

Chapter VII

ISSUES AND OPPORTUNITIES ELEMENT

INTRODUCTION

The purpose of the issues and opportunities element is to define a desired future for Washington County and each participating local government. Section 66.1001 (2) (a) of the *Wisconsin Statutes* requires that the Issues and Opportunities Element include a “statement of the overall objectives, policies, goals, and programs of the governmental unit to guide the future development and redevelopment of the governmental unit over the planning period.” Although not defined in the *Statutes*, the Wisconsin Department of Administration has provided the following definitions of those terms:

Goals: Broad and general expressions of a community’s aspirations, towards which the planning effort is directed. Goals tend to be ends rather than means.

Objectives: More specific targets, derived from goals and necessary to achieve those goals. While still general in nature, objectives are more precise, concrete, and measurable than goals.

Policies: Rules or courses of action necessary to achieve the goals and objectives from which they are derived. They are precise and measurable.

Programs: A system of projects or services necessary to achieve plan goals, objectives, and policies.

WASHINGTON COUNTY VISIONING PROCESS

Visioning Process

The visioning process included development of general goals and objectives prepared by the Washington County Planning, Conservation and Parks Committee (PCPC) of the County Board and the Washington County Comprehensive Plan Technical Advisory Committee. In addition, several committees conducted brainstorming sessions on the development of countywide goals, objectives and policies, including:

- Washington County Board of Health
- Washington County Health and Aging Committee
- Washington County Highway Committee
- Washington County Transit Committee



The Multi-Jurisdictional Advisory Committee (MJAC) is one of several committees that conducted brainstorming sessions contributing to the visioning process.

- Multi-jurisdictional Comprehensive Plan Advisory Committee (MJAC)¹
- Multi-jurisdictional Agricultural, Natural and Cultural Resources Element Work Group (ANCR WG)
- Multi-jurisdictional Land Use and Transportation Element Work Group (LUT WG)
- Multi-jurisdictional Housing, Utilities and Community Facilities and Economic Development Element Work Group (HUED WG)

The goals and objectives presented in this chapter are based on the following:

- Results of a countywide comprehensive planning kickoff meeting held in December 2005 which included a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
- A countywide comprehensive planning public opinion survey conducted in February 2006
- Results of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis conducted in October and November 2005 with the Multi-jurisdictional Comprehensive Plan Advisory Committee and three Element Work Groups
- Public comments obtained from the Washington County Comprehensive Plan Interactive Visioning Workshop held in July 2006
- Goals and objectives from adopted County plans
- Data collected and mapped during the inventory phase of the plan
- Other public comment obtained via the Washington County comprehensive planning website, e-mails, local government comprehensive planning public informational meetings, and other public meetings
- Consideration of the nine elements of the comprehensive plan

Data collected during the inventory phase of the planning process included existing population and employment information; future population, household, and employment projections; existing land uses and natural resources; existing transportation facilities; existing housing information; existing utility and community facilities and



A strength, weaknesses, opportunities, and threats (SWOT) analysis for Washington County was conducted with the MJAC and Element Work Groups in October and November 2005.

existing land use plans and regulations. Inventory information is valuable to visioning committees and the public in determining the current conditions and factors that influence or determine the quality of life. The population, household, and employment projections set forth in Part II of Chapter II were reviewed to determine the needs of future residents, such as housing, employment, and education, to help guide preparation of countywide goals and objectives. Inventory information was made available to the public on the Washington County comprehensive planning website, and at the municipal hall of each participating local government. The information was also presented at the County Interactive Visioning Workshop. Goals and objectives from existing County adopted plans, which are identified in Chapter VI, were also taken into consideration during preparation of this chapter.

A SWOT analysis for Washington County was conducted with the MJAC, ANCR WG, LUT WG and HUED WG members in October and November 2005. A SWOT analysis was also conducted at the countywide comprehensive planning kickoff meeting held in December 2005. The results of these exercises, which are set forth in Figure 10, helped to identify community concerns and guide preparation of the goals and objectives.

¹The Washington County multi-jurisdictional comprehensive plan committee structure is diagramed in Figure 1 in Chapter I of this report.

