

CHAPTER 4: IMPLEMENTATION

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INTRODUCTION

This chapter outlines a number of actions and activities necessary to implement the intent and vision of the *Town of Lena 20-Year Comprehensive Plan*. In addition, there is a description of how each of the plan elements are integrated and made consistent with one another. A process for amending/updating the comprehensive plan and a mechanism used to implement the plan are also provided.

RESPONSIBILITIES OF LOCAL OFFICIALS

As directed by the Lena Town Board, the Plan Commission has the primary responsibility of implementing the comprehensive plan. The Lena Plan Commission will be working in conjunction with Oconto County officials in the implementation of the plan. Elected officials and members of the Plan Commission need to be familiar with the maps and text, as well as the vision statement and future development strategies found within the plan. The comprehensive plan should provide much of the rationale elected officials need in making a land use decision or recommendation. When reviewing any petition or when amending any of the towns land use controls, the comprehensive plan shall be reviewed and a recommendation derived based on the development strategies, vision statement, land use recommendations, and General Plan Design. Additionally, the town will consult the comprehensive plan when working with Oconto County to draft further land use ordinances or making future land use recommendations. If a decision needs to be made that is inconsistent with the comprehensive plan, the comprehensive plan must be amended to reflect this change in policy before it can take effect.

CONSISTENCY WITH EXISTING PLANS, REPORTS, AND STUDIES

This plan was created in a manner to promote consistency amongst all the elements and their respective development strategies. It is important elected officials and Plan Commission members periodically review the plan elements and development strategies for applicability and consistency. These reviews will also ensure the plan contains the most current information available in which to make land use decisions. Any town ordinances and regulations that are not maintained and enforced by Oconto County need to be periodically reviewed for consistency with the *Town of Lena 20-Year Comprehensive Plan*. In addition, the Town should continue to work cooperatively with Oconto County to ensure all land use ordinances and maps are consistent with the town's Comprehensive Plan. A glossary of Planning and Zoning Terms is provided as Appendix D of *Volume I: Town Plan*.

UPDATING THE COMPREHENSIVE PLAN

The Plan Commission is the lead entity in amending/updating the *Town of Lena 20-Year Comprehensive Plan*. Any changes to the comprehensive plan should follow s. 66.1001 (4)(b), Wis. Stats. and the procedures for fostering public participation approved by the town.

It is recommended that the town's comprehensive plan be reviewed/updated by the Town Plan Commission based on the following schedule:

- *Annually*
 - Review the vision statement and future development strategies;

- Review updates to the Wisconsin Department of Administration (WDOA) population and housing estimates, and U.S. Census data;
- Review implementation priorities and relevance of the development strategies;
- Update any changes to General Plan Design text or map; and
- Ensure consistency with new or revised ordinances proposed by Oconto County.

- **Five Years**
 - Review U.S. Census data, WDOA population and housing projections – work with Oconto County to update *Volume II: County Resources* as needed;
 - Identify substantial changes over the past five years and any potential impacts to the community in the near future. This helps monitor outcomes of implemented development strategies and identifies any possible needs for the 10-year update; and
 - Be aware of updates or completion of other local, county, or regional plans.
- **Ten Years** - required comprehensive plan update per s. 66.1001(2)(i), Wis. Stats. Amend the plan as needed based on changing conditions.
 - Conduct a review of the town's vision statement, General Plan Design development strategies and map, land use recommendations, work with Oconto County to update the town's population, housing, and economic data, along with other relevant planning information inventoried in *Volume II: County Resources*. Review ordinances and other controls for consistency with the comprehensive plan.

IMPLEMENTATION OF LOCAL LAND USE CONTROLS IN CONJUNCTION WITH COUNTY ZONING

Zoning

Oconto County Zoning Ordinance

Oconto County maintains and administers a countywide zoning ordinance. This means that the county has jurisdiction over all zoning in the unincorporated communities of the county, while the incorporated communities administer their own zoning ordinances. Oconto County uses this zoning ordinance to achieve community goals such as promoting public health, safety, and welfare; protection of natural resources; and to maintain community character. The Zoning Ordinance utilizes a system by which communities are splitting into zones that are designated for different uses. Districts are established based on land suitability, avoidance of conflict with nearby uses, protection of environmental features, economic factors, and other locally determine land use objectives laid out by a comprehensive plan. Please refer to the general zoning ordinances of the county and the individual incorporated communities for detailed information on zoning districts, regulations, restrictions, permitted uses and, zoning maps.

