

Town of West Bend
Washington County, Wisconsin

Comp Plan²⁰⁴⁰

November 2022

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Appleton, Wisconsin
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Public Participation Plan

Introduction

The purpose of the Public Participation Procedures and Plan Adoption is to chronicle the means by which the Town of West Bend engaged the public in the review and update of its Comprehensive Plan and describe the process by which the Town Board adopted the amended document. The goal of the update process was to ensure that the amended plan was developed in a fair and consensus-based manner, balancing community and individual interests to achieve the desired future for the Town of West Bend.

Comprehensive Planning Law Requirements

Wisconsin's Comprehensive Planning Law (Chapter 66.1001(4)(a), Wis. Stats.), reads as follows: 'The governing body of a local government unit shall adopt written procedures that are designed to foster public participation, including open discussion, communication programs, information services, and public meetings for which advance notice has been provided, in every stage of the preparation of a comprehensive plan. The written procedures shall provide for wide distribution of proposed, alternative or amended elements of a comprehensive plan and shall provide an opportunity for written comments on the plan to be submitted by members of the public to the governing body and for the governing body to respond to such written comments.'

Public Participation Procedures

The Town of West Bend, Washington County, Wisconsin, in order to engage the public in the process of updating the Comprehensive Plan has adopted the following Public Participation Procedures. It is the intent of these procedures to provide opportunities for the public to be meaningfully involved throughout the planning process.

The Town Board, in accordance with the requirements of Chapter 66.1001(4)(a), Wis. Stats., did:

- Hold a Community Engagement Session to gather public input regarding visions and goals.
- Prepare and distribute a Town of West Bend Comprehensive Plan Survey
- Hold regularly scheduled meetings to review amended plan chapters and maps.
- Hold a Public Hearing to solicit testimony from interested parties regarding the recommended update of the comprehensive plan.
- Post all meeting summaries, draft plan documents, and draft plan maps to the Town website.
- Make available to the public information about the planning process and copies of plan documents.
- Record meeting attendance through sign-in sheets as part of the plan process record.
- Actively solicit comments and suggestions from the residents and property owners of the Town, neighboring municipalities, local school districts, Washington County, Southeast Wisconsin Regional Planning Commission, Wisconsin Department of Natural Resources, Wisconsin Department of Transportation, nonmetallic mining interests within the Town, and the general public.
- Accept written comments from residents, landowners, business owners, and other interested parties throughout the planning process.
- Adopt these Public Participation Procedures.

All meetings related to the comprehensive plan were open to the public and duly posted pursuant to Ch. 985.02(2) Wis. Stats. The public notice announcing the required public hearing on the plan was published as a Class I notice, pursuant to Ch. 985.02(1) Wis. Stats., at least 30 days prior to the hearing. The Class I notice included the following:

- Date, time and place of the hearing.
- A brief summary of the recommended amendments to the Town of West Bend Comprehensive Plan.
- The name of the Town representative who could provide additional information regarding the process of updating the plan.
- The locations where a copy of the updated comprehensive plan could be viewed prior to the hearing.

Prior to posting the public hearing notice, copies of the recommended Town of West Bend Comprehensive Plan were made available for viewing at the Town Hall and on the Town website. Written testimony was accepted prior to and during the public hearing. Oral testimony was accepted during the hearing. All approved revisions to the recommended Town of West Bend Comprehensive Plan resulting from testimony provided during the hearing were posted to the project website and included in the official minutes of the hearing.

Plan Adoption

The Town of West Bend Board of Supervisors has established a Plan Commission in accordance with the requirements of Ch. 66.1001(4)(a) Wis. Stats. The Plan Commission was the primary party responsible for the development of the Town of West Bend Comprehensive Plan. Following the public hearing, and the incorporation of any revisions prompted by submitted testimony, the Plan Commission recommended to the Town Board the adoption of the Town of West Bend Comprehensive Plan.

Based on the recommendation of the Plan Commission, the Town Board, by majority vote, enacted an ordinance adopting the Town of West Bend Comprehensive Plan. A copy of the ordinance and adopted plan was delivered to the following parties:

- Washington County
- West Bend Community Memorial Library
- City of West Bend
- Village of Slinger
- Towns of Addison, Barton, Hartford, Jackson, Polk, Trenton, and Wayne.
- West Bend Joint School District and Slinger School District
- Southeast Wisconsin Regional Planning Commission
- Wisconsin Departments of Administration, Natural Resources, and Transportation

A copy of the Town of West Bend Comprehensive Plan will be maintained at the Town Hall and City of West Bend Community Memorial Library for public viewing purposes.

Plan Implementation & Update

The Plan Commission shall assist the Town Board in implementing the provisions of the Town of West Bend Comprehensive Plan. From time to time, but not less than once every ten years, the Plan Commission shall recommend comprehensive plan amendments to the Town Board on a majority vote of its entire membership.

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**TOWN OF WEST BEND TOWN BOARD
WASHINGTON COUNTY, WISCONSIN**

ORDINANCE 2022-07

AN ORDINANCE ADOPTING AN UPDATED COMPREHENSIVE PLAN

WHEREAS, the Town Board is authorized by state law to adopt a comprehensive plan as defined in Sections 66.1001(1)(a) and 66.1001(2), Wis. Stats.; and

WHEREAS, the Town Board adopted a comprehensive plan on October 12, 2005 following extensive public participation; and

WHEREAS, the Plan Commission adopted Resolution 2022-03 at their meeting on September 22, 2022, recommending adoption of the updated current comprehensive plan; and

WHEREAS, the Town Board conducted a public hearing on November 15, 2022 regarding the proposed plan update in compliance with the requirements of Section 66.1001(4)(d), Wis. Stats.; and

WHEREAS, the Town Board, having carefully reviewed the recommendation of the Plan Commission, having determined that all procedural requirements and notice requirements have been satisfied, having given the matter due consideration, including consideration of the plan components, as may be herein amended, relating to issues and opportunities, housing, transportation, utilities and community facilities, agricultural, natural and cultural resources, economic development, intergovernmental cooperation, land-use, and implementation, as well as the responses received from the public participation plan, has determined that the Town's comprehensive plan, as herein amended, will serve the general purposes of guiding and accomplishing a coordinated, adjusted and harmonious development of the Town which will, in accordance with existing and future needs, best promote public health, safety, morals, order, convenience, prosperity and general welfare, as well as efficiency and economy in the process of development.

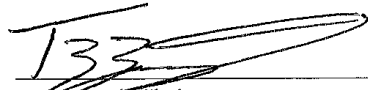
NOW, THEREFORE, the Town Board of the Town of West Bend, Washington County, Wisconsin, hereby adopts the updated comprehensive plan for the Town of West Bend with a date of August 2022.

NOW THEREFORE, the Town Clerk is directed to send a copy of this ordinance to each of the following, along with a copy of the plan (hard copy or digital as appropriate):

- a. the clerk for Washington County;
- b. the clerk of every local government unit that is adjacent to the Town;
- c. Wisconsin Land Council;
- d. State of Wisconsin Department of Administration;
- e. Southeastern Wisconsin Regional Planning Commission (SEWRPC); and
- f. West Bend Community Memorial Library.

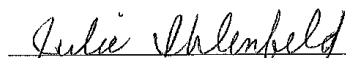
Passed and adopted this 15 day of November 2022

Town of West Bend Town Board



Troy Zigel, Chairman

ATTEST:



Julie Ihlenfeld, Town Clerk

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Introduction

The Town of West Bend was established in 1846 and is located in central Washington County. It shares boundaries with the City of West Bend and Towns of Addison, Barton, Jackson, Polk, and Trenton. Nearby municipalities include the City of Hartford and Villages of Jackson, Kewaskum, Newburg, and Slinger. Town of West Bend lies roughly 40 miles northwest of the City of Milwaukee and 17 miles west of Lake Michigan.

The township hosts Big Cedar Lake, Little Cedar Lake, Silver Lake, Gilbert Lake, Lucas Lake, and a number of smaller surface water bodies. It is located within the Milwaukee River and Rock River watersheds.



Courtesy: Lator Gator

Comprehensive Plans

A comprehensive plan is used by local government to guide land use, preservation, and community development. It is comprised of data, graphics, maps, goals, objectives, policies, and visions related to housing, transportation, economic development, and natural resources (among others). The purpose of a comprehensive plan is to guide land use policy. Wisconsin's Comprehensive Planning Law (hereafter, Planning Law), requires municipalities that administer zoning regulations, subdivision regulations, or an official map to do so consistent with an adopted comprehensive plan. Under the law, a plan must include nine elements (or chapters) describing existing and desired conditions within the community. These elements include:

- Issues & Opportunities – Background information on the community and detailed demographic data related to population, education, income, and employment, among others.
- Housing – Detailed assessment of the current housing stock and a plan to ensure that future housing will meet the needs of all residents.
- Transportation – Comprehensive description of the existing transportation network and a plan for providing multi-modal systems to meet future demand.
- Utilities & Community Facilities – Analysis of current facilities including water and sewer service, stormwater, electricity and natural gas, parks and recreation, healthcare, schools, municipal facilities, and public safety, among others; and a plan to ensure that those facilities are adequate to meet future needs.
- Agricultural, Natural, and Cultural Resources – Description of the community's resource base and the efforts necessary to preserve that base in the long-term.
- Economic Development – Plans and programs to promote the stabilization, retention, diversification, and expansion of the economic base and quality employment opportunities.
- Land Use – Detailed description of current land uses and a future land use plan to guide development during the next twenty years.
- Intergovernmental Cooperation – List of existing intergovernmental agreements and the identification of opportunities for future coordination and collaboration with adjoining municipalities.

- **Implementation** – Compilation of the programs and specific actions the local government will take to implement the comprehensive plan.

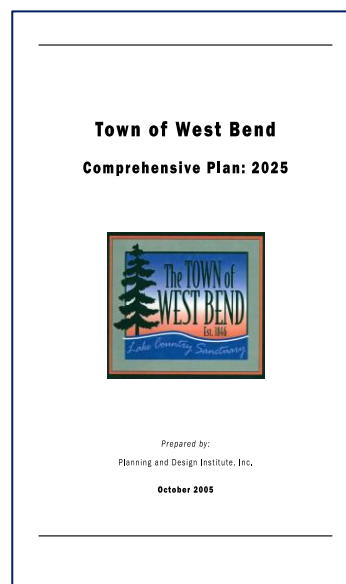
The Planning Law provides a framework for comprehensive planning. Unlike a zoning or subdivision ordinance, a comprehensive plan is not a regulatory tool. It is a guidance document that represents community visions and provides a road map for future growth and preservation. It must be crafted to reflect the values unique to each municipality; and, its text, graphics, and maps must present those values within an easily understood document that informs stakeholders, provides direction to developers, and guides decision-makers.

Current Town of West Bend Comprehensive Plan

The *Town of West Bend Comprehensive Plan: 2025* was adopted by the Town Board in October 2005 under authority granted by Chapter 60.10, Wis. Stats. The document updated a 1998 comprehensive plan and was intended to satisfy the requirements of the Planning Law.

Under the Planning Law, a comprehensive plan must include, at a minimum, the following nine elements:

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



Comprehensive Plan: 2040

This document represents an addendum to, not a rewrite of, the 2005 plan. An addendum is an addition to an existing document intended to supplement the original text. The Town of West Bend chose to add to, not revise, the current plan since much of the information contained within it remains relevant today. Comp Plan 2040 includes updated demographic data, a reexamination of each plan element contained in the 2005 plan, and a completely revised Implementation section.

The bulk of the data presented in the tables and figures presented in this document was drawn from the US Census Bureau. It presents a data-based description of the community over time and provides important information necessary to forecast future needs. The population, housing, education, employment, and economic information was collected from a variety of sources including the Census Bureau, WDOA, Wisconsin Department of Workforce Development, Washington County, and Southeast Wisconsin Regional Planning Commission, among others.

Intergovernmental Announcements

In July 2020 a written notice was mailed to each of the Town of West Bend's intergovernmental planning units as required under Chapter 66.1001(2)(g), Wis. Stats. The purpose of the notice was to inform local governments and other parties of interest of the comp plan update process and provide information regarding how to review and provide comment on the draft document.

Recipients included:

- Washington County
- City of West Bend
- Village of Slinger
- Towns of Addison, Barton, Hartford, Jackson, Polk, Trenton, and Wayne.
- West Bend Joint School District and Slinger School District
- Southeast Wisconsin Regional Planning Commission
- Wisconsin Departments of Administration, Natural Resources, and Transportation

Comprehensive Plan Survey

In January 2021 the Comprehensive Plan Goals & Objectives Committee drafted the Town of West Bend Comprehensive Plan Survey. The survey included 40 questions related to land use preferences. Of the 2,430 surveys distributed to residents, property owners, and business owners, 957 were completed and returned for a response rate of 39%.

Comprehensive Plan Survey Summary

Residence Longevity & Location Demographics:

- High degree of long-time residence participation (56% > 20 years). Respondents greater > 11 years equaled 75%.
- Combined 74.5% respondents represented sub-division property (39%) or lake property (35%)

Residential New Development:

- High support for single family detached homes over other residential (multiple, mobile, apartment, high density)
- Minimal support for condos and institutional (~40% agree)

Commercial (Business) Development:

- High support for small retail development
- Minimal support for large retail, large office and industrial development
- Moderate support for small office (67% agree) and home business mixed use (58% agree)

Importance of Open Space and Natural Environmental Areas:

- High support for parks, trails, open spaces, and maintaining visual character of town
- High support for conserving woodlands, waterbodies and environment
- Moderate support (60% important) for sports fields and facilities

Public Policies for New Development:

- High support for maintaining open space, natural environment, scenic roads, rural character, controlling pollutants and limiting signage
- Moderate support (53% agree) for establishing standards on private roads becoming public

Permissible Use of Public Revenues for Land Control:

- Moderate support (68% agree) of using revenues to support environmental protection, hiking and bike trails
- Moderate support (~55% agree) on lowering taxes on preserved land and allowing town to sell town owned land

Density of Homes Per Acre:

- High support for maintaining lot size (71%)

Ordinances to Maintain Rural Character and Natural Beauty:

- High support for ordinances preventing rezoning of environmentally sensitive areas
- High support for prohibiting parking lots as stand-alone businesses
- High support for ten-foot setbacks between homes

Infrastructure Changes for Town:

- High support for exploring new municipal structure, improving fire protection, internet and communication access
- Minimal support (24% agree) for sewer services

Please refer to 'Appendix A' in Appendices for the complete, tabulated survey.

Presentation of First Draft

The first draft of Comp Plan 2040 was presented to the Plan Commission on May 4, 2021. The draft document was also posted to the Town of West Bend website for review. Following the presentation and discussion at subsequent Plan Commission meetings, the document was revised at the request of the Plan Commission in preparation for the Public Hearing.

Public Hearing & Adoption

A Public Hearing was held on November 15, 2022 at the Town Hall, and Comp Plan 2040 was adopted by the Town of West Board of Bend Supervisors on November 15, 2022.

Intergovernmental Distribution

Comp Plan 2040 was distributed to all intergovernmental units, as required. Copies of the document will be maintained for public viewing at the Town Hall and West Bend Community Memorial Library.

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Chapter 1: Issues & Opportunities

Introduction

Chapter I provides a data-based profile of the Town of West Bend. Demographic data is an important source of reliable information providing valuable insights about the Town and is critical to forecasting future housing and infrastructure needs, resource allocation, and demand for services. It is a foundational component of each comprehensive plan chapter.



Community Profile

The process of updating the comprehensive plan begins with a description of the people who live and work in the community. The Community Profile provides a snapshot of the community as it exists today, but also offers projections for the future. The purpose of the various profiles that follow is to identify trends and patterns that, when compared with neighboring communities, will allow for a clearer understand of the local planning context. Additional demographic data will be included in later chapters.

The Census

The 2000 Census was the last to utilize a long survey format. Beginning in 2010, the Census Bureau distributed an abbreviated survey instrument, one that collected a more limited volume of data. Due to these limitations, the census is now supplemented with additional data gathered through the annual American Community Survey (ACS). Also conducted by the Census Bureau, the ACS is an expanded statistical survey sent to approximately 250,000 addresses monthly. It gathers information previously contained in the decennial census. Data attributed to 2019 result from the most recent ACS.

The Pros and Cons of Growth

Some residents see growth as necessary and beneficial while others may view it as a threat to the character of the Town of West Bend. Finding a balance between the 'preservationists' and 'pro-growth' advocates is a crucial component of every planning process. An increasing population can have both positive and negative effects upon a community. Benefits may include an expanded tax base, additional consumer spending at local businesses, employment opportunities related to new home construction, and additional students in local school districts (with resulting increases in state and federal funding). Potential challenges may consist of strains on the current housing supply, increased costs of services (i.e., increased taxes), and harmful effects on the natural landscape. Population growth may change the culture of the community in ways positive or negative depending upon where, when, and how such growth occurs.

Population Profile

Table 1 presents the population of the Town of West Bend from 1970 through 2010 followed by projections in five-year increments through the year 2040. During the 30-year period between 1970 and 2000, the Town's population grew by 71.8% (1,995 persons), though, the bulk of that increase occurred from 1970 to 1990.

By comparison, Washington County grew by 80% during the same period. According to information provided by WDOA, which develops population projections based upon a formula that includes historic population, regional demographics trends and economic forecasts (among others), Town of West Bend's population is projected to reach a high of 5,260 individuals in 2030 before falling to 5,130 in 2040.

In a comparison of select municipalities (see Table 2), Town of West Bend's annual 0.4% growth rate from 1990 to 2020 trails all but the Town of Hartford and Village of Newburg. As Table 3 shows, that rate of growth is projected to remain stable during the next two decades.