Figure 10

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS



SWOT Analysis Conducted by the Multi-Jurisdictional Comprehensive Plan Advisory Committee & Work Groups in October and November 2005
 SWOT Analysis Conducted at the Washington County Comprehensive Plan Kickoff Meeting on December 7, 2005

A countywide comprehensive planning public opinion survey of over 1,200 residents was prepared by the MJAC with assistance from the University of Wisconsin-Milwaukee Center for Urban Initiatives and Research and the University of Wisconsin-Oshkosh. The survey included a wide range of questions on planning and development topics such as housing, transportation, agricultural and natural resources, land use, and public utilities. Responses to these questions also helped guide preparation of the goals and objectives. A report detailing the results of the survey is included in Appendix I.

Finally, public comment from the County Interactive Visioning Workshop was used in the preparation of the goals and objectives. In addition, one visioning workshop was also held to obtain opinions from the youth of the County. There were a total of six stations where participants had an opportunity to learn about the comprehensive plan and to participate in hands-on visioning activities including:

Station 1: Comprehensive Plan Information & Presentation

This station provided information on the planning process and summaries of the first six inventory chapters of the plan report.

Station 2: “Mapping Future Growth”

This station involved the use of a 42-inch touch screen computer display and Geographic Information System (GIS) technology where participants had an opportunity to produce a map displaying where the County’s residential growth would be preferred.



“Mapping Future Growth” allowed participants to produce a map displaying where the County’s residential growth would be preferred.

Station 3: Interactive Land Use Preference Slideshow

Participants evaluated various pictures of land uses and shared their opinions as to why an illustrated land use was either appropriate or not appropriate for the County.

Station 4: Community Goals...Still on Target?

Participants had an opportunity to view goals in existing County plans and evaluate whether those goals were still appropriate.



Participants of Station 4 had a chance to express whether goals in existing County plans were still appropriate.

Station 5: Build a Vision for the Future of Your Community

This station provided an opportunity for participants to write a vision statement describing how they view the future of Washington County.

Station 6: Parting Words

This station provided an opportunity for participants to write comments regarding any issue of importance that the County should address as related to the nine planning elements.

A report detailing the results of the countywide interactive visioning workshop is included in Appendix J.

Issues and Opportunities

The following general County planning issues and opportunities were identified during the visioning process described above:

- **Changing Age Structure of the Population:** The population projections in Chapter II indicate that the population for Washington County in 2035 will be 157,265 persons. This is a projected increase of 39,769 persons, or about 34 percent, over the 2000 population level of 117,496. Age distribution has important implications for planning and the formation of public policies in the areas of education, recreation, health,

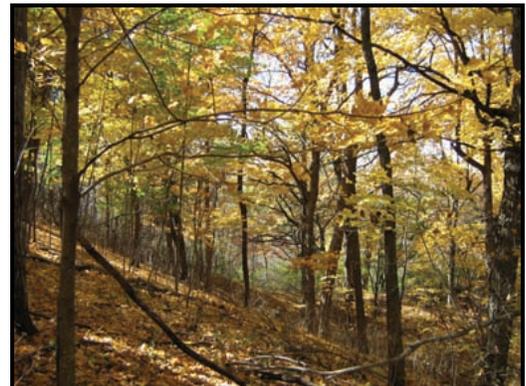
housing, transportation, and economic development. In 2035, persons 65 years of age and older would comprise about 24 percent of the County population, compared to about 11 percent in 2000. The number of persons in this age group is projected to increase from 13,212 in 2000 to 38,325 in 2035. Changes in the age composition may be expected to have a range of impacts, including, importantly, impacts on the available labor force, as baby-boomers move into their retirement years. The aging of the population may also be expected to result in a need for housing, health care, transportation, and other services for a more elderly population. Planning efforts for the County and its government agencies must consider these changes.

- **Rural and Small Town Character and Cultural Resources:** The public opinion survey indicated a strong desire among residents to preserve the small town character of Washington County. About 69 percent of respondents thought that preserving their community's small town character should be given a high priority. Strong support was also expressed for preserving historic buildings. About 35 percent of respondents felt that historic preservation should be given a high priority, and 43 percent thought it should have a medium priority. Cultural and historical facilities were indicated as strengths in the SWOT analysis.



The public opinion survey indicated a strong desire among residents to preserve the small town character of Washington County.