- The comprehensive plan's preferred land uses need to be compared to the existing zoning map to determine compatibility and realignment within various districts. The Town Plan Commission should work closely with Oconto County to judge when re-zoning will occur, for it is not the intent that the zoning map become a direct reflection of the plan. The comprehensive plan looks out to the future while zoning deals with present day.
- The town should cooperate with Oconto County to develop ordinances that encourage the protection of the town's natural features and aesthetic views.

- Additional ordinances may be developed by the town or Oconto County in order to meet the “vision statement” listed in Chapter 1 of this plan.

Official Mapping

Under s. 62.23(6), the City Council/Village Board/Town Board (under village powers) "...may by ordinance or resolution adopt an official map showing the streets, highways, parkways, parks and playgrounds laid out, adopted and established by law." Once an area is identified on an official map, no building permit may be issued for that site, unless the map is amended.

The official map serves several important functions:

1. It helps assure that when the city/village/town acquires lands for streets, or other uses, it will be at a lower vacant land price;
2. It establishes future streets that subdividers must adhere to unless the map is amended; and,
3. It makes potential buyers of land aware that land has been designated for public use.

Floodplain Ordinance

Oconto County recognizes that uncontrolled development and use of floodplains, rivers or streams can adversely affect the public health, safety, convenience and general welfare of its residents and also impair the tax base of the County. The Oconto County Floodplain Ordinance regulates development in flood hazard areas to protect life, health and property and to provide a uniform basis for the preparation, implementation and administration of sound floodplain regulations for all county floodplains.

Areas regulated by the Oconto County Floodplain Ordinance include all areas that would be covered by the “Regional Flood.” These areas are divided up into three districts:

1. The *Floodway District (FW)* consists of the channel of a river or stream and those portions of the floodplain adjoining the channel required to carry the regional flood waters.
2. The *Floodfringe District (FF)* consists of that portion of the floodplain between the regional flood limits and the floodway.
3. The *General Floodplain District (GFP)* consists of all areas which have been or may be hereafter covered by flood water during the regional flood. It includes both the floodway and floodfringe districts.

For more information about floodplain zoning in Oconto County refer to the Oconto County Floodplain Ordinance.

Any further development in the Town of Lena will comply with the Oconto County Floodplain Floodplain Ordinance. The Town will continue to cooperate with Oconto County, WDNR, FEMA, and other appropriate agencies when updates to the Oconto County Flood Insurance Rate Maps and the Oconto County Floodplain Ordinance are proposed.

Shoreland Ordinance

The Oconto County Shoreland Ordinance establishes zoning standards for use of shorelands along navigable waters. The shoreland standards apply to lands:

1. Within unincorporated communities of Oconto County that lie within 1,000 feet of the ordinary high water mark of navigable lakes, ponds or flowages; and

2. Within 300 feet of the ordinary high water mark of all navigable rivers or streams, or to the landward side of the floodplain, whichever distance is greater.

The Oconto County Shoreland Zoning Ordinance also establishes minimum lot sizes for parcels within the shoreland zone, setbacks of buildings and structures from the water, and standards for the alteration of surface vegetation and land surfaces.

- Any further development in the Town of Lena will remain consistent with the Oconto County Shoreland Ordinance.

Land Division/Subdivision Ordinance

A land division/subdivision ordinance, as authorized by Chapter 236 of Wisconsin Statutes regulates the division of raw land into lots for the purpose of sale or building development. The town may regulate, by ordinance, the division of land within its boundary. The land division/subdivision ordinance is related to the general zoning ordinance as it regulates the type of development that takes place on a parcel and the land division/subdivision ordinance regulates how the parcel is created and made ready for development.

Oconto County does have a Land Division Ordinance in place. The ordinance applies to “any act of division of a lot, parcel, or tract which existed on the effective date of this ordinance by the owner thereof or his agent for the purpose of transfer of ownership or building development where the act of the division creates one or more new lots, parcels, tracts or units, if the lot, parcel, tract or unit being created is equal to or smaller in area than ten (10) acres in size, determined by the right of way.”