Table 1: Past & Projected Population, Town of West Bend

Year	Pop.	Change (number)	Change (percent)
1970	2,779	-	-
1980	3,588	809	29.1%
1990	4,604	1,016	28.3%
2000	4,834	230	5.0%
2010	4,774	-60	-1.2%
2020	4,667	-107	-2.3%
2025	5,145	478	9.3%
2030	5,260	115	2.2%
2035	5,240	-20	-0.4%
2040	5,130	-110	-0.2%

Source: WDOA-Demographic Services Center, 2021

Table 2: Comparison of Past & Current Population, 1990-2020

Municipality	Year				Change		Annual Average
	1990	2000	2010	2020*	Number	Percent	
T. Addison	1,161	3,341	3,495	3,485	3,324	286.3%	9.5%
T. Barton	2,586	2,546	2,637	2,721	135	23.0%	0.8%
T. Hartford	3,243	4,031	3,609	3,534	291	9.0%	0.3%
T. Jackson	3,172	3,516	4,134	4,564	1,391	43.9%	1.46%
T. Polk	3,540	3,938	3,937	4,040	500	14.1%	0.5%
T. Trenton	3,967	4,440	4,732	4,800	833	21.0%	0.7%
T. West Bend	4,165	4,834	4,774	4,667	502	12.1%	0.4%
V. Jackson	2,486	4,938	6,753	7,199	4,713	189.6%	6.3%
V. Newburg	853	1,027	1,157	1,169	-1,314	-154.4%	-5.2%
V. Slinger	2,340	3,901	5,068	5,845	3,505	149.8%	5.0%
C. Hartford	8,179	10,895	14,223	15,863	7,684	93.9%	3.1%
C. West Bend	24,470	28,152	31,078	32,058	7,588	31.0%	1.0%

* Estimated population

Source: WDOA-Demographic Services Center, 2021

Table 3: Comparison of Projected Population, 2020-2040

Municipality	Year					Change		Annual Average
	2020	2025	2030	2035	2040	Number	Percent	
T. Addison	3,485	3,735	3,815	3,795	3,720	235	6.7%	3.4%
T. Barton	2,721	2,805	2,855	2,835	2,765	44	0.2%	0.0%
T. Hartford	3,534	3,765	3,810	3,750	3,630	96	0.3%	0.0%
T. Jackson	4,564	5,057	5,395	5,575	5,655	1,091	23.9%	1.2%
T. Polk	4,040	4,330	4,455	4,460	4,395	355	8.8%	0.4%
T. Trenton	4,800	5,245	5,425	5,460	5,400	600	12.5%	0.6%
T. West Bend	4,667	5,145	5,260	5,240	5,130	463	9.9%	0.5%
V. Jackson	7,199	8,435	9,085	9,485	9,710	2,511	34.9%	1.8%
V. Newburg	1,169	1,315	1,375	1,400	1,395	226	19.3%	1.0%
V. Slinger	5,845	6,365	6,855	7,155	7,330	1,485	25.4%	1.3%
C. Hartford	15,863	17,350	18,530	19,230	19,580	3,717	23.4%	1.2%
C. West Bend	32,058	36,020	37,710	38,400	38,430	6,372	19.9%	1.0%

Source: WDOA-Demographic Services Center, 2021

Population by Age Group

Figure 1 compares the population of select age groups for the years 2000 and 2019. The most notable change over the past twenty years is the 52% decline in the 25 to 44 years age category. Characteristics associated with each group are presented in Table 4 on the following page.

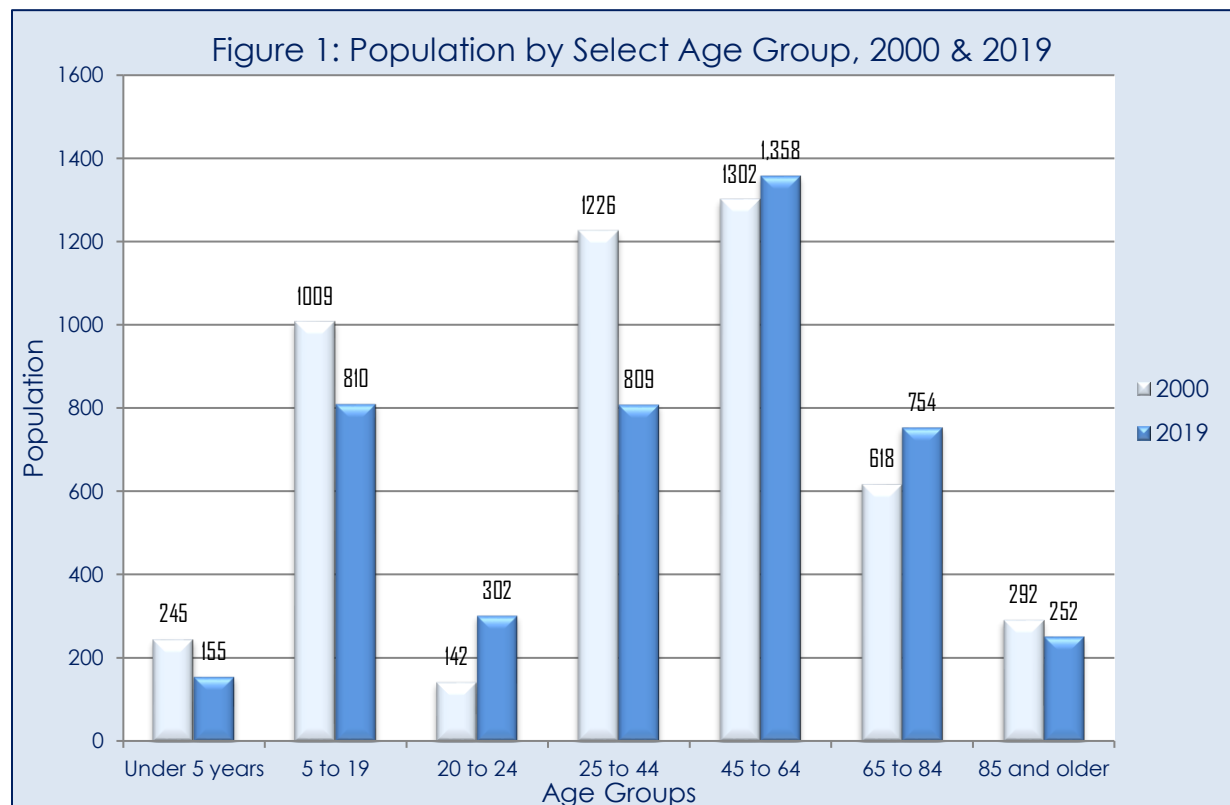


Table 4: Characteristics of Select Age Groups

Age Group	Description	Status	Community Needs
Under 5 Years of Age	Infants, toddlers, and pre-school.	Entirely dependent upon others.	Healthcare and day care.
5 to 19 Years	School aged children and young adults.	Dependent upon others for lodging, food, education, and most other needs.	Schools, play apparatus and sports fields/courts, safe pedestrian and bicycle facilities; libraries.
20 to 24 Years	Post high school young adults; job and career training (college, trades, military, etc.).	Somewhat dependent upon others for some needs.	Affordable housing, part- and full-time employment opportunities, multi-modal transportation systems, entertainment, coffee shops, high-speed/broadband internet access.
25 to 44 Years	Established adults.	Prime earning and spending years; traditional child-raising years.	Community needs include diversity in housing choices, safety, healthcare, dining alternatives, diverse retail, childcare services, career opportunities, banking and insurance.
45 to 64 Years	Mature adults.	Often "empty nesters".	Community needs are similar to the 24 to 44 group with less emphasis on programs, facilities, and services for youth.
65 to 84 Years	Retirement-age.	Decreased earning, sustained activity level.	Community needs include healthcare, multi-modal transportation opportunities, recreation, senior housing options.
85 Years and Older	Post retirement.	Decreased earning and activity level.	Community needs similar to '65 to 84' with greater emphasis on around-the-clock care.

General Population Characteristics

The following Town of West Bend population characteristics were collected from the 2019 ACS:

- 52.8% of the population was male, 47.2% was female
- The median age was 49.0 years (42.5 in 1999)
- 98.7% of respondents identified race as 'White'
- 66.8% of the population was married, followed by: 19.9% never married; 7.3% divorced or separated; and, 7.3% widowed

Seasonal Population Profile

Some portion of the Town's current housing supply, perhaps a considerable one, is comprised of second and vacation homes, many of which are owned by people who do not make Town of West Bend their year-round home. These units may be used by seasonal residents or available as short-term rentals, perhaps both. The US Census tallies for year-round residents, not those who may spend a considerable amount of the year in a given location while maintaining permanent a residence elsewhere. Communities with strong tourism sectors experience significant variations in population over the course of a year. The effective population of the Town may increase by 50% or more during summer months. Although accurate mechanisms to track variations in local population resulting from seasonal residents are not readily available, the effects upon a community may be significant in both positive and negative ways. Seasonal residents, vacationers, and day trippers can create economic, social, and physical impacts through increased demand for

public and private goods and services, and may stress physical infrastructure and the natural environment.¹ They also bolster the general fund through property taxes, increase retail sales, add diversity and vibrancy to the community, and raise home values.

Metropolitan Statistical Area

The United States Office of Management and Budget (OMB) delineates Metropolitan Statistical Areas (MSA) according to published standards applied to Census Bureau data. The general concept of a MSA is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core.² MSAs provide a more meaningful measure of population and economic dynamics than what can be achieved by focusing upon individual municipalities. The Town of West Bend is located within the Milwaukee-Waukesha MSA. At a 2020 population of 1,586,914, it is the largest in the state.

Household Profile

The size of households in the US has been declining for more than fifty years. In the Town of West Bend, the average household size fell from 2.73 persons in 1999 to 2.53 in 2010. By 2040, average household size is projected at 2.35. The reasons behind the decline, in Town of West Bend and elsewhere, include people waiting longer to get married, fewer women choosing to have children, those that do choosing to have fewer children and waiting until later in life to have them, and increases in average life span (resulting in more seniors living alone). The trend is significant since a decrease in household size means that additional housing units may be necessary even if the overall population remains the same.

General Household Data

- Total housing units, 2019: 2,193
- Total households, 2010: 1,790
- Estimated households, 2019: 1,843
- Projected households, 2040: 1,973
- Owner-occupied housing units: 2,097
- Renter-occupied housing units: 96

For additional information related to housing in the Town of West Bend please see Chapter 2: Housing.

¹ Excerpted from: Toward a Methodology for Estimating Temporary Residents, S.K. Smith, Journal of the American Statistical Association, May 13, 2014.

² Source: United States Census Bureau, 2018.

Education Profile

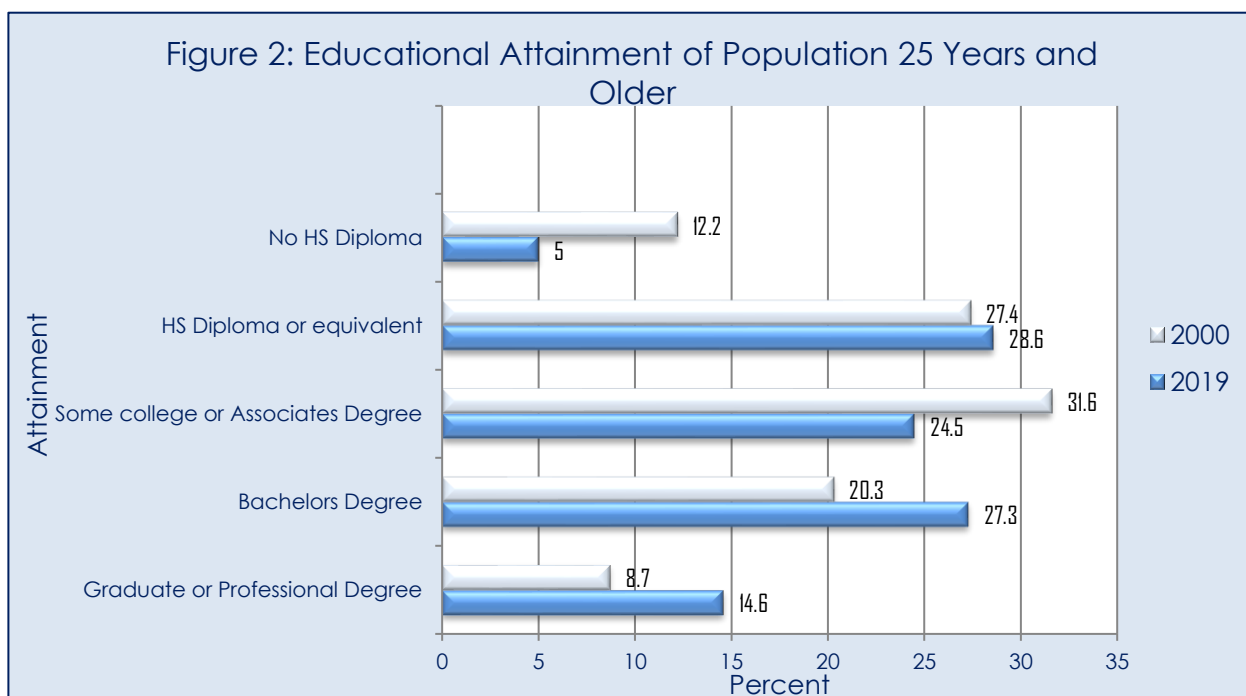
The level of educational attainment in a community is a key indicator for quality of life. Generally, a high level of educational attainment reflects a skilled population with higher earnings potential. The benefits of higher education extend beyond the individual to society as a whole.

For individuals:

- A correlation exists between higher levels of education and higher earnings for all racial/ethnic groups and for both men and women.
- The income gap between high school graduates and college graduates has increased significantly over time.
- The earnings benefit to the average college graduate is high enough for graduates to recoup both the cost of full tuition and fees and earnings forgone during the college years in a relatively short period of time.
- Even a small amount of college experience produces a measurable benefit when compared with no post-secondary education, but the benefits of completing a bachelor's degree or higher are significantly greater.

For society:

- Higher levels of education correspond to lower levels of unemployment and poverty. As a result, adults with higher levels of education are less likely to depend on social safety-net programs, generating decreased demand on public budgets.
- College graduates have lower smoking rates, more positive perceptions of personal health, and lower incarceration rates than individuals who have not graduated from college.
- Higher levels of education are correlated with higher levels of civic participation, including volunteer work, voting, and blood donation.



As Figure 2 shows, West Bend is becoming a more highly educated community. The percentage of residents 25 years of age and older without a high school Diploma has fallen by more than half, while those with Bachelors and Graduate or Professional Degrees has increased by 7% and 5.9%, respectively.

Economic Profile

The economic profile provides a general description of Town of West Bend's economy utilizing income and employment data. Additional information related to the economy is presented in Chapter 6: Economic Development.

General Income Data for Workers 16 Years and Older, 2019

- Total Number: 2,223 (2,565 in 1999)
- Median Income: \$46,298
- Annual Income of \$75,000 or more: 518 (23.3%)
- Below Poverty: 1.0%

Employment, 2019

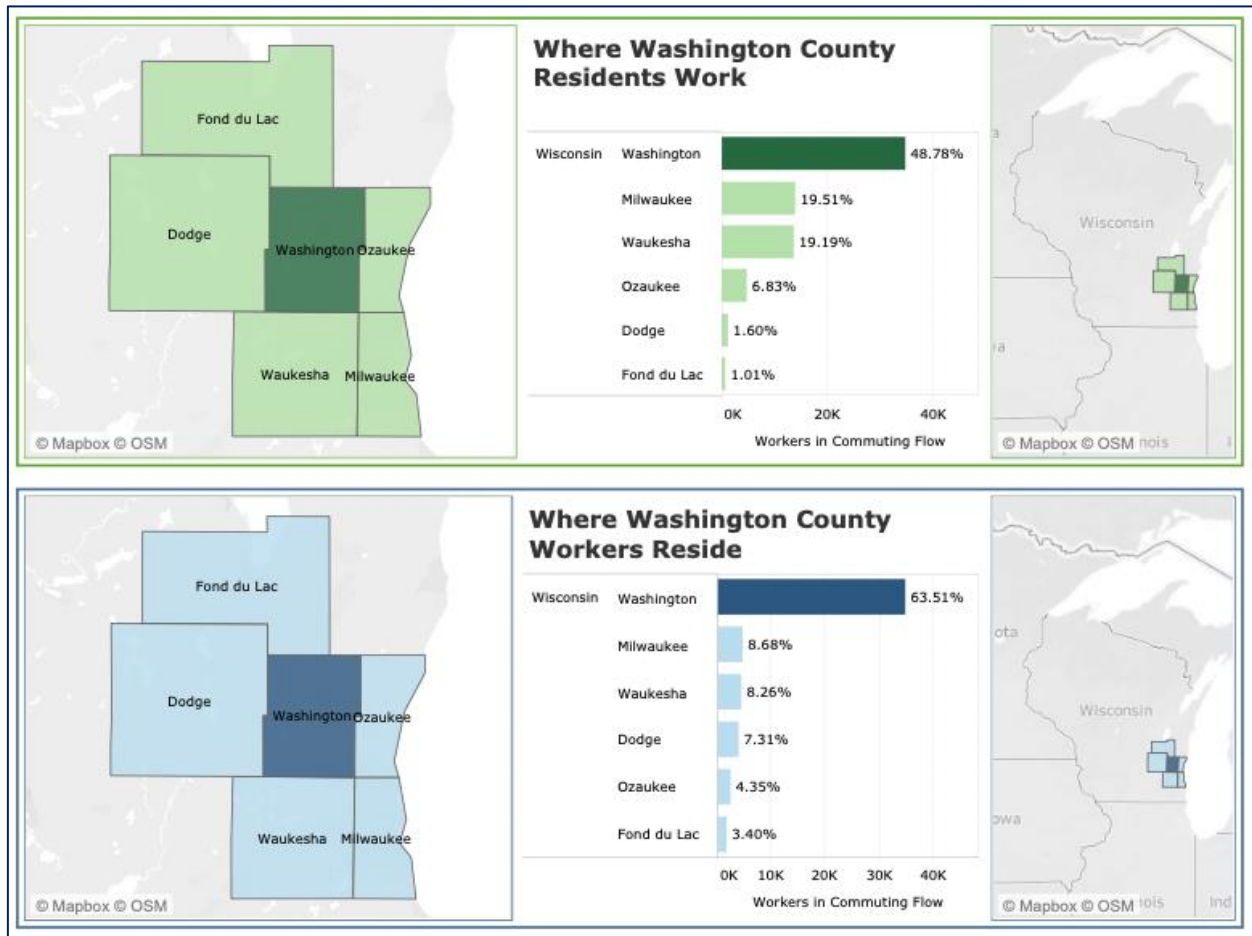
As of 2019 the Town of West Bend had an employed labor force of 2,223 persons, with a median age of 48.9 years. Females represent 43.1% of the employed population.

- Private wage and salary workers: 1,893
- Government workers: 236
- Self-employed: 94
- Eighteen are engaged in military service (53 in 1999)
- 88.5% travel to work alone (87.1% in 1999)
- Mean commute: 26 minutes (23.2 in 1999)
- Commuting (see image on following page, courtesy: Wisconsin Department of Workforce Development)

Industry Sectors, 2019

The top ten industry sectors for employment of residents are presented below.

