to decipher columns of information. Organizing the information into "policy" oriented actions, specific action items, and other actions will help to prioritize efforts. The information in the table also may include costs, work products, other actions needed, and responsible parties. Your community's budget or Capital Improvement Program can be modeled similarly for prioritizing your comprehensive plan's action items.

In other situations, priorities need to be based on logistics. For example, if the need to upgrade utilities and repave a certain street is listed as an action in the plan, it makes sense that the utility upgrade would be completed before the repaving.

Existing tools like annual budgets and capital improvement plans can also be useful in identifying community priorities for implementation. Similarly, the availability of funding through grants, loans, and donations may also help to determine priority actions.

In those situations where priorities are not abundantly clear, a process may need to be initiated to identify priorities. Below

are three options to consider when this is necessary. Certainly, other parties and means can be used to identify priorities (e.g., elected officials, residents, etc.).

OPTION 1: Staff

If the implementation element is for a plan in a community with staff resources, municipal planners, engineers, and administrators could take on the task of prioritizing the action statements. This approach allows those individuals most familiar with existing codes,

practices, and budget constraints to identify timeframes that reflect available resources and constraints.

OPTION 2: Nominal Group Activities

If staff is not available, or if another option is desired, a well-managed meeting(s) could be held at which participants (residents, business owners, elected and appointed officials, other stakeholders) work together to rank proposed action statements. Depending on the number of action statements identified in the plan,

Box 3: City of Ashland Comprehensive Plan. This example shows how the City of Ashland prioritized its implementation policies. The City divided their actions among five time periods. Below you can see the time periods and priority.

The Comprehensive Plan presents over 400 implementation policies. Because of the comprehensiveness of the policies and the City’s limited resources, the following provides a realistic approach to implementing the priorities of the Plan. The priorities are presented in five timeframes:

- Priority 1 = Immediate (2004)
- Priority 2 = Short Term (2005-2007)
- Priority 3 = Mid Term (2008-2012)
- Priority 4 = Long Range (2013-2023)
- Priority 5 = Future Considerations (2024+)

PRIORITY 1 - IMMEDIATE (2004)

Element	Implementation Item	Responsible Entities
Land Use	Initiate preparation of a new Zoning Ordinance.	CS, PC, CC
Transportation	Initiate preparation of a Context Sensitive Design for Highway 2.	CS, PC, CC
Transportation	Initiate preparation of a Trail Master Plan.	CS, PB, PC, CC
Utilities and Community Facilities	Initiate preparation of a Safety Center Feasibility Study.	CS, PC, CC
Utilities and Community Facilities	Prepare a Capital Improvements Plan.	CS, CC
Economic Development	Initiate preparation of an Economic Development Strategic Action Plan.	CS, EDC, CC

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this could be done collectively, or in small groups. If small groups are used, the groups could be segregated by element. In this way, one group would review all housing actions, another would review transportation actions, etc. This division would allow participants to consider priorities for the actions with which they have the greatest interest or level of expertise. The result of this meeting would be a ranking of all actions so the community knows where to begin its implementation efforts.

OPTION 3: Voting

In this approach, all proposed actions identified in the plan would be displayed (in a survey, on the internet, at a meeting) for ranking. The general public, elected officials, appointed officials, staff, and/or others could do the ranking. The results should then be tabulated and the actions receiving the most “votes” would become the immediate

priorities.

4. Consider Timing of Implementation Actions

It is important to set realistic timeframes for implementation of the items. For regular business items, such as reviewing development proposals, you may include an “ongoing” timeline. However, broad timelines are generally not very useful for specific, one-time types of activities such as preparing a zoning ordinance or updating your land division or subdivision regulations. For example, if your community recognizes that updates to the zoning code are necessary to meet statutory requirements and functionally implement your plan, it would be better to set a due date. When figuring out appropriate due dates for completion of tasks, you will need to take into consideration funding and length of time to accomplish the activity. You should also consider how much

Box 4: Town and Village of Black Creek Comprehensive Plan – Outagamie County, Wisconsin. This box provides another example how to arrange your implementation element.