Local Town Ordinances

The Town of Lena adopted a Culvert Ordinance in February 2004 to establish standards for new side accesses to town road.

Other Ordinances and Regulations

Other tools to implement the comprehensive plan may include the development/support of additional town controls or Oconto County regulations such as:

- Building/Housing Codes
- Landscape Ordinances
- Erosion and Stormwater Control Ordinances
- Blighted Building Ordinance
- Design Review Ordinances
- Historic Preservation Ordinances

IMPLEMENTATION OF DEVELOPMENT STRATEGIES

The Town of Lena Plan Commission, with cooperation from Oconto County, will be directly responsible for, or oversee the implementation of most of the development strategies (goals, objectives, policies, and programs) listed below with the Town Board ensuring the plan is being implemented in a timely manner. In total, there are nine general goals with a detailed list of objectives, policies, and programs. Since many planning issues are interrelated (e.g., land use and transportation), the objectives, policies, and programs of one element may closely relate to those stated in other areas.

Goals, Objectives, Policies and Programs

The following statements describe how the Town of Lena intends to efficiently develop during the next 20 years while preserving its abundant agricultural land and natural resources.

Goals, objectives, policies and programs are a combination of intended steps to produce a series of desired outcomes. They each have a distinct and different purpose within the planning process.

- **Goals** - describe desired situations toward which planning efforts should be directed. They are broad and long range. They represent an end to be sought, although they may never actually be fully attained.
- **Objectives** - are measurable ends toward reaching a defined goal.
- **Policies** – a rule or set of rules to establish a course of action used to ensure plan implementation.
- **Programs** – an action or a coordinated series of actions to accomplish a specific policy.

Note: Since many planning issues are interrelated (e.g., land use and transportation), the goals, objectives and policies of one element may relate to those stated in other elements.

LAND USE

GOAL: *To ensure the town is developed/preserved according to the land use recommendations developed as the basis in the creation of the General Plan Design (Chapter 3 of this document).*

COMMUNITY PLANNING

GOAL: *To utilize the Town of Lena 20-year Comprehensive Plan as a guide when making future land use decisions.*

Objective 1: Utilize this 20-year comprehensive plan to best reflect the long term interests of town residents.

Policies:

- A. This 20-year comprehensive plan will be consulted by the Town Plan Commission and Town Board before making any decision regarding land use changes and ordinances.
- B. Ensure future development occurs in a planned and coordinated manner in order to help retain the rural character and agriculture economy of the town.
- C. Encourage cooperation and communication between the town, Village of Lena, neighboring municipalities, and Oconto County in implementing this 20-year plan.

Programs:

- Present a copy of the adopted 20-year comprehensive plan to neighboring municipalities and Oconto County.
- Participate in meetings with adjacent municipalities as needed to discuss implementation of the individual comprehensive plans.
- Meet with the Village of Lena Land Use Planning Commission on an as needed basis to discuss development along village borders and the USH 141 corridor.

- Continue to work with county officials on the review and enforcement of county zoning.

Objective 2: The Town Board and Town Plan Commission are responsible for reviewing and updating the town's comprehensive plan.

Policies:

- D. Work with Oconto County to maintain maps relevant to the implementation of the comprehensive plan and to monitor land use changes within the town.
- E. Continue to be involved on planning initiatives undertaken by Oconto County such as updating of the county's farmland preservation plan that may impact implementation of the town's comprehensive plan.
- F. Review the comprehensive plan as needed with plan updates scheduled at a minimum of every ten years or as needed.
- G. Ensure the public is informed and involved to the greatest extent possible when considering updates and revisions to the town's comprehensive plan.

NATURAL RESOURCES

GOAL: *To maintain a safe, clean, and healthy natural environment for the residents of the Town of Lena to enjoy and utilize.*

Objective 1: Identify and maintain an inventory of the town's natural features.

Policies:

- A. Protect the town's natural features such as wetlands, floodplains, rivers/creeks, and woodlands.

Program:

- Maintain a current environmental corridors map as a reference tool in implementing the town's General Plan Design (**Map 3.1**).
- B. Review all development proposed for areas adjacent to rivers, creeks, wetlands, and on soils types noted as steep slopes.

