

12.0 IMPLEMENTATION

Table of Contents

Introduction	1
Visions, Objectives, Policies, and Goals.....	1
Relationship Between Chapters	1
Measuring Progress	1
Comprehensive Plan Review and Update Process.....	2
Petitions for Plan Revision	2
Responsibilities	3
Implementation Goals, Objectives and Policies	3
Housing Goals, Objectives and Policies.....	4
Transportation Goals, Objectives and Policies.....	11
Util and Comm Facilities Goals, Obj and Policies.....	24
Agri, Nat, and Cultural Goals, Obj and Policies.....	27
Economic Development Goals, Obj and Policies.....	35
Land Use Goals, Objectives and Policies.....	42
Intergovernmental Coop Goals, Obj and Policies.....	46

Introduction

The Implementation chapter is the "how-to" portion of the plan. It prescribes those actions necessary to realize the visions presented in this document. The actions include revisions to existing ordinances as well as recommendations regarding new tools to aid the Town in implementing the plan.

This chapter includes a strategy for measuring progress, identifies the parties responsible for implementation, and includes recommendations for the timely review and, when necessary, amendment of the plan. It also includes policies, goals and objectives for each of the nine elements and lists primary and available sources of funding for implementation.

Upon approval and adoption of the Town of Three Lakes Comprehensive Plan by the Town Board, and as required by the Wisconsin Comprehensive Planning law (66.1001 State Stats.), the Town of Three Lakes must ensure that ***all local land-use decisions are consistent with the policies, goals and objectives*** of this plan. Once the plan is adopted and distributed as per state requirements, the Town must review and, if necessary, revise existing land-use tools so that they conform to the comprehensive plan recommendations. In addition, the Town must begin the process of implementation, which may require the adoption of new land-use tools capable of achieving plan goals.

VISIONS, OBJECTIVES, POLICIES AND GOALS

Wisconsin's Comprehensive Planning law requires that the Implementation element contain 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 the previous elements. 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 shall be updated no less than once every 10 years.

Relationship Between Chapters

Coordination between the nine required plan elements has been highlighted throughout the plan. In this chapter, those relationships are presented within the tables pertaining to each previous chapter of the plan.

Measuring Progress

To track planning progress and to help ensure that the plan is implemented, milestone dates (see definition in box at right) are provided for each objective. Special

What is a Milestone Date?

A milestone date is a specific date, after the adoption of the Comprehensive Plan, when the Town will review the plan implementation action to see if the objective has been met and consider additional implementation strategies to achieve the stated goal. It would be preferable to complete each implementation action prior to the milestone date.

attention has been given to the milestone dates to ensure that individual objectives act in harmony with other stated goals and objectives. Town Board members and the Plan Commission have reviewed the milestone dates to ensure that they are feasible expectations for the Town. To ensure that the plan chapters are understood in their totality over the life of the plan, the Three Lakes Plan Commission will annually review the goals and objectives.

COMPREHENSIVE PLAN REVIEW AND UPDATE PROCESS

A comprehensive plan may be revised at any time (see *Petition for Plan Revision* section below). However, state statutes require that a comprehensive plan be updated no less than once every 10 years. Adopting a more aggressive review and revision schedule will allow the plan to evolve to meet an ever-changing planning environment. As such, the Town of Three Lakes will adhere to the following comprehensive plan review process:

- **Annual Review** – A Plan Commission member would be designated to conduct, at minimum, an annual review. Based on that review, the Plan Commission would discuss the comprehensive plan and determine whether the document should be reviewed and revised. This would include placing the comprehensive plan onto the agenda for a regularly scheduled meeting of the Plan Commission. No action would be required unless significant changes in land use have occurred or are proposed for the near future.
- **Five-year Review** – The Five-year Review would require that a designated Plan Commission member (or members) undertake a detailed review of the comprehensive plan to determine whether changing conditions warrant revisions to the document. Upon completion of the review, the member(s) will prepare a Comprehensive Plan Report to be presented to the Plan Commission, Town Board and general public.
- **10-year Review** – As required by state statutes, the Plan Commission will undertake a broad review of the comprehensive plan to identify the specific revisions necessary to update the document. Prior to beginning this process, the Town of Three Lakes will notify all intergovernmental partners that it will be reviewing and updating the plan. As with the initial development of the comprehensive plan, the Town must abide by all public participation requirements as per the Wisconsin Comprehensive Planning law.

PETITIONS FOR PLAN REVISION

Residents, landowners, business owners and other parties may petition the Plan Commission for a revision to the comprehensive plan at any time. The process for petitioning for revision would entail:

1. Submit request to have a *petition for revision* placed on the agenda of the next regularly scheduled meeting of the Plan Commission.
2. Plan Commission votes to approve or deny the petition. If approved, Plan Commission recommends plan revision to the Town Board.

3. Town Board votes to approve or deny plan revision. If approved, Town must adhere to all of the intergovernmental notification and public participation requirements identified in state statutes.
4. Upon completion of recommended review, but prior to adoption of the amended plan, the Town must hold a public hearing in accordance with state statutes.
5. Following public hearing, Plan Commission makes recommendations to Town Board to adopt amended plan.
6. Town Board votes to adopt, adopt with changes, or deny the amended plan.

Responsibilities

Implementation of the Town of Three Lakes Comprehensive Plan will be the primary responsibility of the Plan Commission under the authority of the Town Board. The Plan Commission and Town Board will make decisions and recommendations pertaining to land use and development issues in accordance with this comprehensive plan. At least one champion/partner is provided for each objective. This person/group/agency will work in conjunction with, or under the direction of, the Three Lakes Town Board.

Implementation Goals, Objectives and Policies

The goals, objectives and policies of the Town of Three Lakes Comprehensive Plan were developed to ensure that Three Lakes:

- *Remains a rural place to raise a family for the next 20 years, and well into the future.*
- *Limits new development to options that retain the town's rural setting.*
- *Respects the opportunity for all property owners to receive fair value for their land.*
- *Has defined standards for managing growth and maintaining an effective plan.*

HOUSING GOALS, OBJECTIVES AND POLICIES – PAGES 12-4 TO 12-10

TRANSPORTATION GOALS, OBJECTIVES AND POLICIES – PAGES 12-11 TO 12-23

UTILITIES AND COMMUNITY FACILITIES GOALS, OBJECTIVES AND POLICIES – PAGES 12-24 TO 12-26

AGRICULTURAL, NATURAL AND CULTURAL RESOURCES GOALS, OBJECTIVES AND POLICIES – PAGES 12-27 TO 12-34

ECONOMIC DEVELOPMENT GOALS, OBJECTIVES AND POLICIES – PAGES 12-35 TO 12-41

LAND-USE GOALS, OBJECTIVES AND POLICIES – PAGES 12-42 TO 12-45

INTERGOVERNMENTAL COOPERATION GOALS, OBJECTIVES AND POLICIES – PAGES 12-46 TO 12-47

ISSUE – SHORTAGE OF AFFORDABLE HOUSING INVENTORY PRESENTLY AVAILABLE IN THE TOWN OF THREE LAKES						
GOAL						
Promote an Increase in Development of Housing for Three lakes Residents Affordable to the Median Family Income Level						
FIRST OBJECTIVE						
Designate the surrounding lands of: Downtown/Three Lakes School to be the prime development location						
SECOND OBJECTIVE						
Encourage independent residential building contractors to participate in creating new affordable housing						
THIRD OBJECTIVE						
Reinforce with all governing bodies that new developments will adhere to the rules/regulations and will communicate effectively with the Town Board, Plan Commission and Oneida County Planning and Zoning						
FOURTH OBJECTIVE						
Promote Block Grant Application to acquire federal funds for existing home improvements						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use	Undertake a detailed inventory of existing housing stock to identify current quantity of affordable owner-occupied and rental units.	Town Budget	Local R. E. Agent Planning Consultant	2011		
Intergov.	Partner with neighboring towns and the county to hold seminars for first-time home buyers to educate and provide a positive buying experience	Federally funded	WHEDA, FHA, Local Lenders	2012		
Land Use	Pursue HOME Investment Partnership Program funding to assist in the provision of affordable housing.	HUD WHEDA	County Consultant	2012		