- Manufacturing: 465 residents, 20.9% of total
- Educational, healthcare, and social services: 458, 20.6%
- Retail trade: 200, 9.0%
- Construction: 196, 8.8%
- Professional, scientific, management; and administration and waste mgmt.: 187, 8.4%
- Wholesale trade: 169, 7.6%
- Arts, entertainment, recreation, and accommodation: 160, 7.2%
- Information and finance and insurance, and real estate and rental and leasing: 131, 5.9%
- Transportation and warehousing and utilities: 129, 5.8%
- Public administration: 69, 3.1%



Employment Projections³

- Regional employment is expected to grow by 8.7% over the 10-year period, or almost 32,000 workers.
- Growth is expected in almost all industries except manufacturing, which will experience a modest decline.
- An aging population will increase the need for replacement workers.
- Business currently having difficulties finding workers will strain to fill new openings.
- Projections for 2026 (see image on following page, courtesy: Wisconsin Department of Workforce Development)

³ Excerpted from: 2019 Workforce Profile; Washington County, Wisconsin Department of Workforce Development

Occupational Employment Projections WOW WDA - Occupation Projections 2016-2026 Washington, Ozaukee, and Waukesha Counties

Occupation Title	2016 Employment	2026 Projected Employment	Occupational Openings	Percent Change (2016-2026)	<div> <div>Annual Growth</div> <div>Labor Force Exits</div> <div>Occupational Transfers</div> </div>
Total, All	363,600	395,300	44,690	8.7%	
Management	19,800	22,350	1,880	12.9%	
Business and Financial Operations	20,040	22,980	2,170	14.7%	
Computer and Mathematical	11,220	13,720	1,060	22.3%	
Architecture and Engineering	8,320	8,840	650	6.3%	
Life, Physical, and Social Science	1,720	1,940	180	12.8%	
Community and Social Service	3,350	4,040	470	20.6%	
Legal					
Education, Training, and Library	19,170	20,150	1,810	5.1%	
Arts, Design, Entertainment, Sports, and Media	5,470	5,710	590	4.4%	
Healthcare Practitioners and Technical	16,470	19,180	1,190	16.5%	
Healthcare Support	7,280	8,820	1,060	21.2%	
Protective Service	4,680	4,950	640	5.8%	
Food Preparation and Serving Related	29,500	33,830	5,820	14.7%	
Building and Grounds Cleaning and Maintenance	11,960	12,990	1,630	8.6%	
Personal Care and Service	16,090	19,470	2,900	21.0%	
Sales and Related	38,400	41,600	5,390	8.3%	
Office and Administrative Support	54,210	56,100	6,430	3.5%	
Farming, Fishing, and Forestry					
Construction and Extraction	16,030	17,570	1,830	9.6%	
Installation, Maintenance, and Repair	12,700	13,660	1,330	7.6%	
Production	42,490	40,940	4,430	-3.6%	
Transportation and Material Moving	21,820	23,310	2,910	6.8%	

Goals and Objectives

Limit growth and development to the identified districts and policies.

- Building shall be sited to minimize impact on the Town's natural character and have a harmonious relationship with the surrounding environment.
- New commercial development shall be limited to small retail and small office and only be allowed in identified districts.
- Private and public initiatives shall protect natural features using conservation strategies such as easements, covenants, deed restrictions and ordinances.
- New development shall be regulated to maintain open space, protect countryside views, preserve rural and natural character.

Protect environmental resources.

- Protect and conserve wetlands, woodlands, waterbodies, waterways, and key environmental/natural features.
- Prohibit incompatible development in the shoreland, steep slopes, and woodland areas to preserve natural character.
- Regulate new development to control surface water and non-point pollutants.
- Prohibit rezoning of conservation and environmentally sensitive land, including wetlands, woodlands, lakes, and waterways.
- Limit development to protect water quality in watersheds of lakes and streams.
- Incorporate natural resources as visual and physical amenities for development.

Permit limited residential development in the Town.

- New land development is limited to single family detached homes within lots no smaller than 3.5 acres with setbacks no smaller than 10 feet.
- Prohibit multi-family, trailers/mobile homes, apartments, high- density subdivisions, institutions, and condominiums.
- Subdivisions shall be located only in areas designated on the Land Use Plan.
- Site plan approval shall be required for all subdivisions and shall conform to the Town's goals and objectives.

Allow redevelopment of existing housing stock in the Lake District.

- Provide redevelopment policies for existing housing stock that are compatible with the use and connection to the Lake.
- Maintain existing shoreland zoning regulations for new lot development and existing stock redevelopment.
- Require site plan review and design review for all redevelopment projects.

Provide for limited small retail and small office development in select locations.

- Direct retail centers and other high-intensity commercial development, other than those identified in the Land Use Plan districts, to existing urban communities.
- Establish and maintain architectural guidelines/standards for small retail and small office development.
- Require site plan approval for all small retail and small office development.
- Large signage for advertising (i.e., Commercial Billboards) for advertising shall be limited to existing commercial thoroughfares and in compliance to the Town Zoning Regulations.
- Prohibit the development of parking lots which are operated as a stand-alone, ancillary, or subsidiary business.

Mixed-use development shall be included within the commercial areas.

- Allow limited mixed-use buildings which are compatible and may provide housing along with the commercial activities.
- Include public open space adjacent to the mixed- use development.
- Require site plan approval for all mixed-use development.

Maintain a safe and efficient transportation system in the Town.

- Establish and implement a measurable and comprehensive plan to properly maintain existing roads.
- Establish and implement a measurable comprehensive plan to address safety concerns including, unsafe intersections, speeds, and parking on town roads and highways.
- Establish road systems for residential development that provide alternative travel options and links into the existing road systems.
- Minimize the use of cul-de-sacs except where needed to preserve the natural environment and to access land where other options are unavailable.

Provide park and recreation areas throughout the Town.

- Preserve existing park and recreation areas.
- Develop and provide a comprehensive town plan for pedestrian and bike trail systems.
- Develop park spaces within proximity to higher intensity development or along major arterials.
- New developed park areas shall create links to other natural areas in the Town.

Protect Town lakes and streams through stringent stormwater management practices.

- Develop, implement, and require stormwater management practices that result in zero runoff to lakes and streams through onsite infiltration.
- Continue to support the Town Stormwater Management Programs and Erosion Control Ordinances in accordance with Washington County and the DNR requirements of NR 151.

Provide residents with high-quality, efficient services, utilities, and community facilities

- Explore alternative municipal structures that further support and protect the Town of West Bend's rural character and independence.
- Improve the Town's fire protection services through water access points, response capabilities and emergency medical EMT services.
- Improve the Town Hall's communication systems for remote access to meetings and upgrading the website to improve information sharing.
- Secure additional communication companies to provide improved telecommunication and internet options so all residents have access to high-speed internet.

Establish cooperative planning with surrounding communities.

- Ensure continued and timely cooperative planning with the City of West Bend and that the Cooperative Boundary Plan is followed.
- Encourage joint planning arrangements with surrounding towns.
- Maintain a positive working relationship with Washington County.
- Develop and implement improved coordination between the Town and the Lake PRD's regarding lake and shoreline zoning issues.

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Chapter 2: Housing



Courtesy: Moore Designs Inc.

needs of current and future generations consistent with the culture and values of our community.

Introduction

Housing is a basic human necessity providing shelter from the elements. It is also a prominent feature of the built environment, a driver of transportation patterns, a consumptive good, and an investment for building financial security. It can be an indicator of social interaction and achievement and a symbol of familial connections and personal history. Housing styles may express the values of occupants and physically connect residents to their neighborhoods.

However, housing preferences vary depending on age, income, marital and family status, and geographic location, among other factors. The Town of West Bend, like most rural communities, possesses a high percentage of single-family homes

Housing Vision

Through policies, programs, and residential development procedures, the Town of West Bend will maintain residential living options built and maintained in harmony with the natural landscape, so as to meet the

Current Supply

Of the 1,843 occupied housing units in the Town of West Bend in 2019, 1,762 (95.6%) were single-family detached structures.

Age

One of every five housing units in the Town of West Bend were built before 1960 and the advent of modern building codes. Of those, 205 (11.1% of total units) were constructed prior to World War II. Age alone is not indicative of condition; however, it is assumed older structures will require more frequent and costly maintenance.

Value

In 2000, the median value of an owner-occupied home in the Town of West Bend was \$218,300. In 2007-08 the housing market crashed. The financial crisis that followed created the biggest disruption to the housing value since the Great Depression. According to Zillow⁴, American homeowners lost a cumulative \$3.3 trillion in home equity during 2008. Although the residential market in Wisconsin fared better than much of the country it undoubtedly was affected by the crash. Still, by 2019, the median home value of an owner-occupied unit in the Town was \$291,300, a 33% from 2000. Table 5 provides a comparison of housing units by value in the Town of West Bend in 2000 and 2019, with those of the select municipalities. Were it not for the collapse of the housing market, median home values in the Town of West Bend may have approached \$350,000.

Table 5: Comparison of Owner-Occupied Housing Units by Value, 2000 & 2019

Value	2000	2019	Change
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⁴ Zillow is an online real estate database company founded in 2006

	Number	Percent	Number	Percent	Number	Percent
Less than \$50,000	0	-	54	5.1%	54	-
\$50,000 to \$99,999	25	1.9%	0	-	-25	-100%
\$100,000 to \$299,999	949	72.5%	500	47.2%	-449	-47.3%
\$300,000 to \$499,999	190	14.5%	332	31.4%	142	74.7%
\$500,000 to \$999,999	138	10.5%	94	8.9%	-44	-31.9%
\$1,000,000 or more	7	0.5%	79	7.5%	72	1,028.6%
Source: US Census, 2021						

Affordability

The most commonly used affordability calculator was developed by the US Department of Housing and Urban Development (HUD). The HUD method compares current income to existing housing costs. Under HUD guidelines, housing is considered affordable when it costs no more than 30% of total monthly household income. Residents should be able to live in safe and decent housing for less than one-third of their household income. Families who pay more than thirty percent are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation, and medical care, particularly during economic downturns. As of 2019, one of four owner-occupied households spent thirty-percent or more of monthly income on housing (see Table 6).

Housing Programs

Please refer to 'Appendix C' for programs related to housing.

Table 6: Percentage of Monthly Income Allocated to Housing, 2019

Owner-Occupied Households, with Mortgage

Percent of Income	Number	Percent
Less than 20%	566	53.4%
20% to 29%	239	22.6%
30% or more	254	24.0%
Total (w/mortgage)	1,059	100%

Source: US Census Bureau, 2021

Chapter 3: Transportation

Introduction

Town of West Bend's transportation network supports the needs of residents, local businesses, visitors, and through-traffic, and is essential to the well-being and prosperity of the community. It connects people and businesses to goods and services, and links them to the region, state, nation, and world. It provides mobility and creates access to opportunity. However, like most rural communities, the system is dominated by roads, streets, and highways and the vehicles that travel them. Safe and convenient access to pedestrian and bicycle facilities, accessible mobility options for seniors, electric vehicle infrastructure, and other such alternatives to cars, trucks, and the like are in short supply. Enhancing and expanding these multi-modal transportation facilities will allow the Town to accommodate current needs and better prepare for the future.



Transportation Vision

The Town of West Bend will develop and maintain a diversifying multi-modal transportation network balancing a residential system that supports neighborhoods and the lakes with roads that effectively serves the business needs of the community along with expanded facilities for pedestrians, bicyclists, and seniors.

Transportation Plan

The primary focus of the transportation element is to maintain the existing road network and increase the availability of multi-modal transportation options. Although personal vehicles will remain the dominant means of transportation for years to come, the types of such vehicles will differ from today. They will likely be smaller, more autonomous, and based on systems other than internal combustion engines.

Transportation for Seniors

The number of adults over the age of 65 in Wisconsin is expected to nearly double over the next two decades. In contrast, the number of children and working age adults will remain relatively constant. By 2040, nearly one in four Wisconsin residents will be over the age of 65. Growth in the elderly population is concentrated in northern Wisconsin and parts of central Wisconsin. Most older adults express a strong desire to age in place. This will present a range of transportation, housing and human service challenges for local governments. Without safe, convenient, and affordable travel options, seniors may face isolation, reduced quality of life, economic hardship, and difficulty accessing services.

For most people, the ability to drive is synonymous with independence. Personal vehicles account for more than 80% of trips made by older adults. Seniors who no longer drive report making fewer trips to the doctor, to shop or dine, and to visit family and friends. Long before older adults stop driving, they often begin to self-regulate...they change where, when, and how frequently they drive. They also stop walking, avoid taking public transportation, and rely increasingly on family and friends to get around. Since safety and disability concerns increase with age, the demand for accessible transportation is expected to grow.

Washington County's Shared-Ride Taxi Service provides public curb-to-curb and door-to-door shared-ride services throughout Washington County and into the northern portion of Menomonee Falls. The service operates seven days per week, excepting major holidays. The County's 'Commuter Express' provides Monday-Friday deluxe motor-coach access to Milwaukee County.

Interfaith Caregivers of Washington County, a non-profit organization with a mission to connect seniors with caring volunteers, provides volunteer-based transportation services to seniors. Service is provided locally and outside of Washington County to all major metro area healthcare facilities.⁵ The service was suspended for much of 2020 in response to the Covid-19 pandemic further isolating vulnerable populations.

Pedestrian and Bicycle Facilities

The Town of West Bend does not possess an interconnected street network bounded by a system of sidewalks. Many of the activities that would normally occur on sidewalks or pathways, such as walking and bicycling, take place in driving areas or on narrow road shoulders. This poses risks for children, the elderly, and people with disabilities. To create a pedestrian and bicycle system that complements the existing road network, the Town may:

- Seek funding to add wider, paved shoulders to town roads.
- Encourage or require the incorporation of trail systems in proposed subdivisions.
- Work with Washington County, SEWRPC, and other organizations to incorporate pedestrian and bicycle facilities along town roads and county highways when they are repaired or reconstructed.

The primary mechanism for creating a pedestrian and bicycle system is a Bicycle & Pedestrian Master Plan. Such a plan identifies existing and potential bicycle routes and pedestrian improvements within the Town. It would also identify and prioritize pedestrian/bicycle facility needs and provide references for best practices in planning, designing, implementing, and maintaining those facilities. A Bicycle & Pedestrian Master Plan would serve as a blueprint for continuous improvement of pedestrian and bicycling conditions throughout the Town of West Bend.



Courtesy: Washington County Transit Services

⁵ Excerpted from Interfaith Caregivers of Washington County website, 2021.

Capital Improvements Plan

A Capital Improvements Plan (CIP) provides the means of planning for major project costs by creating a multiyear schedule for physical public improvements. The schedule is based on the projection of fiscal resources and prioritization of improvements five to six years into the future. Capital improvements include new or expanded physical facilities that are relatively large in size, expensive, and permanent. A transportation-oriented CIP outlines a community's capital item needs and purchase plans, including:

- Street improvements (e.g., widening, crosswalks, signalization, corridor studies, etc.)
- Park acquisition and improvements
- Pedestrian & bicycle facilities
- Emergency road maintenance and vehicle purchase and replacement

Capital items are generally defined as those that are expensive (cost \$5,000 or more) and will last at least 3-5 years. The CIP also includes improvement projects required for the community's future and the appropriate timeline and funding to be followed to implement the improvements. The CIP process helps to ensure that improvements are made in a logical order and do not surprise local officials or taxpayers. It allows the community to focus on needs and goals and establish rational priorities.

For additional information related to transportation, please refer to the Town of West Bend Comprehensive Plan: 2035.

Transportation Programs

Please refer to 'Appendix C' for programs related to transportation.

Chapter 4: Utilities & Community Facilities

Introduction

Community wellbeing is contingent upon the adequacy of public utilities, community facilities, and municipal services available to its residents, landowners, and business owners. Energy infrastructure (electricity, natural gas, solar and wind, etc.), public safety, road maintenance, and the like are all vital services provided for, or regulated by, local government. Anticipating and preparing for utility and facility needs of the Town of West Bend is essential to ensuring a sustainable future.



Utilities & Community Facilities Vision

The Town of West Bend will provide well-planned, cost-effective infrastructure and municipal services, in harmony with its rural character and natural environment, to serve the present and future needs of its residents, landowners, and businesses.

Utilities & Community Facilities Plan

Multiple factors influence a community's ability to adequately serve the facilities and utilities needs of its constituents, including: timing, location, and construction of new infrastructure; need for increasing levels of services as the community grows and ages; greater economic competition within the region; and fiscal constraints, among others. Opportunities include a steadily growing local population, access to transportation, and proximity to population centers in southeast Wisconsin. Properly designed public utility systems will provide maximum protection of community health while guiding growth and ensuring the fair and equitable distribution of benefits and costs.

Maintaining Reasonable Tax Levels

Given long-term uncertainties surrounding Wisconsin's shared revenue program coupled with state-imposed levy limits, the Town of West Bend must carefully consider all future capital expenditures. The Town will continue to consider measures to ensure the supply of efficient, cost-effective services, and to reduce the tax burden on landowners. The most commonly used means by which to manage municipal budgets are to closely monitor discretionary spending, restructure existing debt, consider opportunities for shared service agreements with neighboring communities, and establish capital improvements planning. As mentioned in Chapter 3: Transportation, a Capital Improvements Plan (CIP) is a budgeting tool used to plan for major capital expenditures. Expenditures appropriate under a CIP for utilities and community facilities include sewer & water systems, water systems, stormwater management systems, parks & recreation facilities, bicycle and pedestrian facilities, and community facilities (Town Hall, Town Garage, etc.), among others.

Broadband Access⁶

A community that lacks adequate high-speed internet access will find itself at a disadvantage in the 21st century economy. Private providers will expand broadband service to areas only where they determine that the rate of economic return is high enough and the risk of the expansion is low enough. Due to low population density, topographical barriers, and greater geographical distances, broadband service may be more difficult to obtain in some rural areas. In attempting to address these challenges, some rural communities have found it helpful to develop a strategic plan for broadband deployment that includes creating a comprehensive business proposal to broadband providers. Such a plan would demonstrate to broadband providers that deployment is a sound business decision benefitting providers and community. This strategic planning process may include, but is not limited to, the following elements and strategies:

- Educating the community about the potential benefits of broadband service.
- Creating partnerships among community organizations and institutions that might benefit from broadband deployment.
- Systematic assessment and prioritization of the community's needs for broadband service.
- Consolidating demand within the community to make service profitable for broadband providers. Participants may include, but are not limited to, individual consumers, businesses, educational institutions, health care facilities, and government agencies.
- Identifying an anchor tenant with adequate demand to spur infrastructure investment in broadband.

Onsite Wastewater Treatment

Aside from the Cedar Community Campus, West Bend Country Club, Silver Lake residences, and areas abutting the City of West Bend, homes and businesses in the Town are served by personal onsite wastewater treatment systems (POWTS). The most common of these are septic systems, mounds systems, and holding tanks. Chapter SPS 383 (Wis. Stats.) establishes uniform standards and criteria for the design, installation, inspection, and management of POWTS which are regulated locally under Washington County Chapter 190: Private Onsite Wastewater Treatment Systems.