Land Use Goal #1				
Create a Healthy, livable community that attracts quality residential and business development				
RELATED ELEMENT	SUPPORTING OBJECTIVES	CHAMPION/PARTNER	POTENTIAL FUNDING SOURCE	MILESTONE DATE
Land Use	1. Develop connectivity standards within the subdivision and zoning chapters of the Town and Village ordinances to promote better connectivity through the community.	WisDOT	Town and Village Budgets	2009
Economic Development	2. Review and revitalize local landscape ordinances to include illustrations and an information brochure to make the ordinance more user friendly.	Local Business Community	Town and Village Budgets	2007
Land Use	3. Encourage Mixed use developments that integrate businesses/services (e.g. schools, offices, parks) and housing in close proximity by revising the Village Zoning Ordinance to allow corner uses (e.g. neighborhood activity centers).	Developers	Village Budget	2006

public input is necessary and whether the recommended activity will be controversial to implement. These all add to the total length of a particular activity and the timeline should reflect those considerations.

Dates can be as specific as a month, day and year, or less specific and include only a month and year or just a year for completion. No matter how specific, it is important to realize that these “due dates” will likely change as the plan is implemented and updated. Some communities find an annual meeting to review the “due dates” allows for a quick and efficient way to gauge progress toward implementation.

5. Identify Responsible Parties

It is often not enough simply to identify actions to be completed within a specific timeframe. To ensure that actions are ultimately completed, it is recommended that a responsible party be identified for each goal, objective, policy, program or other initiative a community expects to complete. There are two important benefits

to identifying responsible parties:

- *Provides a champion.* The person or organization identified can take ownership of the action and act as a champion for its completion. Without responsible parties identified, the most ambitious plans - with the best goals, objectives and policies - can go unimplemented because there is no clear party “stepping up to the plate” to follow through on the actions needed to implement the plan.
- *Manages workload.* The process of defining responsible parties can quickly reveal if a particular employee, agency or group is being overwhelmed with responsibilities. As a result, by identifying responsible parties, the need to shift workloads, or perhaps even hire additional staff may be revealed. In this way, defining responsible parties can help the community avoid a situation where too many responsibilities are being placed on too few people.

When seeking to assign responsible parties

Box 5: City of Ashland Comprehensive Plan. In another example from Ashland, this box shows all the organizations that will be part of the implementation process of the plan.

Responsible Entities			
AC	Airport Commission	LB	Library Board
BB	BART Board	M	Mayor
BC	Beautification Council	PB	Park Board
CC	City Council	PC	Planning Commission
CDBG	CDBG Committee	PFC	Police and Fire Commission
CS	City Staff	PWC	Public Works Committee
EDC	Economic Development Council	RLF	Economic Development Revolving Loan Fund
HC	Housing Committee	SC	Advisory Snowmobile Committee
HBC	Harbor Commission	TCB	Teen Center Board
HPC	Historic Preservation Commission	TB	Tree Management Advisory Board
HA	Housing Authority	YC	Youth Committee
LSC	Leisure Services Committee		

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for actions, it is important to consider the skills, authority, interest, and availability of those identified. Remember that responsible parties do not have to be individuals. Responsible parties may include volunteer organizations, civic groups, commissions, boards, professional teams, consultants, or agencies and other stakeholders. When responsible parties are identified, an important next step is to share all tasks assigned with the responsible parties prior to adoption of the plan to ensure their commitment to the project. Some communities take this a step further and ask responsible parties to develop due dates or refine due dates previously developed through the planning process.

6. Look for Potential Financial Sources

An important part of preparing the implementation element is considering how a community will finance the actions identified in the plan. Communities have the potential to obtain funds from donations, grants, loans, fees, and taxes.

Not all goals, objectives, policies and programs identified in the implementation element will require a financial commitment to be completed. However, for those actions that will require money, the implementation element is a good place to consider preliminary sources and strategies for obtaining necessary funds. If possible, specific grant sources, loan and tax strategies, and even potential donors can be identified in the implementation element. In this way, the document becomes a more concise tool for achieving the actions identified.

7. Organize the Chapter

Another step is to create a reasonable organization of the chapter itself. Ideally, many local government departments and

non-governmental organizations, including the chamber of commerce and the local community foundation, can use the chapter. Because of the implementation chapter's use by potentially many people, its organization is critical.

There is no perfect way to organize an implementation chapter. It needs to work for your community. However, easy-to-read tables are useful to summarize a community's intentions. Tables can show actions by element, by due date, or by who will accomplish the action.

Below are examples of how one community organized its implementation chapter, and tables from two different communities.

Box 6: Chapter organization. The City of Ashland organized their chapter in the following way:

Introduction
Integration of Elements
Detailed Plans
Overview of Regulations
 Zoning ordinances and related ordinances
 Zoning map
 Subdivision regulations
 Building codes and related codes
Capital Improvement Program
Implementation Priorities
 Responsible Entities
 Priority Tables 1-5
Measurement of Progress
Process for Amending the Plan
Process for Updating the Plan
Conclusion

Box 7: Marquette County Comprehensive Plan. Another example to show how you can arrange implementation actions in a table.