ISSUE – LOCAL LAND-USE ORDINANCES AND REGULATIONS NEEDED TO ACHIEVE DESIRED HOUSING GOALS						
GOAL Utilize Subdivision, Zoning, and Other Ordinances to Implement the Comprehensive Plan and More Effectively Achieve Long-Term Housing Goals in the Community						
FIRST OBJECTIVE Identify and establish zoning requirements to create areas of affordable housing						
SECOND OBJECTIVE Include provisions in Subdivision and Zoning Ordinances to encourage alternative housing options						
THIRD OBJECTIVE Consider revising Zoning Ordinance to allow for smaller home and lot sizes in Conservation Design Subdivisions						
FOURTH OBJECTIVE Establish procedures in the Land Division/Subdivision Ordinance to encourage or require Conservation Design for new subdivisions						
FIFTH OBJECTIVE Conduct an Internal Review of all housing-related ordinances and codes at least every five years						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use	Study and analyze successes of other communities' approaches to affordable housing and identify needed zoning requirements	Town Budget	Towns Association Planning consultant	2010		
Land Use	Work with the county and a consultant to review/request modifications to the Zoning Ordinance.	Town Budget	Plan Commission County Consultant	2010		
Land Use	Work with a consultant to develop a Land Division / Subdivision Ordinance	Town Budget	Plan Commission Consultant	2010		
U&CF Ag/Natl/Cult Land Use	Develop a Stormwater Management and Erosion Control Ordinance to protect surface and groundwater.	Town Budget	Plan Commission County Consultant	2011		
Land Use	Establish procedures to review existing ordinances and identify future land-use tools necessary to continue implementation of the plan.	Town Budget	Plan Commission Consultant	2015		

ISSUE –SHORTAGE OF LONG-TERM RENTAL PROPERTY IN THREE LAKES						
GOAL To Increase the Opportunity of Quality Affordable Rental Homes in Three Lakes						
FIRST OBJECTIVE To heighten awareness of benefits of ownership of investment property that can be used as rentals						
SECOND OBJECTIVE To improve communication between investment properties/rentals and the local pool of renters						
THIRD OBJECTIVE To add to the existing inventory of rental property in Three Lakes						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Housing Land Use Econ. Dev.	Promote communication between owners and renters through local real estate agents, Chamber of Commerce, local postings	None needed	Real Estate Agents, Chamber of Commerce, Three Lakes Library, Town Board	2010	
	Housing Land Use Econ. Dev.	Consider options for conversion of property to long-term rental property.	None needed	Planning Commission	2012	
	Housing Land Use Econ. Dev.	Offer seminars through WHEDA, FHA housing programs for encouragement of long-term rental property	None needed	WHEDA, FHA, Local lenders	2012	

ISSUE – SHORTAGE OF SHORT-TERM RENTALS/TOURIST-BASED HOUSING						
GOAL To Address the Loss of Short-term Rentals for Vacationers						
OBJECTIVE To develop tourist-based housing options						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Housing/Land Use/Econ. Dev.	Create a committee to study and suggest options to develop tourist-based housing options to help the tourism economy of Three Lakes	None needed	Town Board, Chamber of Commerce, Business owners, residents	2010	Recommendation of options to Town Board	
Housing/Land Use/Econ. Dev.	Hold community forum(s) to discuss tourist-based housing options.	None needed	Town Board	2011	Forums conducted	

ISSUE – SHORTAGE OF HOUSING FOR SENIORS INCLUDING ASSISTED-LIVING AND ELDER-CARE FACILITIES IN TOWN OF THREE LAKES						
GOAL To Encourage the Elderly Population to Continue Residing in Three Lakes by Providing Alternative Housing Opportunities						
FIRST OBJECTIVE To identify the population numbers that would benefit from such housing development						
SECOND OBJECTIVE To identify other similar-type facilities in neighboring North Woods communities						
THIRD OBJECTIVE To provide this demographic data to potential investors						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use	Support existing and promote new efforts by County, private and church groups that provide assistance to seniors and disabled residents who wish to stay in their own homes.	Town Budget Donations	County Local Organizations	Continuous		
Land Use	Promote the development of senior housing options.	Town Budget	Local Developers	Continuous		
Land Use Econ. Dev.	Form a committee to gather data, research and recruitment of developers and managers	None needed	Econ./Dev., Housing, TL Health & Wellness Committee, Friends of the Future Committee	2012		
Land Use Econ. Dev.	Foster cooperating efforts with Three Lakes Health & Wellness Committee and Eagle River Friends of the Future Committee. Discuss permitting options with State of Wisconsin.	Developers	Econ./Dev., Housing, TL Health & Wellness Committee, Friends of the Future Committee, State of WI	2014		
Land Use Econ. Dev.	To seek out lands suitable for the project	Developer, Corporation, Private funds	Land Use, Econ./Dev, Housing, TL, Medical Community	2014		

ISSUE – HOUSING IN HARMONY WITH THREE LAKES NATURAL ENVIRONMENT						
GOAL						
Ensure All Future Residential Development Respects the Natural Environment of the Community						
FIRST OBJECTIVE						
Encourage or require low-impact development principles for all residential development						
SECOND OBJECTIVE						
Encourage residential developers to utilize alternative wastewater treatment techniques for future housing development						
THIRD OBJECTIVE						
Promote permanently preserved open space as a component of all future subdivisions						
FOURTH OBJECTIVE						
Incorporate trails linked to a communitywide trail system into all future subdivisions						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Ag/Natl/Cult Land Use	Prohibit residential development in environmentally sensitive areas.	None needed	Plan Commission Developers	Continuous	
	Ag/Natl/Cult Land Use	Identify minimum preserved open space requirements for new subdivisions.	None needed	Plan Commission Consultant	2011	
	U&CF Ag/Natl/Cult.	Evaluate alternative wastewater treatment options to replace septic systems and mounds.	Town Budget	Plan Commission County Consultant	2011	
	U&CF Ag/Natl/Cult Land Use	Require low-impact development alternatives in the design of all stormwater management plans for all future subdivisions.	None needed	Plan Commission County WDNR Consultant	2011	
	Transp. Land Use	Incorporate trail systems connected to a communitywide trail network into all new subdivision development.	Developers WisDOT	Plan Commission Developers County WisDOT Consultant	2011	

ISSUE – SUSTAINABLE, ENERGY-EFFICIENT HOUSING						
GOAL Improve Energy Conservation by Encouraging Sustainable, Energy-efficient Residential Development						
FIRST OBJECTIVE Encourage LEED principles for all new residential development						
SECOND OBJECTIVE Incorporate Green Building incentives into the Land Division/Subdivision Ordinance						
THIRD OBJECTIVE Encourage passive solar design for all new residential development						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	U&CF	Assist homeowners in undertaking energy-efficient, green retrofits to existing homes.	Town Budget HUD WHEDA	Plan Commission	Continuous	
	U&CF	Consider incorporating green building and sustainable design requirements into local ordinances.	Town Budget HUD WHEDA	Plan Commission Developers Consultant	2012	