The modern septic system consists primarily of an anaerobic reactor (septic tank) and a soil absorption field. Septic tanks remove most solids and floatable material and function as an anaerobic bioreactor promoting partial digestion of organic matter. Septic tank effluent, which contains concentrations of pathogens and nutrients, is discharged to an absorption field for further treatment through biological processes, adsorption, filtration, and infiltration into underlying soils.

Conventional septic systems work well when located in areas with appropriate soils and hydraulic capacities, designed to treat actual incoming waste load, installed properly, and maintained to ensure long-term performance. When not, they become primary sources of groundwater contamination.⁷

The mound system is one of a number of POWTS developed to overcome site conditions which limit the use of conventional septic systems. It creates suitable conditions for initial wastewater treatment above the natural soil surface. Following preliminary treatment in a septic tank, effluent flows to a dosing chamber and is then pumped to the mound for further treatment before 'discharging' to the underlying soil strata.⁸

⁶ Excerpted from Broadband.gov, 2018.

⁷ Excerpted from USEPA Onsite Wastewater Treatment Manual.

⁸ Excerpted from Residential Onsite Wastewater Treatment: Mound Systems.



Recirculating sand filter, courtesy: AJFoss.com

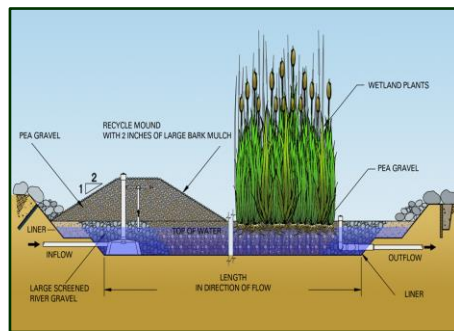
Studies have shown that properly-designed and maintained conventional septic and mound systems pose a threat to ground water, particularly in soils with high transivity. Each will eventually fail and require replacement.

Alternative sanitary facilities can provide wastewater treatment at a cost competitive with conventional onsite systems, particularly when clustered to accommodate multiple homes or businesses. Recirculating sand filters offer an economically viable, environmentally benign alternative to conventional drain field-based treatment systems. The basic components of a RSF system include an anaerobic reactor, recirculation tank, and sand or

gravel filter. Water discharged from the system far exceeds the quality of a conventional system at a fraction of the price.

RSFs are a viable alternative to conventional methods when soil conditions are not conducive to the proper treatment and disposal of wastewater through percolation beds. Sand filters may be used on sites that have shallow soil cover, inadequate permeability, high groundwater, and limited land area. RSF systems commonly serve subdivisions, mobile home parks, rural schools, small municipalities, and other generators of small wastewater flows.⁹ Studies have demonstrated superior effluent quality for RSFs when compared with septic and mound systems.

Constructed wetlands are another system growing in popularity as an alternative to drain field-based systems. They have been used as effective wastewater treatment systems for more than sixty years and have become a dominant PDWTS for those communities in the Minneapolis / St. Paul



Courtesy (from top) Science for Environmental Policy and San Francisco Chronicle

metropolitan region not served by municipal wastewater treatment. The most commonly used such system is a subsurface flow wetland. Subsurface flow wetlands utilize an anaerobic reactor for pretreatment followed by a forced-bed aeration system and wetland treatment cells. Constructed wetlands are designed to achieve tertiary treatment more affordably than conventional PDWTS and at a fraction of the cost of a municipal system.

⁹ Source: Environmental Technology Institute: Recirculating Sand Filters, 1998.

Low Impact Development



LID rain garden courtesy: The Fund for Lake George

The term 'low impact development' (LID) refers to stormwater management systems and practices that use or mimic natural processes that result in the infiltration, evapotranspiration, or use of stormwater in order to protect water quality and associated aquatic habitat. LID is an approach to land development (or re-development) that works with nature to manage stormwater at the source (or as close as possible to the source).

LID employs principles such as preserving and recreating natural landscape features and minimizing effective imperviousness to create functional and appealing site drainage thereby treating stormwater as a resource rather than a waste product.¹⁰ Common LID techniques include bio-retention facilities, rain gardens, vegetated rooftops, rain barrels, and permeable (or pervious) pavements. LID allows

stormwater to be managed in a manner which reduces the impact of built areas and promotes the natural water cycle.

Eisenbahn State Trail

The 25-mile Eisenbahn State Trail runs for 25 miles through the communities of West Bend, Kewaskum, and Campbellsport before terminating in Fond du Lac County. It is built on a former railroad corridor, a heritage reflected in the name Eisenbahn (translation, 'iron road'), the German word for railroad. A five-mile stretch within the City of West Bend is paved; the remainder is surfaced in hard-packed crushed gravel.



Eisenbahn State Trail, courtesy: City of West Bend

The nearest access to the Eisenbahn State Trail is located in the City of West Bend, with parking available near Water Street and Washington Street. At present, there is not direct trail access to or from the Town of West Bend.

¹⁰ Sources: Wisconsin Department of Natural Resources and Washington County, 2021.

Comprehensive Outdoor Recreation Plan

The most effective tool for parks and recreation planning is the Comprehensive Outdoor Recreation plan (CORP). The CORP describes current parks, recreation, and open space assets and presents a strategy for meeting future needs. Its purpose is to guide land acquisition, development, and maintenance activities by identifying the general location, character, and extent of existing and desired parks, playgrounds, and special recreation areas. By statute, a CORP must be updated every five years.

The funding of local parkland acquisition and development has become more difficult with legislation limiting local government's ability to establish and enforce impact fees upon new residential development projects. As a result, more Wisconsin communities are seeking grant funding to offset the cost of park and recreation development. A CORP is a prerequisite for state and federal parks and recreation funding.

For additional information related to utilities and community facilities, please refer to the Town of West Bend Comprehensive Plan: 2035.

Utilities & Community Facilities Programs

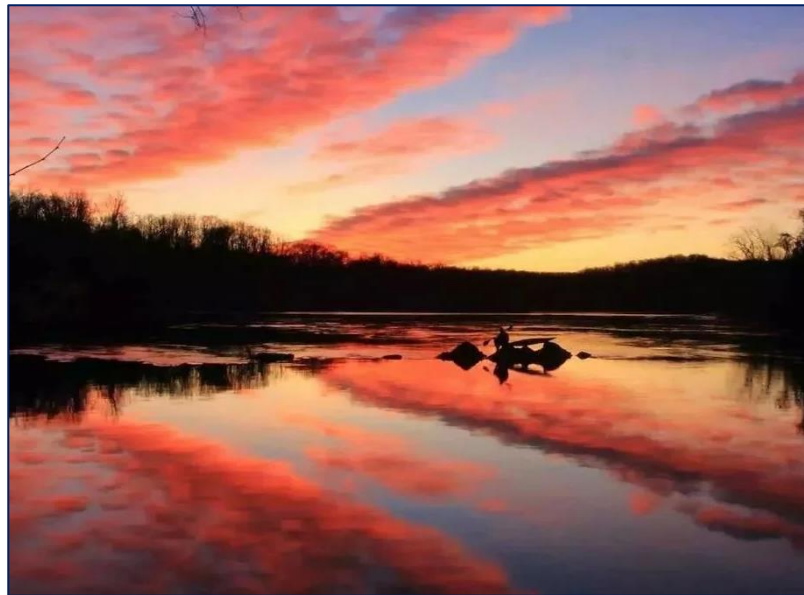
Please refer to 'Appendix C' for programs related to utilities and community facilities.

Chapter 5: Agricultural, Natural, & Cultural Resources

Introduction

The Town of West Bend possesses a relative diversity of residential and commercial land uses and retains a small agricultural sector. However, it is the natural landscape, and foremost the lakes, which provides the physical, cultural, and economic foundation of the community.

The current comprehensive plan, zoning ordinance, and land division ordinance were crafted to protect this foundation. Each establish standards intended to ensure future residential development occurs at lower densities and in a manner intended to preserve open space, while the comprehensive plan and zoning ordinance limit commercial and industrial development to highway corridors. This chapter offers additional tools preserve and enhance the quality of the Town's terrestrial and aquatic systems.



Agricultural, Natural, & Cultural Resources Vision

A primary focus of the comprehensive plan will remain the protection of the lakes and the natural systems supporting them. The Town of West Bend maintain policies and programs intended to preserve these resources to ensure they remain available for the benefit and enjoyment of future generations.

Agricultural and Natural Resources Plan

Preserving Agricultural Land

Farming no longer maintains a significant footprint in the community; however, a number of smaller agricultural operations remain providing a link to the past. Agricultural uses are accommodated within established residential districts under the zoning ordinance and will remain until supplanted by residential development.

Conservation Easements¹¹

A conservation easement is a legal agreement in which a landowner conveys some of the rights associated with ownership of his/her property to an 'easement Holder.' The easement holder may be a governmental unit or a qualified nonprofit organization. The easement sets forth restrictions limiting how the Landowner and others may use the property. The purpose of these restrictions is to protect the property's conservation values. The easement holder is responsible for monitoring the property and enforcing the restrictions to ensure that the conservation values are protected, and consequently, that the purpose of the easement is achieved. As with other types of easements, the landowner retains ownership of the property.

Chapter 700.40(1)(a), Wis. Stats., under the authority of the national Uniform Conservation Easement Act, authorizes conservation easements for any of the following purposes:

- Protect natural, scenic or open-space values of real property
- Assure availability of real property for agricultural, forest, recreational or open space use
- Protect natural resources
- Maintain or enhance air or water quality
- Preserve a burial site, as defined in Chapter 157.70(1)(b), Wis. Stats.
- Preserve the historical, architectural, archaeological or cultural aspects of real property

Conservation Development

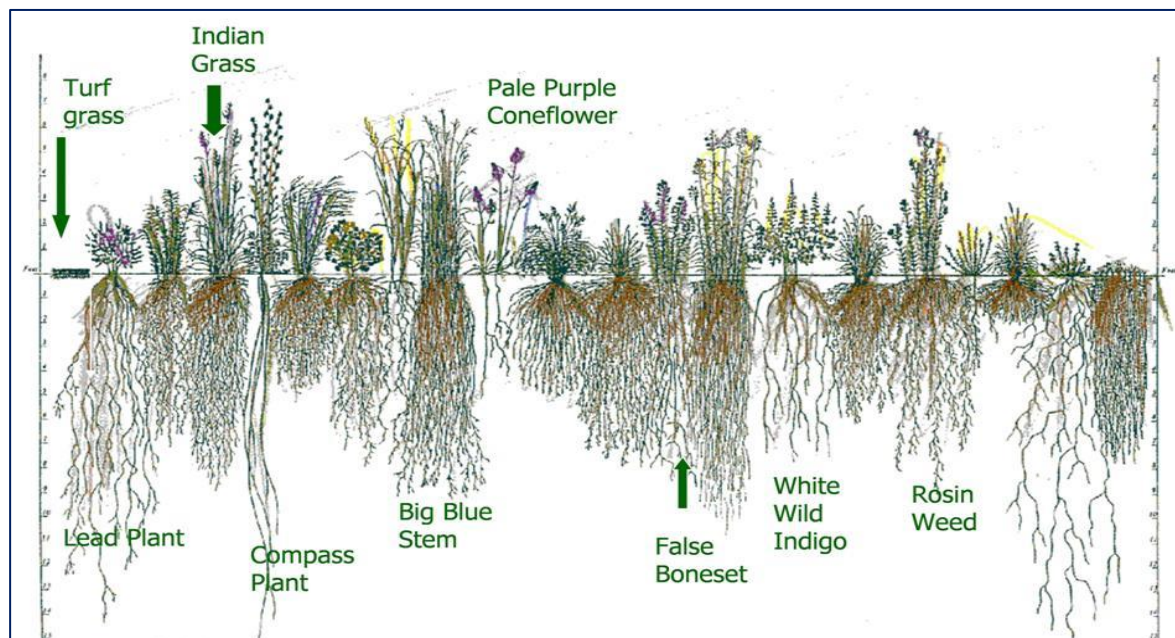
Conservation development is an approach to the design, construction, and stewardship of a development project that achieves functional protection of natural resources, while also providing social and economic benefits to human communities. It includes a wide range of project types, ranging from conservation subdivisions and commercial and industrial site planning to large master-planned communities. Conservation development has been in use for more than four decades and currently accounts for up to one-fourth of private land conservation and a growing proportion of residential and commercial development in the United States.¹²

The following principles are integral to an effective conservation-based development design:

- Preservation and protection of natural drainage patterns
- Protection of sensitive natural resources
- Maintenance of existing topography
- Clearing and grading as little as possible
- Minimize the amount of impervious cover
- Maintaining a community-determined ratio of preserved open space to developed area

¹¹ Excerpted from: Guidelines: Grant Requirements for Conservation Easements, Wisconsin Department of Natural Resource, September 2005.

¹² Source: Conservation Development, Colorado State University, 2018.



Comparing the root system of typical turf grass (far left) with those of grass and flower species native to Wisconsin. Deeper root systems provide greater opportunities for infiltration of precipitation and snow melt thereby reducing the incidents of flood events. Courtesy: Conservation Research Institute

A native landscape is generally defined as one comprised of species that occur naturally in a particular region, ecosystem, or habitat, and that were present prior to European settlement. Landscaping with native wildflowers, grasses, shrubs, and trees improves the environment. Natural landscaping brings a taste of wilderness to urban, suburban, and corporate settings by attracting a variety of birds, butterflies, and other animals. Once established, native plants do not need fertilizers, herbicides, pesticides, or watering, thus benefiting the environment and reducing maintenance costs.¹³ The benefits of native landscapes include:

- Environmental. Once native plants are returned to the land, many species of birds, mammals, reptiles and beneficial insects will follow, restoring a vital part of the web of life. Landscaping with natives enriches the soil, decreases water run-off, and filters the pollution caused by nonpoint source pollution from commercial sites, subdivisions, parks, and farms.
- Economic. Native landscaping is more cost-effective than traditional landscaping and requires no fertilizers, pesticides, or irrigation. Natives also increase infiltration reducing the need for expensive stormwater management infrastructure (see image above).
- Aesthetic. While traditional landscapes use one or two species of grass, native landscape designs can include dozens of species of trees, shrubs, grasses, and wildflowers. Each is unique and constantly evolving, and thrives in wet, dry, sunny, and shaded locations.
- Educational. Native landscapes provide hands-on opportunities for people of all ages to learn about habitats and ecosystems.

¹³ Excerpted from Landscaping with Native Plants in the Great Lakes Region, USEPA, 2018.

Climate Change

Wisconsin's climate is changing and impacting the habitat and survivability of many ecosystems. Climate change poses significant threats to the state's \$2 billion a year fishing industry. Different fish species have different temperature requirements for feeding, growth, reproduction and survivability. Rising water temperatures in streams and lakes due to increasing air temperatures will favor warm-water species like Largemouth Bass and Bluegill over cool-water species like Walleye and Northern Pike and cold-water species like Brown Trout and Brook Trout.¹⁴

The forecasted effects on the Town of West Bend's lakes include:¹⁵

- Warmer summer water temperatures and higher nutrient runoff will increase weed growth, increase harmful algal blooms (creating health risk for humans and pets), and make control of invasive species more difficult
- Warmer temperatures and increased nutrient runoff from extreme precipitation events will reduce cold- and cool- water fish habitat, increasing likelihood of summer fish kills.
- Southern species will expand northward as warming air and water temperatures make lakes more suitable for warm adapted species.
- Warmer water temperatures and decreases in ice cover can increase likelihood that invasive species can overwinter and become established in lakes that were previously unable to support populations.
- Increased precipitation will lead to higher lake levels causing flooding, property damage, and decreased property values.

For additional information related to agricultural, natural, and cultural resources, please refer to the Town of West Bend Comprehensive Plan: 2035.

Agricultural, Natural, and Cultural Resources Programs

Please refer to 'Appendix C' for programs related to agricultural, natural, and cultural resources.

Chapter 6: Economic Development

Introduction

¹⁴ Source: Climate Change Impacts in Wisconsin, WDNR, 2021.

¹⁵ Source: Climate Wisconsin 2050, Wisconsin Initiative on Climate Change Impacts, Environmental Resources Center, and UW-Wisconsin.



Economic development refers to the concerted actions of communities and policymakers, sustained over time, to improve the standard of living and economic health. It involves developing human capital, improving infrastructure, and increasing the general welfare of citizens. These goals are accomplished via efforts that seek to improve the economic wellbeing and quality of life for a community by creating jobs, increasing income, and growing the tax base.

Economic Development

Vision

The Town of West Bend will engage in a proactive approach to economic development by supporting existing businesses and encouraging economic diversity through the addition of quality commercial, light manufacturing, high-tech, and home-based industries that are consistent with the character of our township, respectful of our natural environment, and capable of providing living wages for the residents of our community.

Economic Development Plan

Growing from Within

Local ownership of businesses tends to maintain economic diversity because it builds on the loyalty shared between customers, owners, and their community. Local businesses offer connections to place through everyday transactions. They keep money circulating in the community, thereby stimulating the economy and creating new economic niches. Businesses that begin in a community tend to stay in that community. The most effective way to ensure a healthy local economy over time is to offer assistance for those interested in starting their own business and provide the means to relocate within the community when growth merits such a move.

Economic Gardening

Economic gardening is an entrepreneurial approach to economic development that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a community in the form of jobs, tax revenues, per capita income, and a vibrant local business sector. Economic gardening seeks to focus on growing and nurturing local businesses rather than focusing on business relocation as a development strategy.

The focus of economic gardening is on providing accurate, timely, and relevant information to local entrepreneurs regarding key areas such as competition, customer base, and industry trends, among others. Armed with this information, a small business owner is better able to make strategic decisions, avoid costly mistakes, and successfully grow his or her enterprise. Economic gardening strategies help local small businesses discover how to reach markets outside the region. In turn, these exporting growth-oriented companies can spur the formation of local business suppliers and service firms to support them. More and better-paid workers also increase the demand for local goods and services, recirculating wealth throughout the local and regional economy.¹⁶

The basic elements of economic gardening include:¹⁷

¹⁶ Excerpted from "Economic Gardening," Growing Local Economies, 2011.

¹⁷ Excerpted from "Second Stage Entrepreneurs: Economic Gardening," PEERspectives, 2011.

- Providing critical information needed by businesses to survive and thrive.
- Developing and cultivating 'community infrastructure' that prioritizes a high quality of life, a culture that embraces growth and change, and access to intellectual resources, including qualified and talented employees.
- Developing connections between businesses and the people and organizations that can help take them to the next level, including business associations, universities, roundtable groups, service providers and more.