Figure 31: Recommended Implementation Actions

Category	Recommended Program or Action	Implementation Timeframe	Responsibility
Further Planning Efforts	1. Update County Outdoor Recreation Plan to include park and recreation suggestions of this and local comprehensive plans, then use that plan to guide implementation and obtain grants.	2005-2006, again in 2010-2011 (5-year plan)	Land and Water Conservation and Highway
	2. Update the Farmland Preservation Plan to better reflect planned agriculture areas in this Comprehensive Plan.	2008-2010	Land and Water Conservation
	3. Update this Comprehensive Plan.	2013-2015 (amend as needed in interim)	Land Use Advisory Committee and Zoning
County Zoning and Subdivision Ordinances	1. Working in close cooperation with the towns and public, amend the County zoning and subdivision ordinances and maps to help implement the recommendations of this Plan, considering the following amendments:	2006-2008	Zoning
	<ul style="list-style-type: none"> a. Implement density-based zoning in the AG-1 (1 house per 40 acres), AG-2 (1 house per 10 acres), and possibly RP (1 house per 5 acres) districts. b. Develop a new district that provides a better fit for planned General Industrial use areas. c. Revise standards in the Commercial (CM), Rural Center (RC), and General Purpose (GP) districts to specify minimum lot dimensions, better reflect existing use character, revisit permitted versus special exception permit uses, and establish design standards. d. Better define land uses that are permitted by right and those requiring special exception permit e. Consider requiring a special exception permit for more uses with large impacts on nearby properties and the environment. f. Require site and building plan approval for significant multiple family residential, commercial, and industrial developments g. Incorporate building, site plan, landscaping, signage and lighting design standards for new developments along the Interstate 39 corridor. 		

Chapter 2 – Creating the Implementation Element

Box 8: Another example from City of Brillion and Town of Brillion Comprehensive Plan.

Economic Development Element Agenda			
ELEMENT	OVERALL ECONOMIC DEVELOPMENT GOALS		
Economic Development	Expand commercial and light industrial development along USH 10 in the City and some additional service and industrial development in Forest Junction.		
Economic Development Intergovernmental	Continue to develop working relationships between the City, Town, School District and area economic development organizations to support the long-term economic success of the area.		
ELEMENT	CITY ECONOMIC DEVELOPMENT GOAL		
Economic Development	Revitalize downtown Brillion to beautify the community, create a sense of place for the community, and promote economic expansion.		
ELEMENT	TOWN ECONOMIC DEVELOPMENT GOALS		
Economic Development	Encourage local entrepreneurs who seek to expand and diversify the area economy by supporting home occupations.		
Economic Development	Promote the expansion of business and industry in Forest Junction to firmly establish the area as the Town's focal point for attractive, well-planned economic activity.		
Element(s)	City Economic Development Objectives	Milestone Date	Potential Funding Sources
Economic Development	Through appropriate zoning and communication with local realtors, seek to concentrate new commercial and industrial development in the City of Brillion in accordance with the <i>Future Land Use Maps</i> .	Continuous	NA
Economic Development	Research business incubators and other economic development tools, while upholding the community's small town/rural character.	2004	City Budget
Economic Development	Support the initiatives of local business owners and residents to enhance the appearance of Downtown Brillion. This should include efforts to erect a tower to preserve and display the 100-year-old Brillion Community clock.	Continuous	City Budget DATCP Programs
Economic Development	Continue to provide a community website that details City services, organizations, and committees, and profiles the community.	Continuous	City Budget
Economic Development	Consider establishing a DDA, EDC or CDA to build upon the initial efforts to the Brillion Community Development Committee and implement the commendations of the Market Analysis and Business Park Feasibility Study.	2004	NA
Economic Development	Update the Brillion Business District Community Market Analysis every 5 years to ensure an accurate measure of the city's retail and service needs.	Starting 2008	City Budget Chamber of Commerce
Economic Development	Support efforts of the Chamber of Commerce to promote business development and retention in the City.	Continuous	NA
Economic Development	Through the efforts of the City's Community Development Department, continue to provide interested business owners with information about programs available to improve or expand their business, organize seminars to improve business skills and conduct outreach programs to educate the business community about available services and programs.	Continuous	City Budget
Economic Development Intergovernmental	Continue to be involved in other regional economic development activities that help to support economic development in the City.	Continuous	NA