- **Environmental Preservation:** Survey respondents gave a high priority to preserving woodlands and open space in the County. Over 76 percent of respondents indicated preserving woodlands should be given a high priority and 77 percent said that maintaining the existing parks and open spaces in the County should also be given a high priority. The Kettle Moraine, natural areas, lakes, wetlands, woodlands and recreational and cultural opportunities were found to be strengths of the County in the SWOT analysis. Threats to water supply and quality and the loss of environmental corridors were identified as threats in the SWOT analysis. A common theme expressed by participants during the countywide visioning workshop was to preserve critical species habitat areas, natural areas, environmental corridors and upland woodlands.



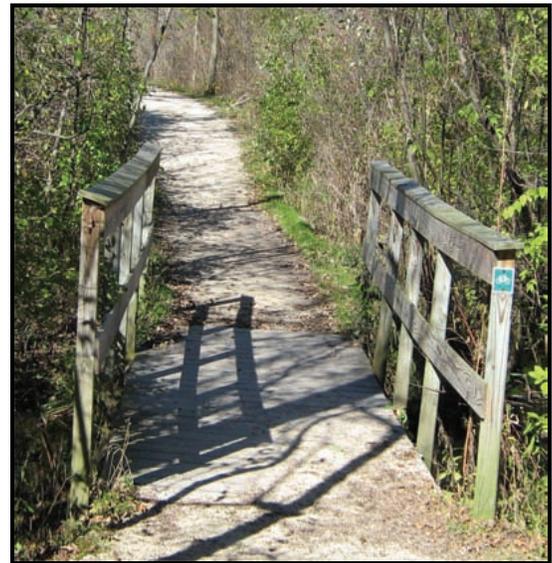
Survey respondents gave a high priority to preserving woodlands and open space in the County.

- **Farmland Preservation:** Preserving farmland is a high priority among residents as found from both the SWOT analysis and the survey. Almost 85 percent of survey respondents, either strongly agreed (44 percent) or agreed (39 percent) with the need to preserve farmland in Washington County. Opportunities expressed in the SWOT analysis include the potential PDR program and promotion of family farms. A lack of farm product infrastructure was identified as a threat in the SWOT analysis. A common theme expressed by participants during the countywide visioning workshop was to preserve prime agricultural lands.



Preserving farmland is a high priority among residents as found from both the SWOT analysis and the survey.

- **Development Patterns:** With regards to the pattern of new development in the County, slightly more than half (51 percent) of survey respondents would prefer that development be concentrated rather than scattered (37 percent) in the County. The SWOT results also indicated that respondents preferred contiguous development rather than scattered in the County citing the need to control growth and limit urban sprawl. A common theme expressed by participants during the countywide visioning workshop was to concentrate urban development within the sewer service areas, promote opportunities for redevelopment in areas with existing infrastructure and downtown areas and to minimize rural development.
- **Public Utilities and Energy:** Rising energy costs will have an impact on all aspects of life in the County. An overwhelming majority of survey respondents (82 percent) indicated support for expanding wind power. In addition, survey respondents indicated support for expanding high speed internet service (72 percent) and expanding sewer and water (61 percent).
- **Transportation:** Over 46 percent of survey respondents placed a high priority on expanding bike paths and lanes throughout the County and about 37 percent placed a high priority on expanding bus service to other Counties. SWOT results also indicted the need for an expanded countywide trail system, improved transportation choices and an increasing need for public transportation. Providing a variety of choices in transportation is viewed as important, particularly in light of the changing age structure of the County population and energy concerns. Constructing new streets and highways and widening streets and highways were given a low priority by survey respondents. SWOT results indicated that Washington County provides good road maintenance and has a good North-South transportation corridor, but lacks a major East-West transportation corridor. A common theme expressed by participants during the countywide visioning workshop was to expand countywide hiking and biking lanes.



Over 46 percent of survey respondents placed a high priority on expanding bike paths and lanes throughout the County.

- **Intergovernmental Cooperation:** The ability of adjacent communities and different levels of government to work together is a concern that will affect all future planning and policy efforts. Proximity to Milwaukee was viewed as both a strength and a weakness in the SWOT analysis. The ability to work regionally and across municipal boundaries are important issues expressed in the SWOT analysis including the need for intergovernmental cooperation including the use of boundary agreements, coordinated planning and providing services to annexed lands. An overwhelming majority of survey respondents (76 percent) indicated they would favor the sharing of municipal services.
- **Housing:** Over 60 percent of survey respondents indicated that the County needs more single family housing that is priced under \$200,000. The median sale price of a home in Washington County was \$202,000 in 2006. The minimum annual household income needed to afford a median priced home was \$74,662 in 2006. In 2005, the average annual wage of those working in Washington County was \$33,398 per year. The average single-income household, consisting of a wage earner that works in the County, is not capable of purchasing a median priced home in the County. Further, the average two-income household, with both wage earners working in the County, is not capable of purchasing a median priced home in the County. The lack of affordable housing was cited as a threat during the Countywide SWOT analysis and the SWOT analysis conducted by the MJAC and each of the three element work groups.