Programs:

- Maintain familiarity with Oconto County's Zoning Ordinances and those ordinances that directly address the town's natural features.
- Encourage the inclusion of environmental corridors, buffer zones, grasslands and other natural areas in any future residential, commercial, and agricultural development.
- Work with Oconto County and Village of Lena officials to further explore ways to best utilize or preserve natural features within the town.
- C. Encourage sound management practices of the town's woodlands and wetlands.

D. Monitor and provide input on the methods being decided upon to reclaim the drainage district covering portions of the town, Village of Lena, and Town of Stiles.

Objective 2: Encourage protection of both surface and groundwater resources.

Policies:

- A. Work cooperatively with surrounding municipalities and Oconto County to pursue measures to protect surface and groundwater resources.
- B. Work with Village of Lena officials on the creation and maintenance of a wellhead protection plan.
- C. Support studies that monitor the number of wells being constructed, closed, and measure the level of general water quality within the town.

AGRICULTURAL RESOURCES

GOAL: *To protect valuable agricultural land while guiding orderly development of other land uses.*

Objective 1: Maintain large contiguous prime agricultural tracts and open spaces to preserve the town's rural atmosphere and agricultural operations.

Policies:

- A. Establish and maintain guidelines, in conjunction with Oconto County, to protect existing agricultural operations and rural character.
- B. Promote the idea of the farmer's right to farm.
- C. Advocate for the use of sound agricultural and soil conservation methods to minimize surface and groundwater contamination and soil erosion.
- D. Direct residential and commercial development to areas along the Village of Lena border, along USH 141, and to smaller, less productive agriculture tracts.

Program:

- Consider establishing a development agreement with the Village of Lena to promote more orderly and efficient development within the village's extraterritorial boundary.
- E. Discourage development on soils that have been identified as being prime agricultural areas thus encouraging the use of these lands for continued agricultural purposes only.

Program:

- Work with Oconto County officials to update the county's farmland preservation plan.
- F. Maintain communication with county officials regarding farming legislation at both the state and federal levels that would impact the town's agriculture community.

Objective 2: Minimize the potential for conflicts between farming and non-farming residents.

Policies:

- A. Explore the option of establishing a mandatory buffer strip and/or setback between farm operations and adjacent residential developments to minimize conflicts of farming operations on residential living.
- B. Encourage a planned unit development (PUD) approach if a large tract of farmland is to be developed as opposed to a piece by piece method over a long time period.
- C. Consider clustering and conservation designs for future housing developments in order to preserve contiguous lands for future farming.
- D. Offer methods to create a safe environment for travel between agricultural fields and farming operations.
- E. Provide information to homebuyers of what to expect when moving into an agricultural community (e.g., odors, hours of operation, slow moving vehicles, etc.).

CULTURAL RESOURCES***GOAL:* *To preserve, enhance, and promote the town's cultural resources.***

Objective: Advocate for the preservation of buildings (churches, historic homes and buildings), structures (out buildings, bridges, etc.) and other landscape features (cemeteries, fence lines, etc.) that are an integral part of the town's heritage.

Policies:

- A. Discourage the destruction or alteration of the town's remaining historic features.

Programs:

- Work with the county and local historical societies to inventory and map the town's remaining historic resources.
- Work with state and county agencies to ensure all remaining sites are properly protected dependent upon the owner's wishes.
- Work with private owners of these historically significant features to identify technical and financial resources to preserve and enhance these valuable assets.
- Meet with Village of Lena officials to determine interest in the joint preservation and marketing of the area's cultural resources for tourism and recreational opportunities.

- B. Continue to support the town's agricultural heritage through such events as the Dairy Festival.

HOUSING

GOAL: *To identify and promote a variety of quality housing opportunities for all segments of the town's current and future population.*

Objective 1: To develop and promote initiatives that provide a range of housing choices to meet the needs of all income levels and of all age groups and persons with special needs.

Policies:

- A. Follow the land use recommendations established for housing that promote orderly development, higher densities adjacent to the village, and housing for special needs residents to be located in the village.
- B. Support housing developments for all persons including low and moderate income, elderly, and residents with special needs.
- C. Adopt a subdivision ordinance, if necessary, that matches the expectations of a majority of town residents.
- D. Advocate the maintenance, preservation and rehabilitation of the existing housing stock.