Box 8 (continued)

Element(s)	Town Economic Development Objectives	Milestone Date	Potential Funding Sources
Economic Development Land Use	Through appropriate zoning and communication with local realtors, seek to concentrate attractive (with appropriate signage and landscaping) new commercial and industrial development in Forest Junction in accordance with the <i>Future Land Use Maps</i> .	Continuous	NA
Economic Development Land Use	Pursue opportunities to establish an industrial or business park in Forest Junction, including the potential use of an Industrial Revenue Bond program.	2007	Town Budget
Economic Development Land Use Intergovernmental	a. Support the establishment of home occupations, provided such uses do not constitute a nuisance to neighboring properties (i.e. excessive noise, traffic, odors, vibration, etc.) or deter from the rural character of the area (i.e. signage, lighting, etc.) Adopt a policy for providing recommendations to Calumet County about proposed special use permits to allow for home occupations in the Town.	a. 2004	NA
Economic Development	Create a Town web site to post community meeting notices, contact information, the executive summary of this plan and the <i>Future Land Use Maps</i> , links to the economic organizations listed in this chapter, and general community updates.	2010	Town Budget
Economic Development	Support efforts of the Forest Junction Civic League and other county and regional organizations that encourage economic development in Forest Junction.	Continuous	Town Budget

Chapter 2 – Creating the Implementation Element



Chapter

Monitoring Plan Implementation

Included in this chapter:

- Why Monitor Progress?
- Who Monitors Progress?
- Monitoring and Assessing Goal and Objectives
- When to Monitor

The law states that the implementation element "...shall include a mechanism to measure the local governmental unit's progress toward achieving all aspects of the comprehensive plan."

Why monitor progress?

Communities, companies, and non-profits monitor and measure their performance for accountability and transparency in addition to understanding how far they have come. It is often useful to be able to look back and realize how much has been accomplished within a specified period. You can either be proud of your progress or realize that you need to do more.

Who monitors progress?

Because the comprehensive plan addresses many different areas of a community, the plan commission or even the local government cannot control implementation. Thus, we need to take a more narrow view of monitoring and progress.

As discussed in Chapter 2, your community needs to decide who should review the potentially long list of actions that had been generated under each of the other elements. Because the comprehensive planning law does not define who should be responsible for this important activity, this guide has recommended that your community decide which units should be responsible for that

review function. The same consideration is necessary for monitoring progress. In some communities, the plan commission or a planning committee takes on this responsibility as part of the overall effort to monitor the comprehensive plan. However, the plan commission as a largely advisory body is only responsible for the physical development of a community, and thus, monitoring progress should be limited to that realm. If the comprehensive plan has been embraced by public works, social services, the housing agency, etc., monitoring progress can have a wider applicability.

Monitoring and Assessing Goals and Objectives

If you have written your objectives as measurable, the task of monitoring is that much easier. At this point, you should examine all your plan objectives. Are they measurable? For example, from the objectives can you measure the amount of money spent, number of permits issued or number of grants received?

Given the law's language, the implementation element should have a section that discusses how the local government is going to determine it is making progress toward achieving all aspects of its comprehensive plan. At a minimum this requirement calls for a checklist that the plan commission or other governmental body can use to show progress. It may be as simple as listing or checking off the various actions listed in the implementation element as they have been accomplished. For example, the implementation element might state:

- A new zoning ordinance will be prepared with assistance from the plan commission within one year of the adoption of the

comprehensive plan.

- The town's land division ordinance will be revised with assistance from the plan commission within one year of the adoption of the comprehensive plan.
- The plan commission will explore open space acquisition programs and make a recommendation within one year of the adoption of the comprehensive plan.

By the time your community has reached this point in the plan-making process, you should have completed preparing visions, goals and objectives for each of the other elements. If your objectives have built measurement and monitoring into them, monitoring can be a relatively easy task. See Box 9 for an example.

When to Monitor

The plan commission, for example, could adopt an annual procedure for going through the plan and accounting for the actions, tasks and other things that have occurred over the course of the year. The plan commission could decide to do this task or ask their staff to undertake it. A short report that listing the objectives, accomplishments under each one, and work yet to do would provide useful guidance for the upcoming year.

Box 9: An example from Town of Nasewaupée, Door County, Wisconsin.