ISSUE – INTERNET/SMART TECHNOLOGY INFRASTRUCTURE						
GOAL Encourage New Home Construction to Integrate Developing Smart Home and Internet Technology						
FIRST OBJECTIVE Determine how Smart Home technology aligns with current building codes						
SECOND OBJECTIVE Identify sources of grants or other funding to support/subsidize Smart Home technology						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Housing, Land Use, Util. & Comm. Fac, Econ./Dev	Technology Committee to research and compile a listing of current Smart Home technologies relevant to local needs	Town Budget HUD WHEDA	Plan Commission Developers Consultant	2011	
	U&CF	Educate and support integration of Smart Home and Internet technology into new home construction	Town Budget HUD WHEDA	Plan Commission	2012	

Three Lakes 2030

Chapter 12: Implementation

ISSUE – THREE LAKES ROAD MAINTENANCE AND IMPROVEMENTS						
GOAL						
Continue to Provide Equipment, Manpower and Funding Needed to Properly Maintain Town of Three Lakes Roads						
FIRST OBJECTIVE						
Continue the budget analysis to determine equipment needed and scheduled equipment replacement						
SECOND OBJECTIVE						
Determine personnel needed for the Town Shop Department						
THIRD OBJECTIVE						
Determine funding needed to properly maintain town of Three Lakes roads						
FOURTH OBJECTIVE						
Ethics of the roads to be considered in road reconstruction and repair						
FIFTY OBJECTIVE						
Provide resources needed to use the WISLR program for planning road maintenance						
SIXTH OBJECTIVE						
Determine how to provide covered storage for road salt						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Intergov.	Communicate and coordinate transportation improvements and plans with WisDOT, NCWRPC and the Oneida County Highway Department.	None needed	Town Shop Foreman Plan Commission	Continuous	Annual reports to Town Board.	
Issues & Ops	Provide information about future road improvements at public meetings to keep residents and landowners informed.	None needed	Town Shop Foreman Plan Commission	Continuous	Regular reports at Plan Commission and Town Board meetings.	

Three Lakes ²⁰³⁰

Chapter 12: Implementation

Land Use	Consider public comment of ethics/character of roads scheduled for future reconstruction and repair	None needed	Town Shop Foreman, Town Board, Plan Commission	Continuous	Submit recommendation to Town Board.
Housing Land Use	Include language in future subdivision ordinance requiring that residential developers complete traffic impact analyses for new subdivisions to ensure that the road network can accommodate the additional traffic volumes resulting from the proposed development.	None needed	Town Board	2010	Development of Town of Three Lakes Subdivision Ordinance.
U&CF Land Use	Formation of Town Shop Task Force to establish a long-term budget process, potentially including the development of a Capital Improvements Program	Town Budget	Town Shop Foreman Town Board	2010	Completion of long-term town budget.
Land Use	Use WISLR Program to guide town road maintenance and provide resources needed to use the program.	Town Budget	Town Shop Foreman Town Board Town Clerk	2010	Completion of long-term town budget.
Land Use Intergov.	Explore road maintenance funding sources referred to in <i>Chapter 5: Transportation</i> .	Town Budget WisDOT Federal Stimulus	Town Shop Foreman Town Board Town Clerk	2010	Submit recommendation to Town Board.
Ag/Natl/Cult Land Use	Provide adequate covered storage for road salt.	Town Budget	Town Shop Foreman Town Board	2010	Plan submitted to Town Board.
Ag/Natl/Cult Land Use	Research alternatives to salt for winter-road deicing.	Town Budget	Plan Commission	2010	Plan submitted to Town Board.
Land Use Intergov.	Develop and maintain an Official Map to plan for roadway extensions and improvements over time.	Town Budget	Plan Commission	2010	Creation of Official Map.

ISSUE – FURTHER DEVELOP BIKING AND HIKING TRAILS AND BOATING ROUTES IN THE TOWN OF THREE LAKES						
GOAL Create a Network of Hiking and Biking Trails to Connect All Parts of Town of Three Lakes for Safe Bike and Pedestrian Use						
FIRST OBJECTIVE Develop a long-term proposed plan for biking, cross-country skiing, snowshoeing and boating for Three Lakes						
SECOND OBJECTIVE Continue to provide safe and accessible biking, hiking and boating in Town of Three Lakes with signage and maps of bike, hiking, cross-country skiing, snowshoeing trails and boat routes						
THIRD OBJECTIVE Coordinate the development of trails with surrounding towns, Oneida, Vilas and Forest counties and State of Wisconsin						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Housing Land Use	Include recommendations (or requirements) in the subdivision ordinance encouraging the development of trail systems as part of all new residential subdivisions. Include linkages to existing and proposed trail network.	Town Budget	Plan Commission Consultant	2010	Approval and adoption of the Town of Three Lakes Subdivision Ordinance.
	Land Use Intergovernmental	Work with neighboring municipalities, Oneida County and NCWRPC to develop a countywide system of pedestrian and bicycle trails.	Town Budget Oneida County WisDOT	Plan Commission Oneida County	2011	Creation of a county-wide trail system.

Three Lakes ²⁰³⁰

Chapter 12: Implementation

Utilities & Community Facilities	Coordinate with senior groups and the school district to identify priorities for pedestrian improvements.	Town Budget WisDOT	Plan Commission Senior Groups Oneida County	2011	Ongoing coordination potentially including the creation of a Seniors Committee subordinate to the Town Board.
Ag/Natl/Cult Land Use Intergov.	Develop a long-term plan for biking, hiking, cross-country skiing, snowshoeing, and boating.	Town Budget WisDOT WDNR	Town Board Parks Commission WisDOT WDNR	2012	Submit long-term plan.
Ag/Natl/Cult Land Use Intergov.	Develop a Pedestrian and Bicycle Plan, with particular emphasis on connections between neighborhoods and destination nodes.	Town Budget WisDOT WDNR	Plan Commission WisDOT WDNR	2012	Submit long-term plan.
Ag/Natl/Cult Land Use Intergov.	Develop a wayfinding system, including signage and maps, for biking, hiking, cross-country skiing, snowshoeing and boating routes as well as water trails and key community nodes.	Town Budget Chamber of Commerce	Parks Commission Town Crew Chamber of Commerce	2012	Placement of signs and printing of maps.

ISSUE – ACCOMMODATE OTHER FORMS OF TRANSPORTATION IN TOWN OF THREE LAKES						
GOAL Identify the Accommodations Needed for Alternative Forms of Transportation						
FIRST OBJECTIVE Identify other forms of transportation						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Land Use Intergov.	Provide an ongoing process to study other forms of transportation.	Town Budget Oneida County WisDOT WDNR	Town Board	2015	Completion of study.
	Land Use Intergov.	Accommodate other forms of transportation.	Town Budget Oneida County WisDOT WDNR	Town Board	2020	Accommodation of other forms of transportation.