The ability of those working in the County to afford housing in the County should be considered when developing housing policies. Housing choices are important as the population ages and as a way to provide an adequate work force for future economic development in the County. A common theme expressed by participants during the countywide visioning workshop was the need to provide a wide range of housing types.

- **Economic Development:** A variety of economic development issues surfaced in the SWOT analysis. Although good job opportunities, a diverse manufacturing base and a good workforce were identified as strengths in the SWOT analysis, the aging workforce, lack of high paying jobs and loss of job growth were viewed as weaknesses for Washington County. Opportunities identified included the promotion of a variety of industries and that industrial development should be concentrated along major transportation routes.
- **Community Facilities:** The SWOT results indicated the continued quality of schools and health care facilities as important issues. The existing educational and medical facilities in the County were viewed as strengths in the SWOT analysis. In addition, 78 percent of survey respondents rated the quality of public schools as very important (61 percent) or somewhat important (17 percent) in a residents' decision to live in Washington County.
- **Implementation:** Implementation of the County comprehensive plan was the subject of several discussions during the PCPC and other County committee meetings to develop goals and objectives for this element. Committee members stressed the need to follow the plan after its adoption and to identify a core set of data that can be routinely updated and disseminated to government officials, organizations and citizens.



The existing health care facilities in the County were viewed as a strength in the SWOT analysis.

Each of the above general planning issues and opportunities affect the existing quality of life in the County, which was a reoccurring theme throughout each form of public comment. Ninety-four percent of respondents to the countywide public opinion survey found the quality of life in the County to be good or excellent. The goals and objectives to follow in this chapter define the quality of life by addressing each of the general planning issues and opportunities.

LOCAL GOVERNMENT VISION STATEMENTS

As part of the planning process, a comprehensive plan has been developed for Washington County and for each local government participating in the multi-jurisdictional planning process. Each comprehensive plan includes a vision statement developed as part of the planning process. Local background information, population and household projections, and existing plans were reviewed by local comprehensive planning committees, plan commissions, and governing bodies. In addition, public comment was gathered through a variety of activities including:

- Eleven local kickoff meetings were held throughout January 2006 to March 2006 for each partnering municipality. The kickoff meetings consisted of a presentation of the comprehensive planning process and a SWOT analysis to identify community concerns and guide preparation of the local vision, goals and objectives.
- Eleven Interactive Visioning Workshops were held in the months of August and September 2006 for each partnering municipality. There were a total of six stations where participants had an opportunity to learn about the comprehensive plan, to participate in hands-on visioning activities and provide comment on local issues important to their community.

- The countywide comprehensive planning public opinion survey results of over 1,200 residents included an analysis of results by town/city/village resident, gender and age. Several communities also conducted local public opinion surveys to supplement the countywide survey.

A “vision” statement was developed by each participating local government through a joint brainstorming session of the local Town/Village Plan Commission and Board during May and June 2007. The “vision” statements help provide an overall framework for the development of local comprehensive plans. The vision statements express the preferred future, key characteristics, and/or expectations for the future desired by each community. Community vision statements include:

Town of Addison

In 2035, the Town of Addison is a vital and vibrant “place”. It is a community people enjoy living in, where good development decisions add jobs and broaden the tax base. Growth concentrated in designated areas preserves farmland and open space and does not harm but, in fact, enhances the physical beauty and community identity. Great schools, easy access to transportation options, and appropriate infrastructure improvements help to maintain and enhance the quality of life.

Town of Barton

In 2035, the Town of Barton retains its identity and independence. The Town’s access to major highways is attractive to a mix of land uses, especially businesses, which helps keep property taxes low. Rural character is maintained by encouraging development that is compact and includes open space. Residents appreciate being able to live close to nearby urban amenities while still enjoying Barton’s small town atmosphere.