9.4 Mechanism to Measure Community Progress

The policy statements included with each planning element are not only directives, to guide town actions, but also tools to measure progress toward realizing the town’s desired future. The following tables provide examples of how the policies can be used for this purpose. Policies, located in the left-hand column of each table, provide a general measurement for achieving the town’s goals and objectives. Indicators, located in the middle column of each table, offer a more specific means to measure the level of success in implementing that policy. This mechanism can be used for guidance during scheduled plan reviews and updates or on an as needed basis. Note that a full review should consider progress on all planning element policies in addition to these examples.

Agricultural, Natural, and Cultural Resources

Policy	Indicator of Policy	Purpose
The conversion and fragmentation of designated environmental corridors and contiguous natural corridors within the NF land use management area by new development, roads, and utilities will be minimized.	Amount of environmental corridors or similar features lost to new development, number of corridors that are no longer contiguous due to development.	To reduce fragmentation of environmental features and corridors which affect the migration patterns of animals and the overall rural and natural attributes of the community.
An inventory of historically significant and archeological sites will be maintained to ensure that they are accurately identified to promote and target preservation and rehabilitation efforts.	The development and maintenance of the inventory, number and types of preservation/rehabilitation efforts that have been pursued.	To maintain the historic features of the area for future generations as well as to maintain the usefulness of the site for residential, commercial, or tourism use.
Household hazardous waste collection will be performed at least once every five years.	Number of times collection efforts were pursued within a five year period.	To minimize the negative impacts of improper disposal of hazardous waste.
Proposed developments within the RCC and NF land use management areas will be located and designed to minimize impacts to adjacent farming operations and to preserve the right to farm.	Number of complaints from farm operators and/or rural residents related to conflicts between homes and farms.	To maintain the farmers right to farm within the community while allowing for new development.

Chapter 3 – Monitoring Plan Implementation



Chapter

Amending and Updating Your Comprehensive Plan

Included in this chapter:

- ❑ Part 1: Strategy for Amending and Updating
 - When Change Triggers Changes
 - The Balancing Act: Stability of the Plan versus the Need for Change
 - The Time Specific Review/Amendment Process
 - The Major/Minor Hybrid Amendment Process
 - The On-demand Review/Amendment Process
- ❑ Part 2: Procedures for Amending and Updating
 - Procedures for Amending Your Community's Plan
 - Citizen Burnout: While Nero Fiddles With the Plan
 - Follow the Yellow Brick Road

The final chapter of this guide concerns updating and amending your comprehensive plan. The comprehensive planning law for the implementation element ends with: “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.”

Part 1: Strategy for Amending and Updating

When Changes Trigger Changes

OK, so your community's comprehensive plan has been adopted and the implementation measures are in place. It's time to take a break and bask in the glory, right? Well, yes, for a while that may be true. But as you monitor your plan's performance your community may find that adjustments or revisions need to be made for things that were unforeseen, for conditions that have changed, or for incorrect choices or errors that were made.

Wis. State Statute 66.1001(2)(i)
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 (emphasis added).

To be effective tools for guiding a community's development through times of change, comprehensive plans must be somewhat "organic". Every plan will eventually need to be amended to reflect a community's changing conditions. However, you also don't want to amend the plan every time a baby is born or someone leaves town. The challenge is to find the right balance of rigidity and flexibility in your amendment process. When you find that the plan no longer works for your community or could be improved it is time for the community to consider amending the plan. Political, economic or social condition changes could trigger the amendment process.

In your visioning process, the community identified what they wanted the plan to help it achieve. This vision is the basic evaluation reference of your plan. If the community

is achieving its goals and moving towards the community's vision the plan is effective; if not, it should be examined to see how it can be made more effective. If elements of the plan are not being achieved it could be that the vision is unrealistic and needs to be revisited or perhaps more or other resources need to be brought forth to assist in achieving the vision.

The Balancing Act: Stability of the Plan versus the Need for Change

As you can see, Wis. State Statute 66.1001(2)(i) requires a community to have an amendment process and that process must happen at least every 10 years. Aside from those two requirements, the law allows communities the flexibility to decide the details of the amendment process. In this chapter, we make the distinction between major and minor amendments. A major amendment would usually require the revisiting of a policy or the basic assumptions that give the plan a specific direction. For example, your community decides 2-3 years after the comprehensive plan has been completed that it really wants to develop as a tourist destination. Because this change in direction would have a ripple effect through many elements of the plan, we would consider it a major amendment. In contrast, a minor amendment might be considered a change in word usage in goals or objectives, the timing of specific actions, or minor map changes.