ISSUE – LACK OF PUBLIC TRANSPORTATION IN TOWN OF THREE LAKES						
GOAL Provide an Organized Public Transportation System in Town of Three Lakes						
FIRST OBJECTIVE To have public transportation system in Town of Three Lakes						
SECOND OBJECTIVE Provide public transportation to surrounding area in cooperation with Oneida County, Headwaters, Three Lakes School Buses and Taxi companies						
THIRD OBJECTIVE Support the development of the Tri-county Park and Ride Program that establishes a ride share program in Oneida, Forest and Vilas counties						
FOURTH OBJECTIVE Promote a multi-modal transportation system for efficient, safe and convenient movement of people, goods and services.						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Housing Economic Dev. Land Use	Form a task force to study, develop and implement a public transportation system for the town of Three Lakes.	Town Budget	Plan Commission Oneida County Headwaters Inc.	08/2010	Finish the initial study and plan for implementation by 08/10. Implement the plan 10/10
	Housing Economic Dev. Land Use	Participate in the planning, development and implementation of public transportation in Oneida County and surrounding counties if appropriate.	Town Budget Oneida County WisDOT	Plan Commission Oneida County Adjoining Counties Headwaters Inc.	08/2010	Finish the initial study and plan for implementation by 08/10. Implement the plan 10/10

Three Lakes 2030

Chapter 12: Implementation

Economic Dev. Land Use Intergov.	Work with Oneida County, NCWRPC, and other towns and cities to develop a countywide Transportation Plan for Seniors and the disabled.	Town Budget Oneida County WisDOT	Plan Commission Oneida County Local Governments	2011	Development of an Oneida County Transportation Plan for Seniors.
Housing Ag/Natl/Cult Economic Dev. Land Use	Undertake a study to determine the feasibility of creating a town shuttle system, pedi-cab system and water taxi service connecting important civic and economic nodes with residential neighborhoods and the lakes.	Town Budget WisDOT	Plan Commission City of Eagle River Oneida County Consultant	2012	Development of a public transit plan.
Housing Ag/Natl/Cult Economic Dev. Intergov.	Work with Oneida County, adjoining counties, NCWRPC, WDNR, and other towns and cities to develop a dual-use water trail system for motorized (boats, personal watercraft) and nonmotorized (canoes, kayaks) on the Chain of Lakes and Eagle River.	Town Budget Oneida County	Plan Commission Oneida County Other Counties City of Eagle River Local Governments WDNR WisDOT	2012-2013	Development of a water trail for the chain of lakes and Eagle River

ISSUE – THREE LAKES AIRPORT						
GOAL Develop A Long-Term Plan For The Three Lakes Airport						
FIRST OBJECTIVE Develop a long-term Plan for the Three Lakes Airport						
SECOND OBJECTIVE Assess the needs of current airport users						
THIRD OBJECTIVE Project future usage needs						
FOURTH OBJECTIVE Improve security consistent with provisions of Homeland Security and FAA requirements						
FIFTH OBJECTIVE Replace grass runway with paved surface						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Economic Dev. Land Use Intergov.	Form a long-range airport planning committee to create a long-term plan for the airport.	Town Budget WisDOT/BAA Airport Planner	Town Board Airport Manager Plan Commission Chamber of Commerce Consultant	2010	Formation of Committee.	
Economic Dev. Land Use Intergov.	Complete survey of airport users including fueling, communications, weather, etc. and ground transportation needs.	Town Budget	Town Board Airport Manager Plan Commission	2010	Survey complete.	

Three Lakes 2030

Chapter 12: Implementation

Ag/Natl/Cult Land Use	Review past accepted plans for the airport, including fencing around the property to improve safety and security and prevent wildlife intrusion. Review previous recommendations, such as rental of airport land for agricultural use, opening airport for year-round use, fuel service, heliport and seaplane port/base.	Town Budget	Town Board Airport Manager Plan Commission	2010	Reviews completed.
Ag/Natl/Cult Land Use Intergov.	Write grant for paving runway service.	Town Budget Oneida County Airport Planner	Town Board Airport Manager Plan Commission Consultant	2011	Grant application filed.
Land Use Intergov.	Submit final airport plan to Town Board for approval and implementation.	Town Budget	Town Board Airport Manager Plan Commission	2011	Plan submitted and reviewed every 5-10 years.

ISSUE -- ESTABLISH NATIONAL SCENIC BYWAY/RUSTIC ROADS IN TOWN OF THREE LAKES						
GOAL To Have A National Scenic Byway/Rustic Roads in Three Lakes						
FIRST OBJECTIVE Create a vision for the Town of Three Lakes National Scenic Byway/Rustic Roads						
SECOND OBJECTIVE Identify Candidate roads, inventory existing landowners and apply for National Scenic Byway/Rustic Roads status						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Housing Ag/Natl/Cult Economic Dev. Land Use Intergov.	Authorize a task force to study the process and development of a National Scenic Byway/Rustic Road.	Town Budget Chamber of Commerce	Plan Commission Chamber of Commerce WisDOT WDNR Forest Service	2010	Submitting the results of the study and recommendations to the Town Board.
	Housing Ag/Natl/Cult Economic Dev. Land Use Intergov.	Develop the organization in Three Lakes and surrounding communities to develop the vision of the prospective scenic roads with input from local governments and the general public	Town Budget Chamber of Commerce	Plan Commission Chamber of Commerce WisDOT WDNR Forest Service	2011	Submitting vision for scenic roads in the town of ThreeLakes and surrounding communities.

Three Lakes ²⁰³⁰

Chapter 12: Implementation

Housing Ag/Natl/Cult Economic Dev. Land Use Intergov.	Develop a scenic road inventory and explore possible funding sources to fund the study	Town Budget Chamber of Commerce Oneida County Surrounding Counties WisDOT	Plan Commission Chamber of Commerce WisDOT WDNR Forest Service	2011-2012	Submitting the results of the study and recommendations to the Town Board.
Housing Ag/Natl/Cult Economic Dev. Land Use Intergov.	Continue the process of application for a National Scenic Byway/Rustic Roads in Three Lakes and surrounding area.	Town Budget Chamber of Commerce Oneida County Surrounding Counties WisDOT	Plan Commission Chamber of Commerce WisDOT WDNR Forest Service	2011-2012	Submit application
Housing Ag/Natl/Cult Economic Dev. Land Use Intergov.	Receive National Scenic Byway/Rustic Roads designation.	Town Budget Chamber of Commerce Oneida County Surrounding Counties WisDOT	Plan Commission Chamber of Commerce WisDOT WDNR Forest Service	2012 -2014	Grand opening of scenic byway.

ISSUE – MAINTAIN QUALITY AND QUANTITY OF SNOWMOBILE TRAILS IN TOWN OF THREE LAKES						
GOAL Continue to Operate a First-class Snowmobile Trail System						
FIRST OBJECTIVE To have finances needed to maintain and groom snowmobile trails						
SECOND OBJECTIVE To have long-term agreements with landowners on snowmobile trails						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Ag/Natl/Cult Economic Dev. Land Use	Assess finances needed and sources to maintain and groom the snowmobile trails in the town of Three Lakes.	Town Budget Oneida County WDNR Donations	Plan Commission Three Lakes Trails, Inc. Northern Lites Snowmobile Club	2010	Annual budget.	
Ag/Natl/Cult Economic Dev. Land Use	Develop a financing program for trail grooming equipment that would decrease finance and insurance costs.	Town Budget Three Lakes Trails, Inc.	Plan Commission Three Lakes Trails, Inc.	2010	New financing program.	
Ag/Natl/Cult Economic Dev. Land Use	Education program for landowners that explains the no liability aspect for trails on their property.	Town Budget	Plan Commission Three Lakes Trails, Inc.	2010	Program completed.	
Ag/Natl/Cult Economic Dev. Land Use	Develop long-term agreement program for landowners who have snowmobile trails on their property. Guarantee access to critical snowmobile trails	Town Budget	Plan Commission Three Lakes Trails, Inc.	2015	Signed long-term agreements and completion of Town of Three Lakes access plan.	