Program:

- Direct residents to Oconto County to obtain educational materials and information on financial programs and on home repairs and modifications.
- E. The town may obtain annual data from the state, county, and BLRPC to monitor the town's population growth and demographic characteristics to stay informed of changing demographics/characteristics within the town.

Objective 2: New single family housing development should be planned for in a manner that does not negatively impact the environment or compromise existing farming operations.

Policies:

- A. Direct higher density residential development to areas that minimize impacts upon low density areas, natural features, viewsheds, and farming operations.
- B. The construction of new homes and the remodeling of existing residences will be regulated by county building codes and ordinances.

ECONOMIC DEVELOPMENT

GOAL: *To encourage small scale economic development while protecting and enhancing the town's agricultural and environmental assets.*

Objective 1: Future businesses should be located in areas that maintain the town's rural character.

Policies:

- A. Direct larger commercial and industrial development to the Village of Lena where it can be served by existing infrastructure and compatible zoning.

- B. Work with the Village of Lena to consolidate commercial and industrial development and professional buildings along USH 141 where needed services exist or can be readily extended.
- C. Work with county and village officials to control the location and amount of signage, lighting, landscaping, buffering, and access of business sites located in the town along USH 141.
- D. Allow “home-based” businesses to locate within the town until such time a zoning change is needed.
- E. Partner with county and regional economic development professionals and village officials to attract businesses that support the town’s agriculture economy.

Objective 2: Preserve and enhance the town’s strong agricultural economy.

Policies:

- A. Consider the value of the agricultural lands and the rural and scenic nature of the town before changing the zoning to non-agricultural uses.

Programs:

- Coordinate with county, state and federal agencies in exploring innovative ways to preserve farming in the town.
- Partner with the county on updating the Oconto County Farmland Preservation Plan.
- Provide informational materials to farmers in applying for loans or grants from state and federal agencies to expand their operations.
- B. Utilize Oconto County’s Zoning Ordinances to minimize adverse affects to farming due to continuing development pressures.
- C. Monitor any commercial or industrial developments that occur adjacent to the village and along USH 141 to ensure that the development is compatible with the town’s rural nature and lessen potential land use conflicts.
- D. Consider development techniques (e.g., Conservation Subdivisions) that preserve the agricultural lands and open spaces in the town.

TRANSPORTATION

GOAL: *To advocate for a safe and efficient multi-modal transportation network.*

Objective 1: Promote a transportation system that is consistent with surrounding land uses and can be efficiently upgraded and expanded to meet future needs.

Policies:

- A. Conduct an annual assessment of road pavement conditions, road drainage and ditch maintenance needs, adequacy of existing driveways and culverts relative to safe access, and adequacy of sight triangles at road intersections.

Program:

- Work with the Oconto County Highway Commission, the Wisconsin Department of Transportation, and the Bay-Lake Regional Planning Commission to develop a long-range maintenance and improvement program for town roads.
- B. Work with the Village of Lena and the Wisconsin Department of Transportation to establish safe efficient multi-model movement near all commercial, industrial, and public facility locations.

Program:

- Consider adequate traffic controls (e.g., turning lanes, signage, pedestrian lanes, frontage roads) near businesses located along the USH 141 corridor and along the village border.

Objective 2: Establish a transportation system that complements and enhances the rural character and natural environment of the town.

Policies:

- A. Advocate for well maintained transportation corridors that allow for safe travel of residents and visitors.
- B. Ensure town roads can be safely traveled by farmers utilizing equipment and transporting equipment, feed, and livestock.
- C. Promote a transportation system that facilitates energy conservation while minimizing associated pollution effects.
- D. Encourage the integration of easements for non-motorized trails throughout the town to allow for residents and visitors to hike and bike safely between residential areas, the Village of Lena, and developing recreational and business areas along the USH 141 corridor.
- E. Avoid adverse impacts on environmental corridors and other significant natural areas during the planning and development of transportation facilities.

UTILITIES/COMMUNITY FACILITIES

GOAL: *To ensure future community facilities and public utilities adequately serve the residents of the town.*

Objective 1: Promote the expansion and maintenance of community facilities to meet future needs.

Policies:

- A. Participate in “mutual aid agreements” for those public services not economically feasible to be provided by the town (e.g., emergency medical, fire, police, etc.).