A criticism of this approach is who decides if an amendment is major or minor. Clear criteria help but if a question arises, it is prudent to word your process in such a way to allow a "minor" amendment application to be upgraded to "major" by a vote of the

commission or the governing body (City Council, Village Board, Town Board or County Board of Supervisors).

The review/amendment process could be a time-specific review, it could be time specific for major amendments and “on-demand” for minor amendments, or it could be “on-demand” for all amendment proposals. Let’s look at the amendment processes of three similar communities that have adopted comprehensive plans.

The Time Specific Review/ Amendment Process

Badgerville has decided to go through an annual comprehensive plan review process to see if amendments are required. Each year at a certain time they hold a plan review meeting where anyone - citizens and developers - can propose plan amendments. Recommendations from the Planning Commission are sent to the elected body for a Class 1 notice process and hearing. The draft amendments are sent to all required units of government for review and comment. Adoption must be by ordinance.

Badgerville adheres to its original community involvement element in its plan and has community-wide meetings to discuss proposed amendments. The media is a partner in telling residents of proposals and involvement opportunities.

Developers, however, complain that the process is not conducive to their needs. Zoning amendments must wait until the annual opportunity because the comprehensive plan designation must be changed first. If a proposed plan designation proposal is not successful the owner must wait for an entire year before it can be

resubmitted.

The Major/Minor Hybrid Amendment Process

Packerville has decided to consider major amendments once a year just like their neighbor. However, their plan has a process whereby “minor amendments” can be processed at any time during the year. In their comprehensive plan’s amendment process, they have a list with criteria identifying actions that are considered minor amendments. They have found that most of these proposals are to coordinate plan designations with (proposed) zoning. This relatively simple and straightforward process would include public notice and hearings to meet local and state requirements and adherence to the public involvement element of their plan.

In such a system, a major amendment process might be triggered by a five or ten year update, where new demographic and economic data might be available (as with a new census), and the assumptions of the previous plan might be reconsidered in light of the new information and changes that occurred in the community (a new highway or opening/closing of a major employer).

Another criticism of such a system is that amendments can slip under the radar of the citizens. The public participation process needs to give the community

Regardless of whether you are making major or minor revisions to your comprehensive plan you must adopt the changes by ordinance (not resolution) and adhere to certain procedural requirements. See Wis. State Statute 66.1001(4), below, for details.

Chapter 4 – Amending and Updating Your Comprehensive Plan

ample opportunity to be involved with the maintenance of their comprehensive plan. This can be challenging.

In spite of these challenges some communities will feel that they need to be responsive to the development community by allowing minor amendments or amendment by application and some will feel that an annual (or longer) process is adequate. Your community will need to make this determination.

The On-demand Review/ Amendment Process

Brewerville has adopted the approach that they will perform a 10 year review and allow anyone to propose an amendment at any time. On an “as-needed basis”, members of the governing body or planning commission can

ask that elements or the entire plan be studied for its effectiveness. The public can also ask for review or they can make applications for changes.

If a community is rather small and not many amendments are proposed this might be a workable situation. However, if many amendments are being proposed you can see that this might not be a good method for trying to maintain the integrity of your community’s plan.

One of the things your community will need to decide is your approach to the amendment process. The major consideration is how much flexibility your community wants and how often they want to open up the amendment process.

Part 2: Procedures for Amending and Updating

Procedures for Amending Your Community’s Plan

Note that under 66.1001(4) of the statutes (reprinted at the end of this guide), the procedures are the same for the initial plan adoption and for subsequent amendments. That holds true whether a local government comes up with a distinction between “major” or “minor” amendments. Where there is room for variation is as follows: The written procedures required under 66.1001(4)(a) are for the initial plan adoption and for amendments. The written procedures could describe different levels of public process depending on the type of amendment (“minor” v. “major”). You could decide to have a more rigorous public process for major amendments than for minor ones.

The other procedures in 66.1001(4)(b) to (e) are the same for any type of amendment.

In the case of a comprehensive plan map amendment, a local government could align the plan amendment process with the zoning amendment process so they run concurrently. The processes are essentially the same (plan commission recommendation, need for hearing, governing body takes final action) except for some differences in notice requirements. Using the more stringent of the notice requirements can satisfy both processes. We recommend running these process concurrently with “minor” amendments, but recommend a separate process with “major” amendments.

The implementation element under 66.1001(2)(i) requires that the element include a process for updating the plan at least once every 10 years. It is in this element that the local government could say, “we’re going to evaluate our plan once a year to figure out if we need to do a ‘major’ amendment. We may do ‘minor’ amendments on a more frequent basis.”