ISSUE -- LOCAL SERVICES AND INFRASTRUCTURE						
GOAL						
Provide High-Quality Services at a Reasonable Tax Rate						
FIRST OBJECTIVE						
Ensure that all Town development is served by efficient, cost-effective utilities and community facilities						
SECOND OBJECTIVE						
Provide adequate cellular phone coverage throughout the Town						
THIRD OBJECTIVE						
Provide adequate high-speed Internet coverage in the Town						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use	Provide sufficient park facilities to meet the outdoor recreation needs of its citizens and space for promotional events.	Town Budget	Town Board, Parks Board, Chamber of Commerce	Continuous	Review and recommendations from citizens, Park Board and Chamber	
Intergovernmental	Pursue shared service opportunities when mutually beneficial (i.e., cost savings) to improve the efficiency and quality of utilities and community facilities.	Town Budget	Town Board	Continuous	Shared service opportunities are explored and enacted	
Technology Committee Econ. Dev.	Develop a wireless broadband network throughout the town to support home-based businesses and telecommuters.	Town Budget	Town Board Chamber of Commerce	2010	Complete wireless broadband coverage of town	
Implementation	Develop a Capital Improvements Program as a central tool to implement the Comprehensive Plan. The CIP should help the Town plan for needed utilities and community facilities improvements, as well as transportation and other improvements.	Town Budget	Town Board	2010-11	CIP developed and implemented	
Housing Ag/Natl/Cult	Develop a Land Division/Subdivision Ordinance that includes recommendations or requirements for alternative wastewater treatment systems and community wells for all subdivisions created outside of the Sanitary District 1 boundaries.	Town Budget	Plan Commission Consultant	2011	Ordinance passed	

ISSUE – PUBLIC SAFETY						
GOAL Continue to Provide High-Quality Public Safety Related Services at a Reasonable Tax Rate						
FIRST OBJECTIVE Continue to provide high-quality Fire, Police and Emergency services						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Issues and Opportunities Intergov	Coordinate with neighboring communities to maintain adequate police and emergency medical service during all shifts.	Town Board, Oneida County Board, Grants	Three Lakes Fire Department	Continuous		
Issues and Opportunities Intergov.	Monitor and evaluate all emergency service response times to ensure adequate coverage throughout the community.	None	Three Lakes Fire, Police Departments & Oneida County Emergency Medical Services	Continuous		
Land Use	Inform all emergency services of pending and proposed residential and commercial development.	None	Three Lakes Fire, Police Department & Oneida County Emergency Medical Service	Continuous		

ISSUE – ALTERNATIVE ENERGY						
GOAL Develop Alternative Sources of Power to Supplement the Grid and for Times of Energy Shortage Due to Market and/or Natural Forces in the Event of a Crisis						
FIRST OBJECTIVE To promote energy efficiency in design and use throughout all community facilities, businesses and residential buildings						
SECOND OBJECTIVE To develop alternative energy sources to provide more stability in energy supply						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
		Undergo complete energy audits for all town facilities and follow through with recommendations to cut energy use	Town Budget, Grant	Town Board	2010 & every 5 years thereafter	Audits completed & recommendations implemented
	Housing Land Use	Consider developing a <i>Personal Energy Systems Ordinance</i> to guide the installation and location of compact wind turbines, photovoltaic solar, solar water heaters, geothermal heating, wood-fired boilers, and other alternative energy systems.	Town Budget	Town Board	2012	Ordinance passed
	Land Use	Utililize alternate energy sources in town facilities and town center	Town Budget, Grant	Town Board	2019	Alternative energy sources developed and used

ISSUE – MAINTAIN AN ECONOMICALLY VIABLE AGRICULTURAL SYSTEM FOR THE LONG TERM						
GOAL PROTECT RURAL CHARACTER BY MAINTAINING AGRICULTURAL LANDS AND OPEN SPACE						
FIRST OBJECTIVE Limit new development from encroaching upon productive agricultural lands						
SECOND OBJECTIVE Ensure that new development is appropriately sited so as to minimize the fragmentation of agricultural lands						
THIRD OBJECTIVE Assure there are incentives for continued agricultural land use						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Housing Utilities & Comm. Facilities Land Use	Using the Future Land Use Map as a guide, seek to direct residential and commercial development to those areas least suited for farming and to areas adjacent to existing development.	USDA	Town Board Plan Commission	Continuous	
	Housing Economic Development Land Use	Look to preserve contiguous blocks of farmland.	USDA	Town Board Plan Commission	Continuous	
	Housing Economic Development Land Use	Consider working with the county to modify the Zoning Ordinance to permit additional accessory uses in agricultural areas to help sustain local farming operations (e.g., roadside stands, farmers markets, horse boarding, bed-and-breakfasts, etc)	None	Town Board Plan Commission	2011	
	Housing Economic Development Land Use	Look to preserve contiguous block of open space and woodlands needed for sensitive plants and animals.	USDA	Town Board Plan Commission	2013	

ISSUE – MAINTENANCE OF THE THREE LAKES CHAIN OF LAKES AS A HEALTHY BODY OF WATER						
GOAL Develop a Comprehensive Lake Management Plan (CLMP)						
FIRST OBJECTIVE Educate the citizenry as to the need, nature, financial obligation and effort required to implement the CLMP						
SECOND OBJECTIVE Actively engage all citizens, including non-lakefront property owners, in the development and implementation to create a “Vested Interest” in lake management						
THIRD OBJECTIVE Maintain cooperative working relationships with the Town Board, DNR, lake testing agencies and other conservation groups to appropriate funding to develop and implement the CLMP						
FOURTH OBJECTIVE Secure funding, including cost-sharing and matching grants, to effectuate the CLMP						
FIFTH OBJECTIVE Utilize the CLMP as a tool to protect the Chain Of Lakes from future uses that may impair water quality, aquatic habitat and human health						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use Intergovernmental	Secure funding to execute the CLMP.	Town Budget Oneida & Vilas Counties DNR	TLWA Oneida & Vilas Co DNR	2011		
Land Use Intergovernmental	Create a cooperative effort between the Three Lakes Waterfront Association (TLWA), the Town Board, local conservation groups and concerned individuals toward the careful execution of Comp. Lake Management Plan.	Town Budget	Town Board TLWA	2013		
Land Use Intergovernmental	Assemble a qualified team of biologists and other aquatic resource specialists to execute the major elements of the Comprehensive Lake Management Plan	Town Budget	TLWA Oneida & Vilas County DNR Consultant	2015		

ISSUE – PROTECT WATER QUALITY AND QUANTITY						
GOAL						
Protect Ground and Surface Water Quality in Three Lakes to Protect Human Health and the Natural Environment						
FIRST OBJECTIVE						
Work with the County to develop appropriate ordinances and revise existing ordinances to ensure that future development occurs in a manner consistent with ground and surface water protection goals						
SECOND OBJECTIVE						
Develop a public information and education strategy with recommended practices to improve water quality						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use Intergovernmental Cooperation	Coordinate with Oneida County and the DNR to implement agricultural and residential best management practices to reduce nonpoint-source water pollution.	Town Budget Oneida County DNR	Town Board Oneida County Land Conservation DNR	Continuous		
Land Use	Encourage farmers, growers, park managers and golf course managers to use best available fertilizer management technologies.	Town Budget USDA	Town Board Oneida County Land Conservation	Continuous		
Housing Land Use Intergovernmental Cooperation	Encourage creation of, maintenance of and enhancement of natural buffers along river and stream banks and lakeshores.	Town Budget Oneida County DNR DATCP	Town Board Oneida County Land Conservation DNR	Continuous		
Land Use Intergovernmental Cooperation	Work with Oneida County and the DNR to implement agricultural and residential best management practices to reduce nonpoint-source water pollution.	Town Budget Oneida County DNR	Town Board Oneida County Land Conservation DNR	Continuous		