Business Retention

The key to a successfully business retention strategy is building trust between business owners and local officials. Communities must identify the specific gaps and niches their economies can fill, and promote a diversified range of specialized industry clusters drawing on local advantages to serve local, regional, and international markets. Local government, business groups, educators, and the public must work together to create a vibrant local economy, through a long-term investment strategy that.¹⁸

- Encourages local enterprise.
- Serves the needs of residents, workers, and businesses.
- Promotes stable employment and revenues by building on local competitive advantages.
- Protects the natural environment.
- Increases social equity.
- Is capable of succeeding in the local, regional, and global marketplace.

For additional information related to economic development, please refer to the Town of West Bend Comprehensive Plan: 2035.

Economic Development Programs

Please refer to 'Appendix C' for programs related to economic development.

¹⁸ Excerpted from Ahwahnee Principles for Economic Development, Economic Development for the 21st Century.

Chapter 7: Land Use

Introduction

Land Use is the central element of a comprehensive plan. Its main purpose is to provide a framework for decision makers to guide growth and development. Wisconsin's Comprehensive Planning Law requires that land use decisions reached via a zoning ordinance, subdivision ordinance, or official map be consistent with the comprehensive plan (Chapter 66.1001(3), Wis. Stats.). This chapter will guide the Town Board, Plan Commission, property owners, and developers in decisions regarding the type, location, and density of future development.

Implementation of the comprehensive plan will result from the incremental decisions made by elected and appointed officials during the review and approval of zoning changes, certified survey maps, subdivision plats, site plans, and the like.

Through these decisions, the Town will realize its goals and aspirations as they relate to the physical growth and development of the community. Successful implementation will require a sustained effort by the public and private sectors to utilize this chapter, and the Future Land Use map contained within it, as the essential decision-making guide for land use in the Town of West Bend.



Land Use Vision

The Town of West Bend will remain committed to preserving the places most important to our community while allowing for well-planned residential and commercial development...where it is appropriate and when designed in harmony with the natural landscape...so as to ensure a safe, beautiful, and thriving township for future generations.

Current Land Use

Land Use Inventory

Table 7 presents current land uses in the Town of West Bend. It is based on the Current Land Use map presented on the following page. The map was developed by BAW Cartography utilizing data provided by Washington County, SRWPC, and WisDOT. The purpose of the map is to provide a reasonably accurate 'snap shot' of the community as it exists today.

Land Use Equalized Value¹⁹

Equalized Value is an estimate of the market value of all residential, commercial, manufacturing, productive forest, other (farm sites and farm buildings), and personal property in a municipality as of January 1. The data is certified by the Wisconsin Department of Revenue (WDOR) on August 15 of each year. Equalized Value also estimates the use-value of agricultural land; 50% of the market value of undeveloped land; and 50% of the market value of agricultural forestland. It is computed independently from the estimate of the local assessor. While both the local assessor and WDOR make estimates, the local assessor estimates the value of each parcel; WDOR estimates the value of the entire town, village, or city.

The annual Equalized Value of each municipality represents DOR's estimate of the total value of all taxable property.

Changes in the Equalized Value from year to year are caused by many things; increases or decreases in market prices, annexation gains or losses, new construction, demolition of buildings, relocation of businesses, taxable status of property, and statutory changes in the basis for valuation in various classes of property. Table 8 compares the equalized value in the Town of West Bend for the years 2019 and 2020.

Table 7: Current Land Uses, 2020

Land Use	Total Acreage	Percent of Total
Agricultural	2,309	22.1%
Cemetery	51	0.5%
Commercial	21	0.2%
Communication & Utilities	6	0.1%
Industrial	88	0.8%
Institutional	34	0.3%
Open Lands	2,023	19.3%
Open Water	1,379	13.2%
Recreation	210	2.0%
Single-Family Residential	1,693	16.2%
Transportation	643	6.1%
Two-Family Residential	1	<0.1%
Woodlands	2,009	19.2%
Total	10,468	100%

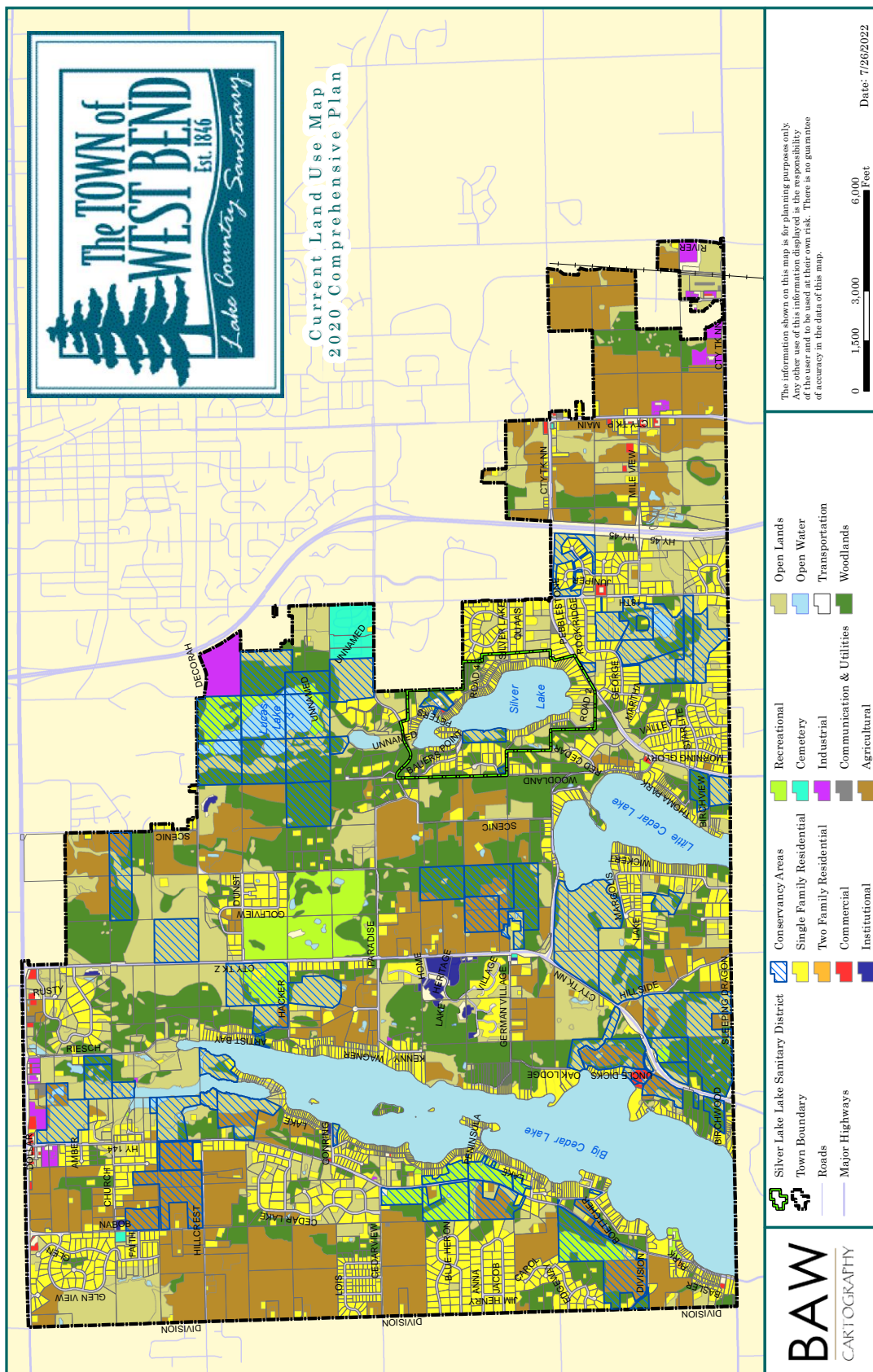
Source: Town of West Bend Current Land Use map, 2020.

Table 8: Comparison of 2019 & 2020 Equalized Value

Category	2019	2020	Change - Number	Change - Percent
Residential	\$907,714,000	\$974,262,300	\$66,548,300	7.3%
Commercial	\$30,633,300	\$32,229,000	\$1,595,700	5.2%
Manufacturing	\$2,298,600	\$1,223,000	-\$1,075,600	-46.8%
Agricultural, Forest, and Undeveloped	\$2,425,900	\$4,700,900	\$2,275,000	93.8%
Other	\$2,632,900	\$2,870,900	\$238,000	9.0%
Total	\$947,804,600	\$1,015,286,100	\$67,481,500	7.1%

Source: Town of West Bend 2020 Statement of Changes in Equalized Value by Class and Item, Wisconsin Department of Revenue, 2021.

¹⁹ Excerpted from 'Wisconsin's Equalized Values', Wisconsin Department of Revenue, 2021.



Comprehensive Plan: 2040

Community Design Tools

After the comprehensive plan, the most important tools to achieve land use goals are the Zoning Ordinance, Land Division Ordinance, and Official Map. The Town of West Bend administers general zoning and land division regulations (Washington County administers shoreland zoning. The Town has not adopted an Official Map.

Zoning Ordinance

A zoning ordinance is a local law governing the use of land. Zoning works by dividing a community into districts, regulating uses that are allowed within those districts, and prescribing allowable dimensions such as lot sizes, setbacks and building height. Zoning can help a community to achieve goals outlined in a comprehensive plan including:

- Protecting public health, safety and general welfare.
- Promoting desirable patterns of development.
- Separating incompatible land uses.
- Maintaining community character and aesthetics.
- Protecting community resources such as farmland, woodlands, groundwater, surface water, and historic and cultural resources.
- Providing public services and infrastructure in an economical and efficient manner.
- Protecting public and private investments.

Land Division Ordinance

The land division ordinance (also known as subdivision ordinance), governs the manner in which land transitions from one use to another (e.g., from agricultural or open space to residential). Land division regulations provide the procedures and standards for dividing a large parcel into smaller parcels for sale or development. Under a land division ordinance, a property owner or developer must meet certain conditions in order to record a certified survey map or subdivision plat. The purpose of land division regulations is to:

- Ensure accurate legal descriptions of properties.
- Avoid disputes regarding the sale, transfer or subdivision of land.
- Prevent substandard development.
- Ensure new development is adequately served by public facilities (roads, utilities, etc.).
- Address health and safety issues such as stormwater runoff and emergency access.
- Promote neighborhood designs that meet the needs of residents (walkable, affordable, etc.).
- Promote development consistent with a comprehensive plan.
- Protect community interests.

Official Map

An official map shows the locations of planned future public lands and facilities such as streets, trails, parks, and open space. It represents and expresses a municipality's interest in acquiring lands for public purposes at some point in the future. Adopted by ordinance or resolution, the official map may show existing and planned streets, railroad rights of way, parks, and utilities, among others. The benefits provided by an official map include:

- Helping to focus limited financial resources on projects that meet and advance community goals.
- Connecting and improving the local street network, protecting important natural areas, and providing more green space, recreation facilities, trails, and sidewalks.
- Saving time and money by informing property owners and developers of municipal goals and intentions in advance of proposed development.

- Serving as an effective negotiation tool, helping to ensure that development is compatible with and supportive of public goals.
- Addressing public land and easement acquisition needs that generally cannot be dealt with solely through zoning and subdivision regulations.
- Providing municipalities with a competitive advantage in securing state and federal grant funding.

Community Design Considerations

Community design is an important component of planning and plays a significant role in determining quality of life. Elements of community design may include culture and history along with architectural standards, open space and natural resource protection, transportation and access, and recreation, among others. Ordinances provide the primary means by which local governments implement community design requirements.

Property Rights

The issue of private property rights versus community need underlies every comprehensive planning effort. Property rights are ingrained in American jurisprudence. Those rights have been respected, to the greatest extent feasible, throughout the planning effort. This chapter describes and illustrates proposed development patterns for the Town of West Bend. It will be used by local officials, landowners, developers, and others to make informed land use and development decisions. Should a landowner disagree with the Future Land Use map, or any other aspect of this plan, he/she has the right to petition the Town Board for an amendment to the document. All amendments will occur through a public process, defined by state law, and will include a public hearing. The process of amending the comprehensive plan is described in the Chapter 9: Implementation.

Community Character

Character is defined differently for each community but includes a blend of natural, built, visual, and cultural characteristics. It represents the sum of the attributes and assets that make a community unique, and that establish a sense of place for its residents. In the Town of West Bend, community character means:

- A historic relationship with, and a continuing affection for, the lakes.
- A rural lifestyle, exemplified by neighborliness, shared history, and peace & quiet,
- Quality housing.
- Abundant open space.

Community Design Approaches

Conservation Design

The landscape of the Town offers an array of natural features that provide character. Preserving rural character is a primary goal of the comprehensive plan. The Town already requires *conservation design* principles for most residential development. Expanding the practice to include commercial and industrial development will allow the Town of West Bend to:

- Further protect the lakes.
- Further protect rural character by maintaining (and restoring) natural areas, woodlands, scenic views, open undeveloped areas and farm fields, while addressing desired residential and commercial development needs.
- Lower the cost of development by reducing the amount of impervious surface, minimizing stormwater management expenditures, shortening permit review times, and addressing the desire for community parks and open space.
- Create natural corridors of green space between developments for trails connecting disparate development nodes and as wildlife travel corridors.
- Long-standing respect for the unique Kettle Moraine topography and moral obligation to preserve the accompanying habitats.



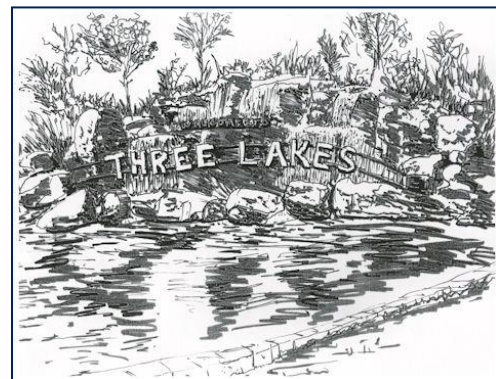
Courtesy PMA Landscape Architects, Inc

The principles of conservation design can be applied to rural and urbanized environments and may be incorporated into residential, commercial, and industrial development.

Gateway Features

Gateway features provide a visual sense of place and are often reflective of a community's natural resources, architecture, or history. They identify entry points and, when used in conjunction with a wayfinding system, allow residents and visitors to easily navigate to key destinations.

Thematic landscaping, or landscaping utilizing a consistent design and species mix, when located at entry points and along major transportation routes, provides an effective means of enhancing local identity. This may be particularly important at the periphery of the Town of West Bend where an identifiable landscape feature would aid in informing residents and visitors that they are entering the Town of West Bend. A unifying landscape theme, based upon regionally native plant species, may provide one component of an identifiable and inexpensive gateway system for the Town of West Bend.



Gateway feature design created for the Town of Three Lakes in Oneida County

Future Land Use Map

The future land use map is the visual representation of the visions, goals, objectives, and policies of the comprehensive plan. It is the principal tool used to guide development. Decisions related to development and governed by the zoning and subdivision ordinances must be made in a manner “consistent” with the map.

The future land use map will guide the Town Board and Plan Commission when making decisions regarding land use. Landowners and developers will consult the plan when making development decisions, and should be confident that an application for development that is consistent with the comprehensive plan will be approved. However, the comprehensive plan is not a static document. It must evolve to reflect current conditions. If not regularly reviewed and amended, it will become less effective over time. Applications for rezoning and development that are inconsistent with the plan must be given due consideration, not rejected out of hand. In some situations, it may be desirable to amend the plan (and maps) to accommodate a compatible, but previously unplanned use.

Changes to the plan (including plan maps) must be considered in the context of all nine required plan elements, and reflect the visions, goals, objectives, and policies expressed within the document. If an amendment is to be approved, the process must include a formal public hearing and distribution per the requirements of the Wisconsin Comprehensive Planning Law. Please see Chapter 9: Implementation on for additional information regarding amending the plan.

Table 9: Comparison of Future Land Use, Zoning, & Official Maps

	Future Land Use Map	Zoning Map	Official Map
Comp Plan Requirement	Yes	No	No
Wisconsin Statutes	66.1001(2)(h)	59.69(5); 60.61(4); 62.23(7)	Chapter 62.23(6)
Local Government Adopts	By ordinance as part of comprehensive plan	By ordinance as part of zoning ordinance	By ordinance or resolution
Parcel-based	Not necessarily	Yes	No
Displays	General land use categories	Zoning districts	Streets, highways, parks, rights-of-way, historic districts, etc.
Use	Visual development guide for the community	Designate height, bulk, and use of land	Establish and preserve location of future streets, highways, parks, waterways

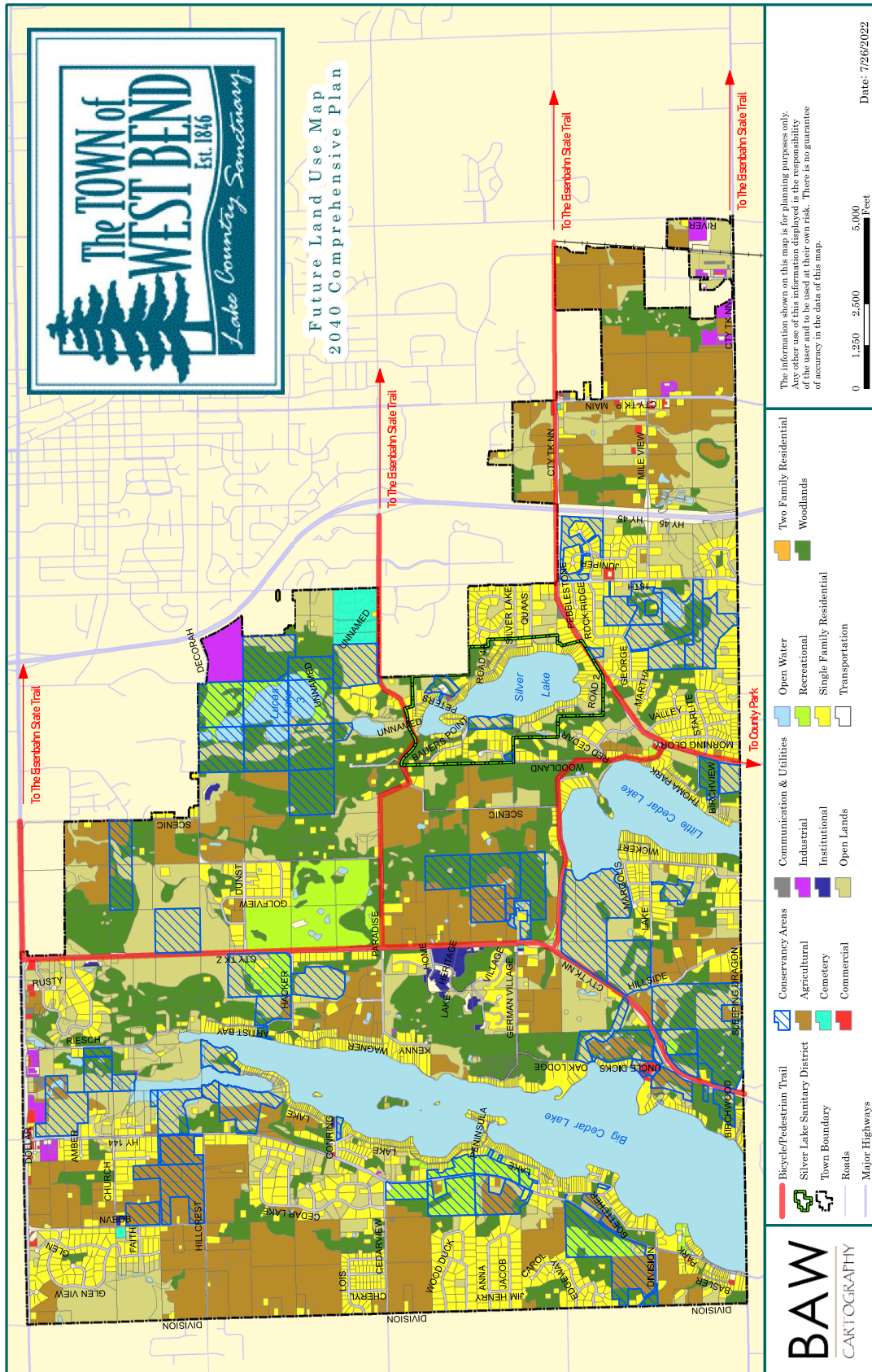
Source: University of Wisconsin – Stevens Point Center for Land Use Education, 2004.