Also, for things like a “minor” text amendment, it is important to keep in mind that all the local government needs to do is to circulate the amendment, not the entire plan. For example, “Replace p. 34 of the plan with this new page that changes the word “may” to “shall” in policy 6-1.” All the governmental entities to whom this one page is submitted will have already received the full version of the plan when it was originally adopted. The same process would be followed for a “minor” map amendment. For example, “Replace the map on page 72 with this new map to change the designation of area Y from A to B.”

Finally, it is also important for the local government to ensure that even though it is doing a “minor” change, it does not trigger the need to change something else in the comprehensive plan. For example, if the economic development element says the community needs an industrial park and the “minor” map change eliminates the area the community had designated for the new industrial park.

A major revision will include the same type of intensive public participation plan and hearings/notice process that occurred in the development and adoption of the original plan. For small communities, however, it should be noted that the smaller the community the more likely the distinction

between a major and minor revision will be blurred. In very small communities, you may find that the same process can be used for both types of amendments.

Citizen Burnout: While Nero Fiddles With the Plan

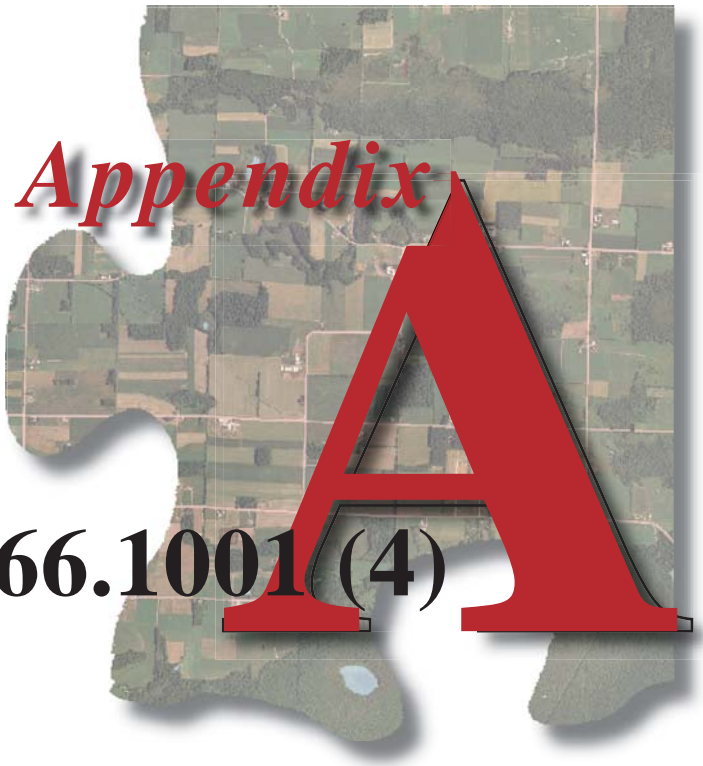
One other item that we should be aware of is citizen burnout. In some communities the effort required over a long period to reach consensus on controversial issues can cause burnout among not only those on the planning commission but also among the citizens and even staff and elected officials. You may need to develop a new effort to refuel enthusiasm if your plan needs to be amended, particularly if revision efforts follow closely on the heels of adoption. This is especially true for major revisions to the plan.

Follow the Yellow Brick Road

The comprehensive plan is your community’s roadmap to its future. You may have a few bumps along the way but you are much better off having a map and more likely to get where the community wants to go.

Or, as Casey Stengel, the legendary manager of the New York Yankees, once said, “if you don’t know where you are going you might end up somewhere else.”

Chapter 4 – Amending and Updating Your Comprehensive Plan



State Statute 66.1001 (4)

State Statute 66.1001 (4) Procedures for Adopting Comprehensive Plans.

A local governmental unit shall comply with all of the following before its comprehensive plan may take effect:

- (a) The governing body of a local governmental unit shall adopt written procedures that are designed to foster public participation, including open discussion, communication programs, information services, and public meetings for which advance notice has been provided, in every stage of the preparation of a comprehensive plan. The written procedures shall provide for wide distribution of proposed, alternative, or amended elements of a comprehensive plan and shall provide an opportunity for written comments on the plan to be submitted by members of the public to the governing body and for the governing body to respond to such written comments. The written procedures shall describe the methods the governing body of a local governmental unit will use to distribute proposed, alternative, or amended elements of a comprehensive plan to owners of property, or to persons who have a leasehold interest in property pursuant to which the persons may extract nonmetallic mineral resources in or on property, in which the allowable use or intensity of use of the property is changed by the comprehensive plan.
- (b) The plan commission or other body of a local governmental unit that is authorized to prepare or amend a comprehensive plan may recommend the adoption or amendment of a comprehensive plan only by adopting a resolution by a majority vote of the entire commission. The vote shall be recorded in the official minutes of the plan commission or