Three Lakes 2030

Chapter 12: Implementation

	Housing	Follow ongoing studies on alternative wastewater treatment systems for future residential and commercial development occurring outside of Sanitary District.	None	Town Board Consultant	Continuous	
	Land Use	Identify those areas within the town where susceptibility to groundwater contamination is highest and develop plans to ensure that land use within these areas occurs in a manner consistent with protecting groundwater.	Town Budget Oneida County DNR	Town Board Oneida County DNR	2011	
	Housing Utilities & Community Facilities Land Use	Encourage conservation design principles for all residential development occurring in sensitive ecological areas or prime agricultural lands.	Town Budget	Town Board Plan Commission	2011-2013	
	Housing	Follow ongoing studies on community wells for all future subdivision development occurring outside of Sanitary District.	None	Town Board Consultant	2012	

ISSUE -- MAINTAIN ECOSYSTEMS DIVERSITY						
GOAL Preserve and Enhance Wildlife Habitat						
FIRST OBJECTIVE Encourage landowners to preserve privately owned wildlife habitat						
SECOND OBJECTIVE Align habitat protection and restoration activities with Oneida County and the DNR						
THIRD OBJECTIVE Use the subdivision ordinance to ensure that future residential development occurs outside of sensitive wildlife habitat						
FOURTH OBJECTIVE Create environmental corridors to reduce habitat fragmentation						
FIFTH OBJECTIVE Preserve ecosystem sustainability and protect terrestrial and aquatic environment from the invasion of non-native and exotic species						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use	Discourage habitat fragmentation by guiding future development to areas adjacent to existing development and to those areas least suited for farming.	Town Budget	Town Board Plan Commission	2011		
Housing Land Use Intergov. Coop.	Partner with local land trusts to protect wildlife habitat areas. Encourage local landowners to pursue opportunities to protect their land by working with land trusts.	Town Budget Land Trusts	Town Board Plan Commission	2012		
Implementation Land Use	Protect wetland areas adjacent to lakes and local streams through the development of a Wetlands Preservation Ordinance.	Town Budget	Town Board Municipal Flood Control Grant Program Consultant	2013		
Land Use Intergovernmental Cooperation	Work with the DNR to better identify and protect wildlife habitats, particularly those unique to the Chain of Lakes.	Town Budget DNR	Town Board DNR	2011-2013		

Three Lakes 2030

Chapter 12: Implementation

	Land Use	Establish a network of green corridors thorough the community to link existing habitat areas and create wildlife migration routes.	Town Budget Grants	Town Board Plan Commission	2012	
	Land Use	Identify, mitigate and avoid the spread of terrestrial invasive plant species	Town Budget DNR Oneida County State/Fed Grants	County Invasive Species Coordinator	2012	

ISSUE – CULTURAL AND HISTORIC PRESERVATION						
GOAL Preserve the Cultural History of Three Lakes for the Enjoyment and Fulfillment of Future Generations.						
FIRST OBJECTIVE Inventory existing historic and cultural resources						
SECOND OBJECTIVE Develop a historic preservation ordinance						
THIRD OBJECTIVE Pursue Certified Local Government status						
FOURTH OBJECTIVE Expand cultural resources to the community for all ages						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use Intergov. Cooperation	Work with Three Lakes Historical Society and other groups to inventory historic properties and locations in the town of Three Lakes. Share this information with the State of Wisconsin Architecture and History Inventory.	SHPO	Town Board Local Native American Tribes SHPO	2011-2014		
Land Use Intergov. Cooperation	Pursue <i>Local Certified Government</i> status.	Town Budget Grants	Town Board	2013		
Land Use Intergov. Cooperation	Adopt a historic preservation ordinance, in cooperation with the State Historical Society.	SHPO	Town Board SHPO	2014		

ISSUE – CULTURAL ARTS						
GOAL Promote Area Artists and Their Talents in the North Woods						
FIRST OBJECTIVE Establish art classes						
SECOND OBJECTIVE Assist local schools to establish more opportunities in art education						
THIRD OBJECTIVE Provide a showcase for North Woods artists						
FOURTH OBJECTIVE Provide live performances of drama, music and dance						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Intergovernmental Cooperation	Work with neighboring communities bringing together the artistic talents in the North Woods	Private and public donations	Interested citizens	Continuous	Citizen participation	
Issues & Opportunities	Attract more artists for Artists in Residence Program for all school-age children	Fundraising	Interested citizens	Continuous	Implementation in local schools	
Econ. Dev.	Provide an art gallery where artists can sell their work, thereby attracting tourists and building the local economy	Participating artists	Interested citizens	Continuous	Success of artists' sales	
Econ. Dev.	Provide quality live performance of drama, music and dance for entertainment and education	Grants	Interested citizens	Continuous		

ISSUE – NARROW ECONOMIC BASE						
GOAL						
Develop A Broader Economic Base Focused in Areas Of Technology, Agriculture, Tourism, Cultural Arts and Wellness While Preserving the Character and Unspoiled Environment						
FIRST OBJECTIVE						
Provide stable, year-round, good-paying jobs through retention and expansion of existing businesses						
SECOND OBJECTIVE						
Actively encourage new businesses to start in, or relocate to Three Lakes						
THIRD OBJECTIVE						
Encourage local economic development opportunities that exist in harmony with the town's unique character and natural environment						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use Intergov.	Collaborate with Chamber to identify required short- and long-range needs.	None	Plan Commission TLCOC	Continuous		
Land Use Intergov.	Provide resources to support efforts of the Three Lakes Chamber of Commerce (TLCOC) to broaden the economic base.	Town Budget	Town Board Plan Commission TLCOC or Economic Development Arm	Continuous		
Land Use Intergov.	Promote cooperative relationships with Grow North and Oneida County Economic Development Corporation.	None	Town Board Plan Commission TLCOC Grow North OCEDC	Continuous		
Intergovernmental	The Town Board or its designate should meet with the local school district each year to discuss issues with respect to growth and development.	Town Budget	Town Board Three Lakes District School Board	Continuous	Positive and effective communication resulting in strong partnership between both boards	

Three Lakes 2030

Chapter 12: Implementation

Land Use Intergov.	Collaborate with Chamber and Land Use Committee to develop image and appearance of Three Lakes and improve signage throughout Three Lakes.	None	Plan Commission TLCOC	2010	
Land Use Intergov.	Collaborate with the Technology Committee to identify technology assets for Three Lakes businesses.	None	Plan Commission Technology Committee	2010	
Land Use Intergov.	Evaluate current zoning and guide economic development activities to appropriate locations.	None	Plan Commission Consultant	2010	
Housing Ag/Natl/Cult Land Use	Consider environmental impacts such as noise, traffic, lighting, odor, pollution, etc, when new development is proposed.	None	Plan Commission Consultant	2010	
Land Use Intergov.	Identify and develop more business/Town government partnerships.	None	Plan Commission TLCOC	2010-11	
Land Use	Create an economic development strategy, based on a marketing study or market data analysis which would identify the market areas served by the different business areas shown on the <i>Future Land Use Map</i> . The strategy should focus on ways to draw in customers, maintain the local marketplace and retain the downtown as community focal point.	Town Budget	Town Board Plan Commission TLCOC Consultant	2011	
Ag/Natl/Cult	Investigate opportunities to coordinate with the Wisconsin Alliance for Arts Education to expand local arts opportunities.	None	Town Board TLCOC WAAE	2011	
U&CF Land Use	Identify, recommend, develop infrastructure required to diversify economic base.	Town Budget	Plan Commission	2011-2012	