Description of Proposed Land Uses

Pedestrian & Bicycle Facilities

The proposed pedestrian and bicycle system appearing on the Future Land Use map may link neighborhoods to local and regional parks, and the Eisenbahn State Trail, the proposed West Bend Water Trail, and other key destination nodes providing access for bicyclists, pedestrians, and other non-alternative transportation modes.

For additional information related to land use, please refer to the Town of West Bend Comprehensive Plan: 2035.



Comprehensive Plan: 2040

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Chapter 8: Intergovernmental Cooperation

Introduction

Intergovernmental cooperation may be defined as any arrangement through which two or more municipalities communicate visions and coordinate plans, policies, and programs to address and resolve issues of mutual interest. It can include the sharing of information, facilities, and equipment or involve entering into formal intergovernmental agreements.²⁰ The purpose of the intergovernmental cooperation chapter is to describe current intergovernmental agreements, explore opportunities for future collaboration, and identify potential areas of conflict between the Town of West Bend and its governmental neighbors.

Intergovernmental Cooperation Vision

The Town of West Bend will continue to pursue opportunities for cooperation and collaboration with its neighbors when such actions provide a means by which the Town may improve services and reduce costs for its residents and businesses. Likewise, the township remains steadfast in its opposition to the annexation of its land base by adjoining municipalities.

Intergovernmental Cooperation - General

Benefits

Intergovernmental cooperation between and among cities, villages, towns, and counties often produces less expensive and more efficient governmental services. Mergers of similar services can provide substantial cost savings when administrative and equipment duplication is reduced. Significant savings may be realized when local governments combine purchasing, planning, and contracted service delivery processes.

Cooperation during comprehensive planning efforts may be the most effective way to collaborate with neighboring communities. It provides opportunities to collectively identify issues, brainstorm ideas, and reach consensus. It also offers an occasion to address critical issues before decisions have been made and before development activities occur that may limit future solutions. Cooperating with planning provides opportunities for jurisdictions to be proactive rather than reactive. Opportunities for collaboration in planning and the sharing of facilities and services between municipal governments include, among others:

- Water and wastewater treatment facilities
- Public safety, including police, fire, and rescue
- Joint economic development efforts
- Libraries and parks & recreation
- Solid Waste & Recycling
- Group purchasing (health insurance, retirements, investments, etc.)
- Partnerships in pursuit of state and federal funding
- Sharing of municipal vehicles and equipment (snow plows, mowers, dump trucks, etc.)
- Sharing of staff

Challenges

There are often strong desires on the part of elected officials and residents to maintain the independence of existing jurisdictions. Efforts to increase cooperation and collaboration must deal with existing organizational missions and structures that support the independence of each community. The issues to be addressed when entering into multi-jurisdictional partnerships include:

²⁰ Excerpted from Guide to Preparing the Intergovernmental Element of a Comprehensive Plan, WDOA, 2002.

- Desire for community autonomy
- Questions regarding the allocation of costs
- Fear of loss of service quality
- Creating trust and an effective implementation mechanism

Intergovernmental Issues

Annexation

Annexation is the mechanism through which incorporated municipalities (cities and villages) increase their land base. Since cities and villages may not annex land from each other, it is adjoining towns that provide the potential for physical growth. Annexation occurs for a number of reasons: to accommodate current development demand; 'bank' developable acreage for future needs; maximize return on infrastructure investment (sewer, water, roads, etc.); and, expand the tax base. Land owners and developers in abutting towns may petition for annexation to gain municipal services (mainly sewer and water, but also police protection and waste collection, among others), and to achieve desired development densities (i.e., maximum return on investment). Mitigating factors in a town's favor include lower taxes, greater land use freedom, and a more direct relationship with elected officials (perhaps best exemplified by the Annual Meeting).

Areas at particular risk are those near a city or village with good potential for an economically valuable use...properties that would otherwise contribute positively to the town's tax base.²¹ Lands most likely to be annexed are large, undeveloped, and unburdened parcels with few landowners located close to existing sewer and water extensions and without significant natural impediments to the extension of services (streams, wetlands, topography, etc.). When annexation occurs, towns lose not only the land but the tax revenue associated with its current (typically agricultural) and future (residential commercial, industrial) uses. Yet the roads serving such lands and the cost associated with maintaining them most often remains in the Town..

Extraterritorial Zoning

Wisconsin's extraterritorial zoning statutes, Chapter 62.23(7a), Wis. Stats., allows a first-, second- or third-class city to adopt zoning in town territory, three miles beyond a city's corporate limits. A fourth-class city or village may adopt zoning one and one-half miles beyond its corporate limits. Under extraterritorial zoning authority, a city or village may enact an interim zoning ordinance that freezes existing zoning, or if there is no zoning, existing uses while a plan and regulations are developed. The statute provides that the interim zoning ordinance may be for two years. A joint extraterritorial zoning committee must be established consisting of three city or village plan commission members and three town members. The city or village plan commission works with the joint committee in preparing the plan and regulations. The joint committee must approve the plan and regulations by majority vote before they take effect.

With a 2019 population of 31,596, the City of West Bend is classified a Third-Class city with an extraterritorial area extending three miles beyond its corporate boundary. At a 2019 population of 5,389, the Village of Slinger is a Class Four city. It's extraterritorial area extends one and one-half miles beyond its border.

Extraterritorial Plat Review²²

The geographical area in which a city or village can exercise its extraterritorial powers is the same as the extraterritorial zoning jurisdiction. However, the process for exercising extraterritorial plat review is very different from the process for exercising extraterritorial zoning. Extraterritorial zoning requires town approval of the zoning ordinance. It is not widely used in the state. Extraterritorial plat review applies automatically if the city or village adopts a subdivision ordinance or an official map. The town does

²¹ Excerpted from: *The Municipal Annexation Process in Wisconsin*, Legislative Reference Bureau, Volume 4, Number 12, July 2020.

²² Excerpted from 'Guide to Community Planning in Wisconsin', Brian Ohm, UW Madison, 1996.

not approve the subdivision ordinance for the city or village. The city or village may waive its extraterritorial plat approval jurisdiction if it does not want to exercise it.

The purpose of extraterritorial plat approval jurisdiction is to help cities and villages influence the development pattern of areas outside the city/village boundaries that will probably be annexed to the city or village. In addition, it helps cities and villages protect land use near its boundaries from conflicting uses outside the city/village limits. However, since a town and/or the county may also have a subdivision ordinance that applies in the extraterritorial area, if there is a conflict in the requirements of the various ordinances, the proposed subdivision must comply with the most restrictive requirements.

The scope of the extraterritorial plat approval jurisdiction has been the subject of several recent court decisions that limit the extraterritorial authority. The Wisconsin Supreme Court has held that a city or village does not have the authority to impose its own requirements and specifications for public improvements (streets and stormwater facilities) as a condition of extraterritorial plat approval jurisdiction. A city or village also cannot condition approval of a plat in the extraterritorial area on annexation of the proposed subdivision to the city or village. The Wisconsin Court of Appeals has held that a municipality cannot use its extraterritorial plat approval jurisdiction to control the use of property. The court of appeals found this to be a zoning function that can be exercised only through an extraterritorial zoning ordinance.

Boundary Agreements²³

Boundary agreements are a valuable tool available to local communities to avoid potentially lengthy and costly litigation conflicts over annexation, incorporation, consolidation, land use, revenue, services, environmental resources and issues, new development, and other intergovernmental issues. Instead of dueling against one another in an adversarial and usually reactive manner, boundary agreements enable communities to proactively develop solutions to benefit the area as a whole and move both communities toward their desired future vision and goals. Three types of boundary agreements are allowed under Wisconsin law:

- Cooperative Boundary Plans (Chapter 66.0307, Wis. Stats.). Long-term or permanent agreements between two or more communities. Requires review and approval by the Department of Administration.
- General Agreements (Chapter 66.0301, Wis. Stats.). Short-term agreements no longer than 10 years between two or more communities. In addition to resolving boundary issues, communities also frequently use General Agreements to share municipal equipment, buildings, staff, vehicles, and other service-related items.
- Stipulations & Orders (Chapter 66.0225, Wis. Stats.). Agreements that are used to settle annexation disputes being litigated in court between two communities.

WDOA maintains a list of trained and experienced mediators to assist communities in developing boundary agreements.

Incorporation

Municipal incorporation is the process of creating new cities and villages from unincorporated town territory. The process involves:

- Petition signed by area residents
- Circuit court review
- Incorporation Review Board review
- Potential involvement of neighboring municipalities who may support or oppose the proposed incorporation
- Potential referendum vote by resident
- Incorporation certificate from WDOA, if the above steps in the process are met

The standards used by WDOA's Municipal Boundary Review Section to determine whether to recommend approval for the proposed incorporation include:

²³ Excerpted from 'Boundary Agreements', Wisconsin Department of Administration website, 2018.

- A minimum threshold of “homogeneity and compactness” and the presence of a “well-developed community center.”
- Minimum density and assessed valuation standards for territory beyond the core.
- A review of the budget and tax base in order to determine whether or not the area proposed for incorporation could support itself financially.
- An analysis of the adequacy of government services compared to those available from neighboring jurisdictions.
- An analysis of the impact incorporation of a portion of the town would have on the remainder, financially or otherwise.
- An analysis of the impact the incorporation would have on the metropolitan region.

For additional information related to intergovernmental cooperation, please refer to the Town of West Bend Comprehensive Plan: 2035.

Intergovernmental Cooperation Programs

Please refer to 'Appendix C' for programs related to intergovernmental cooperation.

Chapter 9: Implementation

Introduction

The implementation chapter is the “how to” portion of the plan. It describes the actions necessary to realize the visions, goals, objectives, and policies presented throughout this document. The information included within represents the commitment the Town of West Bend has made to achieve its desired future.

Implementation Vision

The Town of West Bend will act in good faith to implement the approved goals, objectives, and policies presented in this comprehensive plan and will, from time to time, pursue amendments to the plan in order to respond to changing needs and priorities as they may arise.

Responsible Parties

The responsibility for implementing this plan lays primarily with the Plan Commission. The Town Board retains final approval authority over recommended implementation actions. All Town of West Bend decisions pertaining to land use and development will be made in accordance with this document. The individuals and groups responsible for each action item are listed within the tables that follow.

Review and Update Process

The comprehensive plan may be revised at any time. However, state statutes require that a comprehensive plan be updated no less than once every ten years. The Town of West Bend will adhere to the following comprehensive plan review timeline:

- Five-year Review – Within five years of plan adoption, the Plan Commission will undertake a review of the document to determine whether revisions are warranted. The Town Board shall approve the amended plan.
- Ten-year Update – Within ten years of plan adoption, the Plan Commission will update the plan as required under the planning law.

Petitions for Plan Revision

Any interested party may petition the Plan Commission for a revision to the comprehensive plan. The process for revising the plan would entail:

- Submittal of a request to have a petition for revision placed on the agenda of the next regularly scheduled meeting of the Plan Commission.
- Plan Commission review of request and recommendation to the Town Board.
- Town Board approval of opening the comprehensive plan to potential revision.

Once approved for potential revision, the process must adhere to all plan development and adoption requirements under the planning law.

Implementation Plan

Table 10: Implementation		
Related Chapters	Task	Responsible Party
2022		
Implementation	Ensure comprehensive plan is incorporated into all development review and decision-making processes. Provide copy of plan to each member of Town Board and Plan Commission and applicable staff.	Town Clerk
Housing; Agricultural, Natural, and Cultural Resources; Economic Development; Land Use	Review zoning ordinance and land division ordinance to ensure compliance with the planning law.	Town Board, Plan Commission, Consultant
Housing; Economic Development; Land Use	Consider adding Institutional District and Planned Unit Development to the zoning ordinance.	Town Board, Plan Commission, Consultant
2023		
Transportation; Utilities and Community Facilities; Agricultural, Natural, and Cultural Resources	Adopt Comprehensive Outdoor Recreation Plan to provide eligibility for state and federal grants.	Town Board, Plan Commission, Consultant
Utilities and Community Facilities; Economic Development	Pursue opportunities to expand access to high-speed, broadband Internet throughout the Town.	Town Board, Consultant
2024		
Transportation; Utilities & Community Facilities; Agricultural, Natural, and Cultural Resources	Pursue grant funding to develop recommended trails and bicycle & pedestrian routes through the Town.	Plan Commission, Consultant
Transportation; Utilities & Community Facilities	Develop Capital Improvements Plan to budget for future capital expenditures.	Town Board, Consultant
2025		
Agricultural, Natural, and Cultural Resources; Economic Development	Conduct inventory of historic and cultural resources.	Plan Commission, citizen group
2026		
Implementation	Undertake 'Five-Year Review' of comprehensive plan. Identify necessary updates and desired revisions.	Plan Commission

Appendices

Appendix A - Town of West Bend Comprehensive Plan Survey, Final Survey Results

Appendix B - Town of West Bend Comprehensive Plan Survey, 2040 Town Goals and Objectives Recommendations

Appendix C - Programs

Appendix A

Town of West Bend Comprehensive Plan Survey

Background Information on Town Residents		< 5 Years	5–10 Years	11–20 Years	>20 Years	
1.	How long have you owned property in the Town?	105/14.0%	82/11.0%	139/18.7%	419/56.3%	
		Home in a subdivision	Home not in a subdivision	Lake home	Agriculture or undeveloped	Other
2.	What best describes your property in the Town?	290/39.0%	157/21.1%	264/35.5%	19/2.6%	13/1.8%

What type of residential dwellings should be permissible in new development?				Agree	Disagree
3.	Single family detached			721/98.1%	14/1.9%
4.	Multiple family units			164/24.7%	500/75.3%
5.	Trailer / Mobile homes			31/4.7%	634/95.3%
6.	Condominiums			280/41.4%	397/58.6%
7.	Apartments			113/16.8%	558/83.2%
8.	Institutional (Group Homes, Senior Care Homes, Transitional Living, etc.)			278/41.3%	395/58.7%
9.	High-density subdivisions			70/10.6%	591/89.4%

What type of commercial “business” development should be permissible?				Agree	Disagree
10.	Small retail development (service stations, restaurants, taverns, shops etc.)			580/81.0%	136/19.0%
11.	Large retail development (grocery, box stores, hotel/motels, etc.)			194/28.2%	495/71.8%
12.	Small office development			469/66.6%	235/33.4%
13.	Large office development			161/23.5%	523/76.5%
14.	Home business mixed-use zoning development			400/57.6%	294/42.4%
15.	Industrial development			166/24.2%	521/75.8%

How important are the following types of open space and natural environmental areas?				Important	Not Important
16.	Natural parks, trails, bikeways, walkways and open spaces			691/94.0%	44/6.0%
17.	Sports facilities and playing fields for organized sports (baseball, soccer, tennis, etc.)			420/57.0%	317/43.0%
18.	Overall landscape, views, and visual character of the Town			679/93.1%	50/6.9%
19.	Protection and conservation of wetlands, woodlands, waterbodies, waterways, and key environmental/natural features			688/94.2%	42/5.8%

What public policies are important for new development?				Agree	Disagree
20.	Regulate new development to maintain open space and the natural environment			689/94.0%	44/6.0%
21.	Regulate to preserve the views along the edge of scenic roads			661/91.0%	65/9.0%
22.	Regulate new development to protect countryside views and preserve rural character			672/92.9%	51/7.1%
23.	Regulate site plan designs for new development to fit the landscape and architectural character of the community			650/90.3%	70/9.7%
24.	Regulate new development to control surface water and non-point pollutants			679/94.0%	43/6.0%
25.	Regulate signage for advertising and limit advertising to existing commercial throughfares (State Highway 33)			631/87.5%	90/12.5%
26.	Establish, implement, and maintain standards to allow private roads to become public roads			366/52.7%	329/47.3%

**Town of West Bend
Comprehensive Plan Survey**

What should be the permissible use of public revenues for land control?

		Agree	Disagree
27.	Use of local tax revenues to purchase open space for the purpose of environmental protection and farmland preservation	478/67.5%	230/32.5%
28.	Use of local tax revenues to pay for pedestrian hiking trails	485/67.6%	232/32.4%
29.	Use of local tax revenues to pay for Bike Trail systems which can be linked throughout the Town	484/68.0%	228/32.0%
30.	Lower taxes on land which will be preserved for non-development purposes, even if such action results in an increase on taxes of other properties	378/53.4%	330/46.6%
31.	Prohibit the sale of Town owned land to generate additional revenue	396/56.5%	305/43.5%

What is an acceptable new development density for the Town (acre per house)?

		Maintain current lot size rules	Increase lot size rule (>3.5 acres)	Decrease lot size rule (<3.5 acres)
32.	Currently most of the undeveloped land in the town is zoned for 3.5-acre minimum lots. Please indicate which would be preferred for future development	517/71.3%	79/10.9%	129/17.8%

What ordinances are important to maintain the rural character and natural beauty of the Town?

		Agree	Disagree
33.	Ordinances which prevent the rezoning of conservation and environmentally sensitive land, including wetlands, woodlands, lakes, and waterways	644/89.0%	80/11.0%
34.	Ordinances which prohibit the development of parking lots which are run as a stand-alone, ancillary, or subsidiary business	613/86.7%	94/13.3%
35.	Ordinances which create reasonable setbacks between neighboring houses of at least 10 feet, including shoreland property	615/86.4%	97/13.6%

What infrastructure and changes are important for the Town's future?