Appendix A: State Statute 66.1001 (4) Procedures for Adopting Comprehensive Plans

other body. The resolution shall refer to maps and other descriptive materials that relate to one or more elements of a comprehensive plan. One copy of an adopted comprehensive plan, or of an amendment to such a plan, shall be sent to all of the following:

1. Every governmental body that is located in whole or in part within the boundaries of the local governmental unit.
2. The clerk of every local governmental unit that is adjacent to the local governmental unit that is the subject of the plan that is adopted or amended as described in par. (b) (intro.).
3. The Wisconsin Land Council.
4. After September 1, 2005, the department of administration.
5. The regional planning commission in which the local governmental unit is located.
6. The public library that serves the area in which the local governmental unit is located.

(c) No comprehensive plan that is recommended for adoption or amendment under par. (b) may take effect until the political subdivision enacts an ordinance or the regional planning commission adopts a resolution that adopts the plan or amendment. The political subdivision may not enact an ordinance or the regional planning commission may not adopt a resolution under this paragraph unless the comprehensive plan contains all of the elements specified in sub. (2). An ordinance may be enacted or a resolution may be adopted under this paragraph only by a majority vote of the members—elect, as defined in s. 59.001 (2m), of the governing body. An ordinance that is enacted or a resolution that is adopted under this paragraph, and the plan to which it relates, shall be filed with at least all of the entities specified under par. (b).

(d) No political subdivision may enact an ordinance or no regional planning commission may adopt a resolution under par. (c) unless the political subdivision or regional planning commission holds at least one public hearing at which the proposed ordinance or resolution is discussed. That hearing must be preceded by a class 1 notice under ch. 985 that is published at least 30 days before the hearing is held. The political subdivision or regional planning commission may also provide notice of the hearing by any other means it considers appropriate. The class 1 notice shall contain at least the following information:

1. The date, time and place of the hearing.
2. A summary, which may include a map, of the proposed comprehensive plan or amendment to such a plan.
3. The name of an individual employed by the local governmental unit who may provide additional information regarding the proposed ordinance.
4. Information relating to where and when the proposed comprehensive plan or amendment to such a plan may be inspected before the hearing, and how a copy of the plan or amendment may be obtained.

(e) At least 30 days before the hearing described in par. (d) is held, a local governmental unit shall provide written notice to all of the following:

1. An operator who has obtained, or made application for, a permit that is described under s. 295.12 (3) (d).
2. A person who has registered a marketable nonmetallic mineral deposit under s. 295.20.

Appendix A: State Statute 66.1001 (4) Procedures for Adopting Comprehensive Plans

3. Any other property owner or leaseholder who has an interest in property pursuant to which the person may extract nonmetallic mineral resources, if the property owner or leaseholder requests in writing that the local governmental unit provide the property owner or leaseholder notice of the hearing described in par. (d).

(5) **APPLICABILITY OF A REGIONAL PLANNING COMMISSION'S PLAN.** A regional planning commission's comprehensive plan is only advisory in its applicability to a political subdivision and a political subdivision's comprehensive plan.

(6) **COMPREHENSIVE PLAN MAY TAKE EFFECT.** Notwithstanding sub. (4), a comprehensive plan, or an amendment of a comprehensive plan, may take effect even if a local governmental unit fails to provide the notice that is required under sub. (4) (e), unless the local governmental unit intentionally fails to provide the notice.

History: 1999 a. 9, 148; 1999 a. 150 s. 74; Stats. 1999 s. 66.1001; 1999 a. 185 s. 57; 1999 a. 186 s. 42; 2001 a. 30, 90; 2003 a. 33, 93, 233, 307, 327; 2005 a. 26. MUNICIPAL LAW 66.1003 95 Updated 03-04 Wis. Stats. Database UNOFFICIAL TEXT Unofficial text from 03-04 Wis. Stats. database. See printed 03-04 Statutes and 2005 Wis. Acts for official text under s. 35.18 (2) stats. Report errors to the Revisor of Statutes at (608) 266-2011, FAX 264-6978, <http://www.legis.state.wi.us/rsb/>

Appendix A: State Statute 66.1001 (4) Procedures for Adopting Comprehensive Plans