ISSUE – FEW ECONOMIC OPPORTUNITIES FOR YOUNG FAMILIES AND BUSINESSES						
GOAL						
Work With The Three Lakes Chamber Of Commerce, Oneida County Development Corporation And Other Partners To Develop A Strategy To Expand The Current Business Inventory.						
FIRST OBJECTIVE						
Create a comprehensive marketing strategy for the community to draw new business development.						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Transportation U&CF	Consider hiring an Internet marketing specialist to review the Town's website and provide recommendations to improve its usability as a community information and marketing tool.	Town Budget	Town Board TLCOC	2010		
Intergov.	Work with the TLCOC to create and maintain a comprehensive listing of local business and place the information on the Town's/TLCOC website. Provide community information related to demographics, markets, buildable land, cost of living and resources for prospective entrepreneurs.	Town Budget	Town Board TLCOC	2010		
Intergov.	Continue working with the Oneida County Tourism Council and other local communities to apply for a Joint Effort Marketing grant.	Town Budget	Town Board TLCOC Area Communities and Organizations. Wis. Dept. of Tourism	2010-11		

ISSUE – DOWNTOWN ENHANCEMENTS						
GOAL						
Continue To Improve The Appearance, Functionality And Long-Term Viability Of The Town Center						
FIRST OBJECTIVE						
Identify aesthetic enhancements to the US Highway 45/State Highway 32 corridor through downtown Three Lakes						
SECOND OBJECTIVE						
Develop architectural and design guidelines for the town center						
THIRD OBJECTIVE						
Improve connectivity between the town center, local parks and trails, and residential neighborhoods						
FOURTH OBJECTIVE						
Revise existing land-use tools to encourage desired development patterns within downtown Three Lakes						
FIFTH OBJECTIVE						
Identify and remediate existing brownfields						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
Land Use	Provide information about alternative financing methods, grant writing and various educational and training programs available to local businesses.	Town Budget	Plan Commission TLCOC	Continuous		
Land Use	Support development proposals that provide a mix of uses in the downtown, including residential, retail and service establishments.	None	Plan Commission TLCOC	Continuous		
Land Use	Consider implementing Tax Impact reviews and Transportation Assessments for new development proposals within the town center.	Town Budget	Plan Commission Consultant	2010		

Three Lakes ²⁰³⁰

Chapter 12: Implementation

Transportation U&CF Land Use	Develop a Streetscape Plan including recommended façade improvements for local businesses, street amenities, parking, sidewalk improvements, lighting improvements, signage and canopies, street furniture and landscaping.	Town Budget	Plan Commission TLCOC Consultant	2010-11	
Land Use	Create a Design Review Committee, including local business and resident stakeholders, to help develop and implement a design review overlay ordinance or design overlays in the Zoning Ordinance.	Town Budget	Plan Commission TLCOC	2011	
Transportation U&CF Ag/Natl/Cult Land Use	Utilize the Streetscape Plan to develop architectural and design guidelines for current and future development within downtown Three Lakes.	Town Budget	Plan Commission TLCOC Consultant	2011	
Housing Transportation U&CF Land Use	Develop a way-finding system for the town of Three Lakes, including attractive and informative signage and thematic landscaping, to identify key destination nodes within the community.	Town Budget	Plan Commission TLCOC Consultant	2011	
Ag/Natl/Cult	Consider utilizing Tax Increment Financing (TIF) to fund future economic development activities in the town.	Town Budget	Town Board Plan Commission Consultant	2013	
Ag/Natl/Cult Intergov.	Work with Oneida County and the DNR to identify and remediate existing brownfields in Three Lakes.	General Fund PECFA, Site Assessment Grant	Town Board Plan Comm, Oneida Cty DNR, U.S.EPA	2013	
Land Use	Collaborate with area banks to establish a revolving loan fund for façade improvements.	None	Town Board TLCOC Local Financial Institutions	2013-14	

ISSUE – SUSTAINABLE LOCAL ECONOMY REQUIRES HIGH-QUALITY LOCAL EDUCATION OPPORTUNITIES TO MATCH EMPLOYERS' NEEDS						
GOAL Ensure High-Quality Local School And Post-secondary Learning Opportunities For All Citizens While Providing A Skilled Workforce For The Business Community.						
FIRST OBJECTIVE Support initiatives for continuous improvement of the Three Lakes School District, Nicolet Area Technical College and others.						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	U&CF Intergov.	Identify skills required by existing/future employers and collaborate with Three Lakes School District/Nicolet College and other tech schools/UW System to ensure these skills are taught.	None	Plan Commission TLSD Nicolet College UW System	Continuous	
	U&CF Intergov.	Improve link between employers and Three Lakes School District.	None	Plan Commission TLSD TLCOC	Continuous	
	U&CF Intergov.	Improve link between employers and Nicolet College/other area tech schools and UW System.	None	Plan Commission Nicolet College UW System	Continuous	

ISSUE – UNDERSUPPORTED HOME OFFICES, TELECOMMUTERS AND BUSINESS TECHNOLOGY NEEDS						
GOAL Enhance Technology Services To Community						
FIRST OBJECTIVE Address ever-changing technology needs of community						
SECOND OBJECTIVE To create a home-office/telecommuter-friendly town environment						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Util & Comm Fac., Eco/Dev.	Form a Technology Committee	None	Town Board	2009	Formation of committee
	Util & Comm Fac., Eco/Dev..	Survey the technology needs and interests of citizens	Town Budget	Town Board	2010	Completion of survey
	Util & Comm Fac., Eco/Dev.	Determine range of technology to be supported	None	Town Board	2010	Ranking of technology services needed
	Util & Comm Fac., Eco/Dev.	Consider a partnership for establishment of Technology Center	Town Budget	Town Board Three Lakes School District	2011	Technology Center operational

ISSUE – LAND-USE PLANNING FOR THREE LAKES						
GOAL						
Create An Effective, Community-Supported Comprehensive Land-Use Plan For The Town of Three Lakes						
FIRST OBJECTIVE						
To establish an authority for the process of land-use planning						
SECOND OBJECTIVE						
Plan for orderly growth that is appropriate, representative and responsive to the unique culture of Three Lakes						
THIRD OBJECTIVE						
Develop policies that are firm, fair, consistent and repeatable regarding land-use planning						
FOURTH OBJECTIVE						
Guide the Town Board in the development and passage of land-use ordinances and other design and preservation tools necessary to effectively implement the Comprehensive Plan						
FIFTH OBJECTIVE						
To regulate and enforce planning policy						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	All	Create a Town of Three Lakes Plan Commission to implement the comprehensive plan and guide long-range planning, land use, land division, zoning, signage, design and aesthetics, livability and other recommendations of the comprehensive plan.	Town Budget	Town Board Oneida County WDOA	12/31/2009	Formation of Plan Commission
	All	Develop the Town of Three Lakes Future Land Use Map and use it to guide local land-use decision making.	Town Budget	Town Board Plan Commission Oneida County	12/31/2009	Publication Distribution