		Agree	Disagree
36.	Exploring a new municipal structure (i.e. Village) to protect the Town of West Bend's rural character, independence and prevent future annexation of land by neighboring communities	547/78.5%	150/21.5%
37.	Improving the Town's fire protection services by creating new water access points to reduce time needed to refill equipment when fighting fires.	544/78.8%	146/21.2%
38.	Improving the Town Hall's communication systems for remote access to meetings and upgrading the website to improve information sharing	508/72.6%	192/27.4%
39.	Securing more companies to provide additional telecommunication and internet options so all residents have access to high-speed internet	522/74.3%	181/25.7%
40.	Providing sewer services to all town residents	168/23.8%	539/76.2%

Do you have any other comments or concerns?

757 Returned Surveys out of 2,430 issued (31%)

Total of returned 167 survey returns with comments (22%).

Please return by January 31, 2021 at West Bend Town Hall, 6355 Cty Hwy Z, West Bend, 53095. For your convenience, the survey can also be returned with your property tax payment.

Appendix B

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives	(Recommended) 2040 Town Goals and Objectives
<p>1. Limit growth and development to the identified districts and policies.</p> <ul style="list-style-type: none">• Building should be sited to minimize impact on the Town’s natural character and have a harmonious relationship with the surrounding environment.• Major developments, such as retail and commercial, should only be allowed in the identified districts.• Support private and public initiatives to protect natural features through the use of conservation strategies such as easements, covenants, and deed restrictions.• Preserve and protect the scenic and traditional resources of the Town.	<p>1. Limit growth and development to the identified districts and policies.</p> <ul style="list-style-type: none">• Building shall be sited to minimize impact on the Town’s natural character and have a harmonious relationship with the surrounding environment.• New commercial development shall be limited to small retail and small office and only be allowed in identified districts.• Private and public initiatives shall protect natural features using conservation strategies such as easements, covenants, deed restrictions and ordinances.• New development shall be regulated to maintain open space, protect countryside views, preserve rural and natural character.

Survey Responses Supporting Objective:		Agree	Disagree
20.	Regulate new development to maintain open space and the natural environment	689/94.0%	44/6.0%
21.	Regulate to preserve the views along the edge of scenic roads	661/91.0%	65/9.0%
22.	Regulate new development to protect countryside views and preserve rural character	672/92.9%	51/7.1%
23.	Regulate site plan designs for new development to fit the landscape and architectural character of the community	650/90.3%	70/9.7%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives	(Recommended) 2040 Town Goals and Objectives
<p>2. Protect environmental resources.</p> <ul style="list-style-type: none">Discourage incompatible development in the shoreland, steep slopes, and woodland areas to preserve the natural character and utilize these areas as amenities for the Town.Control development within floodplains and wetlands.Identify and limit development to protect water quality in watersheds of lakes and streams.Encourage the use of natural resources as visual and physical amenities for development.	<p>2. Protect environmental resources.</p> <ul style="list-style-type: none">Protect and conserve wetlands, woodlands, waterbodies, waterways, and key environmental/natural features.Prohibit incompatible development in the shoreland, steep slopes, and woodland areas to preserve natural character.Regulate new development to control surface water and non-point pollutants.Prohibit rezoning of conservation and environmentally sensitive land, including wetlands, woodlands, lakes, and waterways.Limit development to protect water quality in watersheds of lakes and streams.Incorporate natural resources as visual and physical amenities for development.

Survey Responses Supporting Objective:		Important	Not Important
18.	Overall landscape, views, and visual character of the Town	679/93.1%	50/6.9%
19.	Protection and conservation of wetlands, woodlands, waterbodies, waterways, and key environmental/natural features	688/94.2%	42/5.8%
24.	Regulate new development to control surface water and non-point pollutants	679/94.0%	43/6.0%
		Agree	Disagree
27.	Use of local tax revenues to purchase open space for the purpose of environmental protection and farmland preservation	478/67.5%	230/32.5%
33.	Ordinances which prevent the rezoning of conservation and environmentally sensitive land, including wetlands, woodlands, lakes, and waterways	644/89.0%	80/11.0%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives		(Recommended) 2040 Town Goals and Objectives	
3. Permit limited residential development In the Town. <ul style="list-style-type: none"> Subdivisions should be located only in areas designated on the Land Use Plan. Encourage open space development plans to be used for residential development to preserve the natural character of the Town. Require site plan approval for all subdivisions and encourage development to be part of the larger context. 		3. Permit limited residential development In the Town. <ul style="list-style-type: none"> New land development is limited to single family detached homes within lots no smaller than 3.5 acres with setbacks no smaller than 10 feet. Prohibit multi-family, trailers/mobile homes, apartments, high-density subdivisions, institutions, and condominiums. Subdivisions shall be located only in areas designated on the Land Use Plan. Site plan approval shall be required for all subdivisions and shall conform to the Town's goals and objectives. 	
Survey Responses Supporting Objective:		Agree	Disagree
3.	Single family detached	721/98.1%	14/1.9%
4.	Multiple family units	164/24.7%	500/75.3%
5.	Trailer / Mobile homes	31/4.7%	634/95.3%
6.	Condominiums	280/41.4%	397/58.6%
7.	Apartments	113/16.8%	558/83.2%
8.	Institutional (Group Homes, Senior Care Homes, Transitional Living, etc.)	278/41.3%	395/58.7%
9.	High-density subdivisions	70/10.6%	591/89.4%
23.	Regulate site plan designs for new development to fit the landscape and architectural character of the community	650/90.3%	70/9.7%
30.	Lower taxes on land which will be preserved for non-development purposes, even if such action results in an increase on taxes of other properties	378/53.4%	330/46.6%
		Maintain current lot size rules	Increase lot size rule
32.	Currently most of the undeveloped land in the town is zoned for 3.5-acre minimum lots. Please indicate which would be preferred for future development	517/71.3%	79/10.9%
			Decrease lot size rule
		Agree	Disagree
35.	Ordinances which create reasonable setbacks between neighboring houses of at least 10 feet, including shoreland property	615/86.4%	97/13.6%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives		(Recommended) 2040 Town Goals and Objectives	
4. Encourage redevelopment of existing housing stock In the Lake District. <ul style="list-style-type: none"> Provide redevelopment policies for existing housing stock that are compatible with the use and connection to the Lake. Determine a maximum lot coverage allowed in the Lake District to allow for vistas to the Lake. Require site plan review and design review for all redevelopment projects. 		4. Allow redevelopment of existing housing stock In the Lake District. <ul style="list-style-type: none"> Provide redevelopment policies for existing housing stock that are compatible with the use and connection to the Lake. Maintain existing shoreland zoning regulations for new lot development and existing stock redevelopment. Require site plan review and design review for all redevelopment projects. 	

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives		(Recommended) 2040 Town Goals and Objectives	
5. Provide for limited commercial, retail and office development in select locations. <ul style="list-style-type: none"> Accommodate neighborhood-scale commercial development, which serves residents and is consistent with the capacity of Town infrastructure. Direct retail centers and other high-intensity commercial development, other than those identified in the Land Use Plan districts, to existing urban communities. Establish architectural guidelines/standards for business development in the Town. Require site plan approval for all commercial development. 		5. Provide for limited small retail and small office development in select locations. <ul style="list-style-type: none"> Direct retail centers and other high-intensity commercial development, other than those identified in the Land Use Plan districts, to existing urban communities. Establish and maintain architectural guidelines/standards for small retail and small office development. Require site plan approval for all small retail and small office development. Large signage for advertising (i.e., Commercial Billboards) for advertising shall be limited to existing commercial thoroughfares and in compliance to the Town Zoning Regulations. Prohibit the development of parking lots which are operated as a stand-alone, ancillary, or subsidiary business. 	
Survey Responses Supporting Objective:		Agree	Disagree
10.	Small retail development (service stations, restaurants, taverns, shops etc.)	580/81.0%	136/19.0%
11.	Large retail development (grocery, box stores, hotel/motels, etc.)	194/28.2%	495/71.8%
12.	Small office development	469/66.6%	235/33.4%
13.	Large office development	161/23.5%	523/76.5%
15.	Industrial development	166/24.2%	521/75.8%
25.	Regulate signage for advertising and limit advertising to existing commercial thoroughfares (State Highway 33)	631/87.5%	90/12.5%
34.	Ordinances which prohibit the development of parking lots which are run as a stand-alone, ancillary, or subsidiary business	613/86.7%	94/13.3%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives		(Recommended) 2040 Town Goals and Objectives	
6. Mixed-use development shall be included within the commercial areas. <ul style="list-style-type: none"> Provide for mixed-use buildings which may provide housing along with the commercial activities. Include public open space adjacent to the mixed-use development. Require site plan approval for all mixed-use development. 		6. Mixed-use development shall be included within the commercial areas. <ul style="list-style-type: none"> Allow limited mixed-use buildings which are compatible and may provide housing along with the commercial activities. Include public open space adjacent to the mixed-use development. Require site plan approval for all mixed-use development. 	
Survey Response Supporting Objective:		Agree	Disagree
14.	Home business mixed-use zoning development	400/57.6%	294/42.4%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives		(Recommended) 2040 Town Goals and Objectives	
7. Maintain a safe and efficient transportation system in the Town. <ul style="list-style-type: none"> Establish road systems for residential development that provide alternative travel options and links into the existing road system. Minimize the use of cul-de-sacs except where needed to preserve the natural environment and to access land where other options are unavailable. 		7. Maintain a safe and efficient transportation system in the Town. <ul style="list-style-type: none"> Establish and implement a measurable and comprehensive plan to properly maintain existing roads. Establish and implement a measurable comprehensive plan to address safety concerns including, unsafe intersections, speeds, and parking on town roads and highways. Establish road systems for residential development that provide alternative travel options and links into the existing road systems. Minimize the use of cul-de-sacs except where needed to preserve the natural environment and to access land where other options are unavailable. 	
Survey Response Supporting Objective:		Agree	Disagree
26.	Establish, implement, and maintain standards to allow private roads to become public roads	366/52.7%	329/47.3%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives	(Recommended) 2040 Town Goals and Objectives
<p>8. Provide park and recreation areas throughout the Town.</p> <ul style="list-style-type: none">• Preserve existing park and recreation areas.• Develop park spaces within close proximity to higher intensity development or along major arterials.• When developing park areas, create links to other natural areas in the Town.	<p>8. Provide park and recreation areas throughout the Town.</p> <ul style="list-style-type: none">• Preserve existing park and recreation areas.• Develop and provide a comprehensive town plan for pedestrian and bike trail systems.• Develop park spaces within proximity to higher intensity development or along major arterials.• New developed park areas shall create links to other natural areas in the Town.

Survey Responses Supporting Objective:		Agree	Disagree
16.	Natural parks, trails, bikeways, walkways, and open spaces	691/94.0%	44/6.0%
17.	Sports facilities and playing fields for organized sports (baseball, soccer, tennis, etc.)	420/57.0%	317/43.0%
28.	Use of local tax revenues to pay for pedestrian hiking trails	485/67.6%	232/32.4%
29.	Use of local tax revenues to pay for Bike Trail systems which can be linked throughout the Town	484/68.0%	228/32.0%
31.	Prohibit the sale of Town owned land to generate additional revenue	396/56.5%	305/43.5%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives	(Recommended) 2040 Town Goals and Objectives
9. Protect Town lakes and streams through stringent stormwater management practices. <ul style="list-style-type: none"> In addition to the Best Management Practices used in the Town, require stormwater management practices that result in zero runoff to lakes and streams through onsite infiltration. Update the Town Stormwater Management and Erosion Control Ordinance to require stricter stormwater management practices that comply with the requirements of NR 151. 	9. Protect Town lakes and streams through stringent stormwater management practices. <ul style="list-style-type: none"> Develop, implement, and require stormwater management practices that result in zero runoff to lakes and streams through onsite infiltration. Continue to support the Town Stormwater Management Programs and Erosion Control Ordinances in accordance with Washington County and the DNR requirements of NR 151.

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives		(Recommended) 2040 Town Goals and Objectives	
10. Continue to provide Town residents with high- quality, efficient services, utilities, and community facilities. <ul style="list-style-type: none"> Upgrade and expand Town (and joint) services, utilities, and community facilities as necessary to meet demand. 		10. Provide residents with high- quality, efficient services, utilities, and community facilities. <ul style="list-style-type: none"> Explore alternative municipal structures that further support and protect the Town of West Bend's rural character and independence. Improve the Town's fire protection services through water access points, response capabilities and emergency medical EMT services. Improve the Town Hall's communication systems for remote access to meetings and upgrading the website to improve information sharing. Secure additional communication companies to provide improved telecommunication and internet options so all residents have access to high-speed internet. 	
Survey Responses Supporting Objective:		Agree	Disagree
36.	Exploring a new municipal structure (i.e., Village) to protect the Town of West Bend's rural character, independence and prevent future annexation of land by neighboring communities	547/78.5%	150/21.5%
37.	Improving the Town's fire protection services by creating new water access points to reduce time needed to refill equipment when fighting fires.	544/78.8%	146/21.2%
38.	Improving the Town Hall's communication systems for remote access to meetings and upgrading the website to improve information sharing	508/72.6%	192/27.4%
39.	Securing more companies to provide additional telecommunication and internet options so all residents have access to high-speed internet	522/74.3%	181/25.7%
40.	Providing sewer services to all town residents	168/23.8%	539/76.2%

2040 Town Goals and Objectives Recommendations

2005 Town Goals and Objectives		(Recommended) 2040 Town Goals and Objectives	
11. Establish cooperative planning with surrounding communities. <ul style="list-style-type: none"> Continue cooperative planning with the City of West Bend and ensure that the Cooperative Boundary Plan is followed. Encourage joint planning arrangements with surrounding towns. Maintain a positive working relationship with Washington County. 		11. Establish cooperative planning with surrounding communities. <ul style="list-style-type: none"> Ensure continued and timely cooperative planning with the City of West Bend and that the Cooperative Boundary Plan is followed. Encourage joint planning arrangements with surrounding towns. Maintain a positive working relationship with Washington County. Develop and implement improved coordination between the Town and the Lake PRD's regarding lake and shoreline zoning issues. 	

Appendix C

Housing Programs

U.S. Department of Housing and Urban Development

The U.S. Department of Housing and Urban Development (HUD) is the federal agency primarily responsible for housing programs and community development. Though many of its programs are directed to larger cities and urban areas, the Town of West Bend would qualify for some available funds. HUD provides money to non-entitlement communities (i.e., communities with populations fewer than 50,000) through grants. In the state of Wisconsin, the Department of Administration Division of Housing and Intergovernmental Relations (DHIR) is the agency responsible for the administration of this program. DHIR awards funds through a competitive proposal process.

U.S. Department of Agriculture-Rural Development

The U. S. Department of Agriculture-Rural Development provides a variety of housing and community development programs for rural areas. Support is generally available to communities with populations of 10,000 or fewer. USDA-RD provides support for rental housing development, direct and guaranteed mortgage loans for homebuyers, and support for self-help and cooperative housing development.

U.S. Department of Agriculture-Farm Labor Housing Direct Loans & Grants

The Farm Labor Housing Direct Loans & Grants program provides affordable financing to develop housing for year-round and migrant or seasonal domestic farm laborers. It assists qualified applicants that cannot obtain commercial credit on terms that will allow them to charge rents that are affordable to low-income tenants. Borrowers must have sufficient qualifications and experience to develop and operate the project. Qualified applicants include:

- Farmers, associations of farmers and family farm corporations
- Associations of farmworkers and nonprofit organizations
- Most State and local governmental entities
- Federally-recognized Tribes

HOME Investment Partnerships Program

The HOME Investment Partnerships Program (HOME) provides formula grants to states and localities that are often used in partnership with local nonprofit groups to fund a wide range of activities that builds, buys and/or rehabilitates affordable housing for rent or homeownership or provides direct rental assistance to low-income people.

Participating jurisdictions may choose among a broad range of eligible activities, such as: providing home purchase or rehabilitation financing assistance to eligible homeowners and new home buyers; building or rehabilitating housing for rent or ownership; or for "other reasonable and necessary expenses related to the development of non-luxury housing, including site acquisition or improvement, demolition of dilapidated housing to make way for HOME-assisted development, and payment of relocation expenses." The program's flexibility allows states and local governments to use HOME funds for grants, direct loans, loan guarantees or other forms of credit enhancement, or rental assistance.

Wisconsin Department of Administration–Division of Housing and Intergovernmental Relations

Beyond the funds distributed through HUD, DHIR administers several state-funded programs that can potentially be used to finance housing improvements. Money available through the DHIR, because it is funded by general-purpose revenue, cannot be used to invest directly in housing development. However, funds can achieve the desired result by helping organizations develop the capacity to construct houses or by providing various types of financial assistance to homebuyers or renters through grants to local governments or nonprofit agencies.

Wisconsin Housing and Economic Development Authority

The Wisconsin Housing and Economic Development Authority (WHEDA) is a quasi-governmental agency that finances housing development through the sale of bonds. Unlike the DHIR, it receives no direct state-tax support. As such, WHEDA can provide mortgage financing for first-time homebuyers and financing for multifamily housing as well. Specific programs evolve and change with the needs of the housing market.

Transportation Programs

Wisconsin Pedestrian Policy Plan 2020

The Wisconsin Pedestrian Policy Plan 2020, created by WisDOT, was established to make pedestrian travel a viable, convenient and safe transportation choice throughout Wisconsin. While the plan primarily aims to minimize the barrier to pedestrian traffic flow from state trunk highway expansions and improvements, it provides guidance to local communities on how to encourage pedestrian travel through the creation of pedestrian plans, increasing enforcement of pedestrian laws, adopting and implementing sidewalk ordinances, and addressing pedestrian issues through the public participation component of comprehensive planning.

Southeast Wisconsin Regional Planning Commission VISION 2050: A Regional Land Use and Transportation Plan²⁴

VISION 2050 recommends a long-range vision for land use and transportation in the seven-county Southeastern Wisconsin Region. It makes recommendations to local and State government to shape and guide land use development and transportation improvement, including public transit, arterial streets and highways, and bicycle and pedestrian facilities, to the year 2050.