Program:

- Continually monitor quality and cost of mutual aid services.
- B. Prepare an annual capital improvement budget to address expansion and upgrades to facilities and equipment owned by the town.

Programs:

- Ensure all community facilities meet Americans with Disabilities Act requirements and have the capability to be upgraded to handle future technology driven equipment.
- Replace equipment on an as needed basis.

C. Work with the Village of Lena to address the need for joint planning of future services such as long term care facilities for older adults.

Objective 2: Encourage the expansion of public utilities to meet the needs of residents, businesses, and farming operations during this planning period.

- A. Work cooperatively with service providers to upgrade telecommunication and electrical services as appropriate.
- B. Work with utility providers to identify alternative energy and fuel options for town operations and to promote with residents and businesses.

PARKS AND RECREATION

GOAL: *To offer a wide range of recreational opportunities for residents and visitors.*

Objective: Promote quality recreational sites that are available to all town residents.

Policies:

- A. Take part in any planning efforts concerning additional recreational facilities with Oconto County, Village of Lena, and Lena School District.

Program:

- Provide input for the Oconto County Comprehensive Outdoor Recreation Plan.
- Discuss recreational options with the school and village for the former village dump site.
- Identify cultural resources that can be jointly utilized for marketing of the area.

- B. Evaluate the opportunity to utilize the town's natural features for creating additional recreational opportunities.
- C. Consider access for the disabled, elderly and very young when planning/designing/coordinating and constructing any new recreation projects, including parking, trails, etc.

INTERGOVERNMENTAL COOPERATION

GOAL: *To coordinate with the Village of Lena, Oconto County and other interested groups/agencies on future planning projects.*

Objective: Promote cooperation between the Town of Lena, the Village of Lena, and any other municipality or government entity that makes decisions impacting the town and surrounding area.

Policies:

- A. Work cooperatively with surrounding municipalities to address possible boundary issues to minimize conflicts.

Programs:

- Encourage improved participation with neighboring communities regarding meetings, workshops, mutual planning activities, etc.
- Meet annually with Oconto County officials to discuss zoning issues impacting the town.
- Work with neighboring communities and agencies regarding any water issues and other land uses which lie across town lines such as Kelly Brook and the North Branch of the Little River.

- B. Continue pursuing the sharing/joint ownership of community facilities, equipment and other services whenever possible.

Programs:

- Continue to utilize “mutual aid agreements” as a cost effective means to provide services.
- Continue to support the Lena Public Library, museum, and other local community and cultural facilities.

- C. Promote cooperation and communication with the Lena School District to collectively support quality educational opportunities.
- D. Utilize the Wisconsin Towns Association (WTA) for publications and participation in cooperative training programs to assist the town and its officials.

Implementation Steps

Town officials should establish a general process and timetable for addressing the development strategies that will ultimately lead to implementing the comprehensive plan. The steps to address the development strategies should include the following:

1. To ensure the comprehensive plan remains current, the Plan Commission and Town Board should review and document any concerns or items that need to be addressed. The review of the comprehensive plan should also include assessment of any town land use control tools (e.g., ordinances and regulations).
2. The Plan Commission and Town Board should identify policies and programs that are considered a priority. These priority strategies will lead to the implementation of additional policies and programs in subsequent years.
3. Town officials should identify key stakeholders and collaborators to assist in the implementation of the development strategies as needed. A partial list of those entities is provided at the end of this chapter.
4. The priority policies and programs should be separated based on topic such as housing, economic development, transportation, parks and recreation. The separation of policies and programs by topic will allow for the delegation of projects to other entities.

5. The Town of Lena has many tools available for the implementation of the stated development strategies over the 20-year planning period. Within the appendices of this document, there are comprehensive lists of financial and technical resources to implement many of the strategies listed for the housing, economic development, and transportation elements of the plan.
6. The implementation of this plan should be evaluated and revised as needed. Town officials will need to monitor the Inventory and Trends highlighted in Chapter 2 to ensure the development strategies address the changing conditions of the Town of Lena.