Three Lakes ²⁰³⁰

Chapter 12: Implementation

ISSUE – COMPREHENSIVE PLAN IMPLEMENTATION						
GOAL						
Ensure That The Town of Three Lakes Possesses The Tools Necessary To Effectively and Equitable Implement The Town of Three Lakes Comprehensive Plan						
FIRST OBJECTIVE						
Review existing land-use tools and revise them to be consistent with the Comprehensive Plan						
SECOND OBJECTIVE						
Identify and develop new land-use tools necessary to implement the Comprehensive Plan						
RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY	
All	Oneida County Zoning Ordinance to be consistent with the comprehensive plan, including the creation of new districts and overlay zones.	Town Budget	Plan Commission Oneida County Consultant	2010	Amended and adopted Ordinance	
All	Develop a Town of Three Lakes Land Division/Subdivision Ordinance to guide land-use development in the community.	Town Budget	Plan Commission Consultant	2010	Adopted Ordinance	
Housing Transportation Economic Development	Develop a Town of Three Lakes Design Ordinance establishing architectural and design guidelines and requirements for future development in the town center.	Town Budget	Plan Comm, COC Business Impr. District Consultant	2011	Adopted Ordinance	
Housing Transportation Economic Development	Establish a Design Review Process and create a Design Review or Site Plan Review Committee to review design proposals related to current and proposed residential, commercial and industrial land uses in the community.	Town Budget	Plan Commission Consultant	2011	Established Process and Committee	
Housing Transportation Economic Development	Develop a Town of Three Lakes Access Control Ordinance to regulate driveway and entrance access to major transportation corridors in the community.	Town Budget	Plan Commission Oneida County WisDOT Consultant	2011	Adopted Ordinance	
Transportation Economic Development	Develop a Signage Ordinance consistent with the design ordinance to effectively implement the wayfinding system.	Town Budget	Plan Commission Consultant	2011-12	Adopted Ordinance	
Land Use Intergov. Cooperation	Adopt a historic preservation ordinance, in cooperation with the State Historical Society.	SHPO	Town Board SHPO	2014	Adopted Ordinance	

ISSUE – DOWNTOWN REVITALIZATION						
GOAL						
Undertake Studies and Analyses To Evaluate and Revitalize The Downtown Area To Attract New Business Development, Retain Existing Businesses and Enhance Community Aesthetics						
FIRST OBJECTIVE						
Develop a downtown master plan						
SECOND OBJECTIVE						
Create the tools necessary to implement the downtown master plan						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Housing Transportation Economic Development	Encourage the creation a Downtown Business Assoc. and create a master plan, including Market Data Analyses, Location Quotient Analyses and parking solutions to guide development and redevelopment in the town center area and provide a basis for the development of the Town of Three Lakes Design Ordinance. Develop accurate Downtown Map	Town Budget	Plan Commission Consultant	2010	Creation of DBA Approved Plan
	Housing Economic Development	Create a Mixed-use Infill Overlay within the zoning ordinance to allow for appropriate and innovative development and redevelopment in the town center.	Town Budget	Plan Commission Oneida County Consultant	2010	Amended and Adopted Ordinance.
	Transportation Ag/Natl/Cult Econ. Dev.	Create and implement a definable landscaping theme for implementation throughout the community.	Town Budget	Plan Commission Consultant	2011	Approved Theme
	Housing Transportation Econ. Dev.	Create a Business Improvement District.	Town Budget Chamber of Commerce	Town Board Plan Commission COC Consultant	2011-12	Creation of BID
	Housing Transportation Econ. Dev.	Utilize Tax Increment Financing and brownfields funding to redevelop blighted areas.	Town Budget	Town Board Plan Commission Consultant	2011-19	Creation of TIF District

ISSUE – CORRIDOR ENHANCEMENT						
GOAL						
Ensure Visually Appealing Transportation Corridors and Gateway Features and Develop an Effective and Informational Wayfinding System in Three Lakes						
FIRST OBJECTIVE						
Establish an image corridor along U.S. Highway 45, State Trunk Highway 32 and County Trunk Highway A to preserve rural character along the major ingress/egress points in the community						
SECOND OBJECTIVE						
Create gateway features at Highway 45, Highway 32 and Highway A where the highways enter the town of Three Lakes						
THIR OBJECTIVE						
Develop a wayfinding system						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Transportation Economic Development	Establish the framework for image corridors within the zoning ordinance to effectively preserve the aesthetic beauty of the community.	Town Budget	Plan Commission Chamber of Commerce Oneida County WisDOT Consultant	2010	Amended and Adopted Ordinance
	Transportation Economic Development Intergov.	Create gateway features designed in harmony with the natural landscape and existing architectural themes and utilizing the landscape theme to define town boundaries and welcome visitor to the community.	Town Budget	Plan Commission Chamber of Commerce Oneida County WisDOT Consultant	2011	Placement of gateway features.
	Transportation Economic Development Intergov.	Create a wayfinding system to guide visitors to key destination nodes in the community.	Town Budget	Plan Commission Chamber of Commerce Oneida County WisDOT Consultant	2011	Establishment of wayfinding signage

ISSUE – INTERGOVERNMENTAL ACTIONS						
GOAL						
Work with local, county, and state governments and other institutions to effectively implement the Town of three Lakes Comprehensive Plan.						
FIRST OBJECTIVE						
Maintain and enhance opportunities to improve communication with neighboring communities, the school district, WDNR, WisDOT, Oneida County, NCWRPC and other intergovernmental partners.						
SECOND OBJECTIVE						
Seek ways to coordinate and share community facilities and services with neighboring communities and Oneida County						
	RELATED ELEMENTS	POLICIES	FUNDING SOURCES	CHAMPION/ PARTNER	COMPLETION DATE	PROGRESS MEASURED BY
	Land Use Econ Dev U&CF	The Town will maintain open lines of communication to encourage coordinated planning efforts, particularly at shared boundaries.	Town Budget	Plan Commission Onieda County	Continuous	
	Intergov.	Continue to actively participate in the comprehensive planning activities of neighboring communities, Oneida County and NCWRPC.	Town Budget	Plan Commission	Continuous	
	Utilities & Community Facilities	Participate in the planning activities of the Three Lakes School District, particularly with respect to expansion and building of new facilities.	Town Budget	Plan Commission	Continuous	
	Utilities & Community Facilities	Consider opportunities when signing contracts with private companies to coordinate with neighboring communities and the school districts that need similar services (i.e. plowing, road resurfacing, etc.).	N/A	Town Board	Continuous	

Three Lakes ²⁰³⁰

Chapter 12: Implementation

	Transportation	Consider opportunities to purchase road maintenance equipment jointly with neighboring communities.	N/A	Town Board	Continuous	
	Transportation	Consider opportunities to lease existing Town equipment to generate revenue for the Town and avoid situations where neighboring communities and the school district own similar equipment that is underutilized.	N/A	Town Board	Continuous	
	Transportation	Consider coordination with surrounding communities, to consider snowplowing schedules that efficiently meet the needs of area residents.	N/A	Town Board	Continuous	
	Utilities & Community Facilities	Investigate opportunities to provide garbage collection and recycling more efficiently by cooperating with neighboring communities to coordinate collection times and contract negotiations with private providers to secure costs savings.	N/A	Town Board	Continuous	
	Utilities & Community Facilities	Explore joint use agreements concerning the use of recreational facilities in order that the advantages of such an agreement can result in avoidance of facility duplication and a greater diversity of recreational opportunities	N/A	Town Board	Continuous	
	Housing Transportation Utilities & Community Facilities	Investigate opportunities to jointly address the housing, transportation, and service needs of seniors with the County and adjoining local governments.	N/A	Town Board Oneida County	Continuous	
	Housing	Work with the County and local governments to develop a county-wide affordable housing strategy.	N/A	Town Board Oneida County	Continuous	