VISION 2050 recommendations include:

- Encouraging sustainable and cost-effective growth
- Preserving the Region's most productive farmland and primary environmental corridors, which encompass the best remaining features of the Region's natural landscape
- Encouraging more compact development, ranging from high-density transit-oriented development to traditional neighborhoods with homes within walking distance of parks, schools, and businesses
- Significantly improving and expanding public transit, including adding rapid transit and commuter rail, and improving and expanding local and express transit services to support compact growth and enhance the attractiveness and accessibility of the Region
- Enhancing the Region's bicycle and pedestrian network to improve access to activity centers, neighborhoods, and other destinations
- Keeping existing major streets in a state of good repair and efficiently using the capacity of existing streets and highways
- Strategically adding capacity on highly congested roadways, incorporating "complete streets" roadway design concepts to provide safe and convenient travel for all, and addressing key issues related to moving goods into and through the Region

²⁴ Source: SEWRPC.

Washington County Jurisdictional Highway System Plan²⁵

The jurisdictional highway system plan was developed in partnership with SEWRPC and provides a review and reevaluation, and recommendations as to which level and agency of government—state, county, and local—should have jurisdictional responsibilities for each segment of arterial street and highway in Washington County, and identifies which changes in jurisdictional responsibility, or jurisdictional transfers, are necessary to implement the plan. The new jurisdictional highway system plan also constitutes a refinement and amendment of the functional improvements—new arterial facilities and widening of existing facilities—recommended in Washington County under the year 2035 regional transportation plan, as adopted by SEWRPC on June 21, 2006, and is intended to be a functional, as well as jurisdictional, arterial street and highway system plan for Washington County to the design year 2035.

The plan is intended to help Washington County:

- Cope with the growing traffic demands within the County;
- Adjust the existing jurisdictional highway systems to changes in land use development along their alignment;
- Maintain an integrated county trunk highway system within the County; Adjust the existing jurisdictional highway system to better serve the major changes in traffic patterns taking place within the County; and
- Achieve an equitable distribution of arterial street and highway development and maintenance costs and revenues among the various levels and agencies of government concerned.

Local Roads Improvement Program

The Local Roads Improvement Program (LRIP) assists local governments in improving seriously deteriorating county highways, town roads, and city and village streets. The competitive reimbursement program pays up to 50% of total eligible costs with local governments providing the balance. The program has three basic components: County Highway Improvement (CHIP); Town Road Improvement (TRIP); and Municipal Street Improvement (MSIP).

Knowles-Nelson Stewardship Program

The Knowles-Nelson Stewardship Program is administered by WDNR to preserve natural areas and wildlife habitat, protect water quality and expand outdoor recreation. Funds from the program can be used for the construction of off-street trail system systems.

²⁵ Excerpted from SEWRPC website, 2021.

Highway Safety Improvement Program

The Highway Safety Improvement Program (HSIP) is administered by WisDOT. Funds are used for highway safety projects at locations that have a high crash history. The objective of the HSIP is to develop and implement stand-alone safety projects that will reduce the number and severity of crashes. The funding ratio for this program is 90% federal and 10% local match.

Transportation Alternative Program

The Transportation Alternatives Program (TAP) provides funding for projects that include on-road and off-road facilities for pedestrians and bicyclists, conversion of railroad corridors to trails for pedestrians, bicyclists and other non-motorized users, environmental mitigation, Safe Routes to School and community improvement activities.

Bicycle and Pedestrian Facilities Program

The Bicycle and Pedestrian Facilities Program is a grant program under TAP that provides funding to construct or plan for bicycle or bicycle-pedestrian facility projects. State statutory language specifically excludes pedestrian-only facilities such as sidewalks and streetscape projects. Construction projects costing \$200,000 or more are eligible for funding, as are planning projects costing \$50,000 or more. Additionally, completed projects must be usable and not staged so that additional money is needed to create a useful project. Project sponsors must pay for a project and then seek reimbursement from WisDOT. Federal funds will provide up to 80% of project costs while the sponsor must provide at least the other 20%.

Utilities & Community Facilities Programs

Rural Economic Development Loan and Grant Program

The Rural Economic Development Loan (REDL) and Grant (REDG) programs provide funding to rural projects through local utility organizations. Under the REDL program, USDA provides zero interest loans to local utilities that are then passed through to local businesses for projects that will create and retain employment in rural areas. The ultimate recipients repay the lending utility directly. The utility is responsible for repayment to USDA. Under the RED program, USDA provides grant funds to local utility organizations to establish revolving loan funds. Loans are made from the revolving loan funds to projects that will create or retain rural jobs. When the revolving loan fund is terminated, the grant is repaid to the Agency.

Rural Utilities Program

A number of programs are available through the Rural Utilities Program as part of the Water and Environmental Programs (WEP). WEP provides loans, grants, and loan guarantees for drinking water, sanitary sewer, solid waste, and storm drainage facilities in rural areas, cities, and towns of 10,000 or less. Public bodies, non-profit organizations, and recognized Indian Tribes may qualify for assistance. WEP also makes grants to nonprofit organizations to provide technical assistance and training to assist rural communities with their water, wastewater, and solid waste programs. Available programs include:

- Water and Waste Disposal Direct and Guaranteed Loans
- Water and Waste Disposal Grants
- Technical Assistance and Training Grants
- Solid Waste Management Grants
- Rural Water Circuit Ride Technical Assistance

Telecommunications Program

The Telecommunications Program improves the quality of life in rural America by providing capital for the deployment of rural telecommunications infrastructure. Funding is available under various grant and loan programs.

Community Development Block Grant – Public Funds

The Community Development Block Grant (CDBG) for Public Funds supports infrastructure and facility projects for communities. Eligible projects include improvements, repairs, or expansions of streets, drainage systems, water and sewer systems, sidewalks, and community centers. Grants are limited to projects that, if implemented, would meet a CDBG National Objective.

Community Development Block Grant – Public Facilities Economic Development

Grant funds under the CDBG for Public facilities Economic Development are awarded to local governments for public infrastructure projects that support business expansion or retention. Examples of eligible applications include: new or improved water & sewer service and streets that result in business expansion and job opportunities for low- and moderate-income individuals.

Public Service Commission of Wisconsin – Broadband Expansion Grant Program

The Broadband Expansion Grant program provides reimbursement for equipment and construction expenses incurred to extend or improve broadband telecommunications service in underserved areas of the state. In Fiscal Year 2018 the Commission may award one or more grants that, in aggregate, do not exceed \$1,500,000 to public and private entities that meet the eligibility requirements.

- An application for a grant may be submitted by any of the following entities:
- An organization operated for profit or not for profit, including a cooperative.
- A telecommunications utility.
- A city, village, town, or county that has established a legal partnership or joint venture arrangement with an otherwise qualified organization or telecommunications utility.

Clean Water Fund Program

The Clean Water Fund Program (CWFP) provides subsidized interest rate loans to municipalities seeking to fund wastewater and stormwater infrastructure projects. The CWFP also includes pilot projects to fund adaptive management and other non-traditional projects to comply with a municipality's permit limit. Applications for funding are accepted year-round as long as funding is available.

Safe Drinking Water Loan Program

The Safe Drinking Water Loan Program provides subsidized interest rate loans to municipalities seeking to fund drinking water infrastructure projects. Applications are accepted year-round when funding is available.

Land and Water Conservation Fund

The Land and Water Conservation Fund is a federal program administered in all states that encourage creation and interpretation of high-quality, outdoor recreational opportunities. Funds received under this program are split between WDNR projects and grants to local governments for outdoor recreation activities. Grants cover fifty percent of eligible project costs.

Urban Nonpoint Source & Stormwater Management Grants

This program provides competitive grants to local governments to reimburse costs of planning or construction projects controlling urban nonpoint source and stormwater runoff pollution.

Acquisition and Development of Local Parks Program

The Acquisition and Development of Local Parks Program provides assistance to local government to buy land or easements and develop or renovate local parks and recreation area facilities for nature-based outdoor recreation purposes (e.g., trails, fishing access and park support facilities). Applicants compete for funds on a regional basis. This grant program is part of the Knowles-Nelson Stewardship Program.

Recreational Trail Aids

Municipal governments and incorporated organizations are eligible to receive reimbursement for development and maintenance of recreational trails and trail-related facilities for both motorized and non-motorized recreational trail uses. Eligible sponsors may be reimbursed for up to fifty percent of the total project costs. This program may be used in conjunction with the state snowmobile or ATV programs and Stewardship development projects.

Agricultural, Natural, and Cultural Resource Programs

WDNR Knowles-Nelson Stewardship Program – Acquisition of Development Rights Program

The purpose of the Acquisition of Development Rights Program is to protect natural, agricultural, or forestlands that enhance and/or provide nature-based outdoor recreation. Development rights are the rights of a landowner to develop their property to the greatest extent allowed under state and local laws.

WDNR Land and Water Conservation Fund Program

The Land and Water Conservation Fund is a federal program administered in all states that encourages creation and interpretation of high-quality outdoor recreation opportunities. Funds received by the DNR for this program are split between DNR projects and grants to local governments for outdoor recreation activities. Grants cover fifty percent of eligible project costs.

Eligible projects include:

- Land acquisition or development projects that will provide opportunities for public outdoor recreation.
- Property with frontage on rivers, streams, lakes, estuaries, and reservoirs that will provide water-based outdoor recreation.
- Property that provides special recreation opportunities, such as floodplains, wetlands, and areas adjacent to scenic highways.
- Natural areas and outstanding scenic areas, where the objective is to preserve the scenic or natural values, including wildlife areas and areas of physical or biological importance. These areas shall be open to the general public for outdoor recreation use to the extent that the natural attributes of the areas will not be seriously impaired or lost.
- Land or development within urban areas for day use picnic areas.

- Land or development of nature-based outdoor recreation trails.
- Development of basic outdoor recreation facilities.
- Renovation of existing outdoor recreation facilities which are in danger of being lost for public use.

WDNR Managed Forest Law

The intent of the Managed Forest Law is to promote forest management practices through property tax incentives. Property must be a minimum of ten contiguous acres of which eighty percent must be capable of producing merchantable timber.

Wisconsin Forest Landowners Grant Program

The Wisconsin Forest Landowners Grant Program (WFLGP) program assists private landowners in protecting and enhancing their forested lands, prairies, and waters. The program allows qualified landowners to be reimbursed up to fifty percent of the eligible cost of eligible practices. Private landowners are eligible for WFLGP funding if they own at least ten contiguous acres of non-industrial private forest, but not more than five hundred acres within Wisconsin.

Wisconsin Coastal Management Program

Funding is available through the Wisconsin Coastal Management Program (WCMP) to enhance and restore coastal resources within the state's coastal zone--all counties adjacent to Lakes Superior and Michigan. Projects eligible for WCMP funding include:

- Coastal Wetland Protection and Habitat Restoration
- Nonpoint Source Pollution Control
- Coastal Resource and Community Planning
- Great Lakes Education
- Public Access
- Community Planning

Some of the strategies being pursued by this group include the coordination of regional educational workshops, the production of technical resource materials and the support of non-profit organizations that can help orchestrate efforts to establish grants and other kinds of technical assistance programs aimed at helping barn owners interested in preservation.

Urban Forestry Grants

WDNR offers urban forestry grants to cities, villages, towns, counties, tribes, and 501(c)(3) nonprofit organizations in or conducting projects in Wisconsin. These grants fall into three categories: Regular grants, start-up grants and catastrophic storm grants.

- Regular grants are competitive cost-share grants of up to \$25,000. Grants are to support new, innovative projects that will develop sustainable urban and community forestry programs, not to subsidize routine forestry activities.
- Start-up grants are competitive cost-share grants of up to \$5,000. These simplified grants are available to communities that want to start or restart an urban forestry program.
- Catastrophic storm grants fund tree repair, removal or replacement within urban areas following a catastrophic storm event for which the governor has declared a State of Emergency under Chapter 323.10, Wis. Stats.

Urban Nonpoint Source & Storm Water Management Grant Program

The Urban Nonpoint Source & Storm Water Management Grant Program offers competitive grants to local governments. Grants reimburse costs of planning or construction projects controlling urban nonpoint source and storm water runoff pollution. Eligible recipients include cities, villages, towns, counties, regional planning commissions, tribal governments, and special purpose lake, sewage, or sanitary districts may apply. The local government must have either jurisdiction over the project area or be required to

control storm water discharge with an inter-governmental agreement between the municipality and the Department of Natural Resources.

Cedar Lakes Conservation Foundation

Founded in 1974, the Cedar Lakes Conservation Foundation (CLCF) is one of the oldest land trusts in Wisconsin. Originally organized and led by Geoff Maclay, CLCF recognized the need to protect a vanishing landscape that development would have changed irreparably. The organization's work focuses on the ecosystem health of Wisconsin's Cedar Lakes region, made up of Gilbert, Big Cedar, Little Cedar, Lucas, Silver and Quaas Lakes. Much of this area composes the headwaters of Cedar Creek, which flows southeast joining the Milwaukee River in Cedarburg and which eventually joins Lake Michigan. Since its founding, CLCF has helped to protected over 60 properties totaling over 2,500 acres, employing such measures as fee simple purchase, conservation easements, and deed restrictions to protect this land in perpetuity. CLCF was also instrumental in the forming of Gathering Waters, Wisconsin's alliance for land trusts. Both the state and federal DNR have recognized the significant positive impact that CLCF has had on water quality.²⁶

Ozaukee Washington Land Trust

The Ozaukee Washington Land Trust was founded in 1992 by a group of Ozaukee County residents concerned about the negative effects of growth and the rapid loss of our natural areas and open spaces. The organization offers services to property owners and communities throughout Ozaukee and Washington Counties in the areas of land conservation, education and stewardship. In excess of 6,200 acres of forests, wetlands, and open space have been protected, through acquisition and conservation easements, since 1992.²⁷

²⁶ Excerpted from Cedar Lakes Conservation Foundation website, 2021.

²⁷ Excerpted from Ozaukee Washington Land Trust website, 2021.

Historic Home Owner's Tax Credits

The Wisconsin Historical Society's Division of Historic Preservation (DHP) administers a program of twenty-five percent state income tax credits for repair and rehabilitation of historic homes in Wisconsin. To qualify, the residence must be one of the following:

- Listed in the state or national register.
- Contributing to a state or national register historic district.
- Be determined through the tax credit application process to be eligible for individual listing in the state register.

And, the property owner must spend at least \$10,000 on the following types of eligible work within a two-year period:

- Work on the exterior of the house, such as roof replacement and painting, but not including site work such as driveways and landscaping.
- Electrical wiring, not including electrical fixtures.
- Plumbing, not including plumbing fixtures.
- Mechanical systems, such as furnaces, air conditioning, and water heaters; and Structural work, such as jacking up floors.

Historic Preservation Tax Credits for Income-Producing Historic Buildings

Owners of historic income-producing properties in Wisconsin may be eligible for two income tax credits that can help pay for their building's rehabilitation. DHP administers both programs in conjunction with the National Park Service (NPS). The programs are:

- Federal Historic Preservation Credit. This program returns 20 percent of the cost of rehabilitating historic buildings to owners as a direct reduction of their federal income taxes.
- Wisconsin Supplemental Historic Preservation Credit. This program returns an additional five percent of the cost of rehabilitation to owners as a discount on their Wisconsin state income taxes. Owners that qualify for the Federal Historic Preservation Credit automatically qualify for the Wisconsin supplement if they get NPS approval before they begin any work.

Economic Development Programs

US Department of Agriculture – Rural Development Grant

The United States Department of Agriculture's Rural Development Grant (RDG) provides loans, grants and loan guarantees to support essential services such as housing, economic development, health care, first responder services and equipment, and water, electric and communications infrastructure. The RDG promotes economic development by supporting loans to businesses through banks, credit unions and community-managed lending pools.

US Environmental Protection Agency – Revolving Loan Fund

The Revolving Loan Fund provides funding for grant recipients to carry out cleanup activities at brownfield sites. Through these grants, the Environmental Protection Agency seeks to strengthen the marketplace and encourage stakeholders to leverage the resources needed to clean up and redevelop brownfields. When loans are repaid, the loan amount is returned into the fund and re-lent to other borrowers, providing an ongoing source of capital within a community.

Wisconsin Economic Development Corporation

The Wisconsin Economic Development Corporation's (WEDC's) Community Development Investment Grant (CDIG) program helps transform communities by supporting local development unique to Wisconsin's communities in Wisconsin. The CDIG supports urban, small city and rural community redevelopment efforts by providing financial incentives for shovel-ready projects with emphasis on, but not limited to, downtown community-driven efforts. Grants up to \$50,000 are available for planning efforts, and grants up to \$500,000 are available for implementation projects. The program operates through a competitive process that occurs two to three times per fiscal year. Grant recipients must demonstrate significant, measurable benefits in job opportunities, property values and/or leveraged investment by local and private partners.

[UW-Extension Center for Community & Economic Development](#)

The UW-Extension Center for Community and Economic Development offers a number of programs intended to assist local governments with economic development activities. They include:

- Community Preparedness and Resiliency
- Downtown Revitalization
- Food Systems Initiative
- Tourism Development
- First Impressions Program

Intergovernmental Programs

The following pages describe some of programs and organizations available to aid the Village in implementing its intergovernmental plan.

[Wisconsin Department of Administration](#)²⁸

The Wisconsin Department of Administration Division of Intergovernmental Relations (DIR) provides a broad array of services to the public and state, local and tribal governments. It supports counties, municipalities, citizens, and businesses by providing support services in land use planning, land information and records modernization, municipal boundary review, plat review, demography, and coastal management programs.

[League of Wisconsin Municipalities](#)²⁹

The League of Wisconsin Municipalities (LWM) is comprised of 190 cities and 397 villages. LWM provides technical and legal assistance to member governments. It also acts as a representative of the state's incorporated communities before the governor and state legislature.

[Wisconsin Towns Association](#)³⁰

The Wisconsin Towns Association (WTA) is a statewide, voluntary, non-profit and non-partisan association of member town and village governments in the State of Wisconsin controlled by its Board of Directors. WTA's twin purposes are to support local control of government and to protect the interest of towns. In furtherance of those goals WTA provides three types of services for its members: legislative lobbying efforts, educational programs, and legal information. As of 2015, WTA's membership consists of 1,257 towns and 20 villages. Its services are made available to every elected or appointed officer of such member governments.

²⁸ Excerpted from Wisconsin Department of Administration website, 2018.

²⁹ Excerpted from League of Wisconsin Municipalities website, 2018.

³⁰ Excerpted from Wisconsin Towns Association website, 2018.

Southeast Wisconsin Regional Planning Commission³¹

Since its inception in 1960, SEWRPC has carried out an extensive community assistance program. This program promotes coordination between regional and local plans, provides guidance to county and local governments relative to plan implementation activities, and assists in achieving good public administration in pursuing the sound physical development and management of the Region. SEWRPC also supports regional, county, and local economic development agencies and programs, and serves as the County Surveyor for four counties in the Region. Community Assistance and Economic Development services are available to all county and local governments that participate in and financially support the regional planning work program.

³¹ Excerpted from SEWRPC website, 2021.

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