Stakeholders

Bay-Lake Regional Planning Commission
Lena Public School District
Oconto County
Oconto County Highway Department
Oconto County Land Conservation Department
Oconto County Planning/Zoning/Solid Waste Department
Oconto County UW-Extension
Village of Lena
Wisconsin Department of Administration
Wisconsin Department of Natural Resources
Wisconsin Department of Transportation

Implementation Timetable

To efficiently implement the *Town of Lena 20-Year Comprehensive Plan*, the detailed list of development strategies outlined above is divided into three primary categories: Ongoing, Annual, and As Needed. Several strategies are “Ongoing” and have been noted as being maintained or continued. Some actions need to be completed on an “Annual” basis, such as meetings with the county, Village of Lena, recreational groups, local school districts, or neighboring communities to discuss local land use issues and concerns; establish the annual and capital improvements budgets; review the comprehensive plan and local ordinances; and submit letters of interest for joint planning projects (i.e. water quality studies, joint grant applications, or mutual aid agreements). A general implementation guide for some of the key development strategies proposed by the Town of Lena is provided below.

Ongoing

1. The town, in cooperation with Oconto County, should continue to maintain ordinances that address particular issues impacting the town, such as a buffer zone around existing agriculture operations. The town may want to consider adopting additional ordinances such as those that are more restrictive or protective than those currently being enforced by Oconto County in order to provide additional protection to its natural features when appropriate. Note: The preparation and adoption of some local ordinances may take one to two years to be completed.
2. There should be continued discussion between the Village of Lena and the Town of Lena regarding all development options within the extraterritorial planning area to include development along USH 141; concentrated residential development; parks and recreation; and siting of future utilities and infrastructure.

3. Town officials should work with Oconto County, Village of Lena, Lena School District, and recreation clubs to investigate the location and types of recreational facilities needed in the future for all entities.
4. The town should continue to work with surrounding communities and Oconto County to ensure that public services provided are efficient, done so at a high level, and are cost-effective. As part of this, the town should continue to evaluate all mutual-aid agreements that are in place and evaluate any other potential opportunities.
5. The town should work with Oconto County and other local, state and federal agencies to minimize the impact of future development on agriculture land and natural features.
6. There should be continued monitoring of proceedings taking place with the Drainage District that could impact future land use decisions within the town.

Annual

1. Town officials should review the comprehensive plan on an annual basis, including land use trends, changes in demographics, and new county and state regulations and ordinances that impact the town's ability to implement their plan.
2. The town should continue to work cooperatively with Oconto County to update the Oconto County Zoning Ordinance in order to help work toward the vision statement set out in the *Town of Lena 20-Year Comprehensive Plan*.
3. The town should participate as needed in meetings with adjacent communities to discuss implementation of the individual comprehensive plans.
4. For reference and information purposes, the town should maintain and display a current map of the town's natural features-wetlands; floodplains; lakes, rivers, and streams; woodlands; prime soils; and soils that comprise areas of steep slope.
5. The town should explore the establishment and utilization of a pavement management system to ensure the town's road system can continue to effectively serve current and future populations.

As Needed

1. Town officials, in partnership with the village, should assess the need for a design plan for current and future business locating along the USH 141 corridor that would include traffic flow, connectivity, signage, structures, landscaping, parking, and storage.
2. With the continued concentration of residential develop on the southwestern edge of the village, there should be some planning done for the potential for future annexation of the area and the extension of municipal services.
3. The town, with the assistance of Oconto County, may want to explore developing plans and processes aimed at protecting the quality and quantity of the town's water resources. This could include, but is not limited to projects such as: developing a stormwater management plan; establishment of a well-head protection plan with the village; identifying and developing a plan to protect vital groundwater recharge areas; developing and enforcing erosion control measures; and the restoration of wetlands.

4. Lena should work with Oconto County on the updating of the county's Farmland Preservation Plan, Outdoor Recreation Plan, and the implementation and maintenance of the Multi-Hazards Plan.
5. The Town of Lena has some historic resources that may be valuable in the preservation and promotion of the town's history. The town is encouraged to inventory and map those resources and work with local, county and state staff to identify tools to preserve and promote those assets.
6. With limited municipal services and an aging population, the town should be working with City of Oconto Falls and Village of Lena officials on the future need for long term care facilities to service the people of that area.
7. Town of Lena officials are encouraged to work with Oconto County and other local, state and federal agencies to minimize the impact of agriculture on the town's residents and natural features through the utilization of best management practices such as nutrient management planning and the establishment of land buffer programs.