Town of Erin

In 2035, the Town of Erin is a community known for its natural beauty and unique heritage. Traditional and alternative forms of agriculture are encouraged while allowing quality residential development at densities and locations compatible with preserving the Town’s rural character. The Town takes protection of the environment seriously and works cooperatively with neighboring communities for the benefit of all.

Town of Farmington

In 2035, the Town of Farmington offers a safe, high quality of life for its residents. By concentrating growth in designated locations, and encouraging agricultural activity and the preservation of farmland and critical natural areas, the Town is able to retain its rural character. Town government encourages citizen involvement, and good schools, churches and recreational opportunities, along with historic places in the Town, continue to foster an enduring sense of community.

Town of Germantown

The Town of Germantown is the oldest town in Washington County and the smallest in land area in the State. Residents take a certain pride in the Town’s capacity to adapt and survive. The ability of residents to “stick together” serves the Town well into the future as the Town strives to remain in control of its own destiny. In 2035, Town residents continue to enjoy a safe, quiet, primarily residential community, while still being able to access the amenities of nearby urban areas. A higher than normal ratio of jobs to residents allows the Town to provide employment for the surrounding region, keep local taxes low, and provide above average services.

Town of Hartford

In 2035, the Town of Hartford remains a place known for its abundant natural resources and the beauty of areas like Pike Lake. The Town actively utilizes sound land use planning and policies for retaining productive farmland, maintaining rural character, and co-existing with nearby municipalities.

Town of Kewaskum

In 2035, the Town of Kewaskum remains the “Gateway to the Northern Kettle Moraine” and all of its scenic beauty and recreational opportunities. The Town’s safe and quiet rural atmosphere is made up of farmland, open

space, and mostly single-family residential development that has a minimal impact on the landscape and the local tax levy. The Town has a working relationship with the Village of Kewaskum that includes cooperating on boundary issues and public services.

Village of Kewaskum

In 2035, the Village of Kewaskum retains its “small-town” atmosphere while providing housing choices and well-planned commercial and industrial growth. Development remains within the capacities of village infrastructure, facilities, and services. Residents enjoy a high quality of life, recreational opportunities, and good access to a balanced mix of land uses. The preservation of natural resources is encouraged.

Town of Polk

In 2035, the Town of Polk remains a beautiful place to live and raise a family. Its stable borders, convenient location, large lots, and low residential density help the Town retain its rural character and remain distinct from nearby urban areas. Town government is responsive to citizens, is fiscally responsible, and makes the protection of natural resources a priority.

Town of Trenton

In 2035, the Town of Trenton continues to preserve the natural amenities and prime agricultural lands within its stable borders. When development occurs, it is appropriate for the capacity of the Town’s infrastructure and does not detract from the Town’s rural character. Good local government uses funds wisely and provides better than average services for a town its size.

Town of Wayne

In 2035, the Town of Wayne remains a rural community in which farms share the landscape with a limited number of non-farm homesites. Active land use planning ensures that residential development occurs at appropriate densities and does not detract from the Town’s rural character, unique natural features, or recreational opportunities. Most non-residential development occurs at the interchanges of USH 41 with CTH D and STH 28. Environmental corridors, isolated natural resource areas, and agricultural lands are recognized as essential to the Town’s rural character, and are preserved. Local government that is open to an involved citizenry strives to provide adequate services while keeping taxes low.

LOCAL GOVERNMENT GOALS AND OBJECTIVES

Goals and objectives developed by each participating local government for their local comprehensive plan are set forth in Appendix F. Appendix K sets forth goals and objectives and other plan recommendations specific to the Town of Germantown, which intends to adopt this multi-jurisdictional comprehensive plan as the Town comprehensive plan.

OVERALL STATEMENT OF OBJECTIVES FOR WASHINGTON COUNTY

The following overall statement of objectives describes key characteristics and expectations for the future desired by Washington County:

Washington County offers safe and affordable housing options, a range of transportation choices, and sufficient public services for all residents. Sustainable residential and business development is accomplished with the balanced allocation of land uses that meet the social, physical, and economic needs of County residents. Agricultural and natural resource protection is important, including the preservation of rural and small town character. While being responsive to the changing needs of its citizens, the County supports intergovernmental cooperation and recognizes the comprehensive plan as a “living document.”

COUNTY GOALS AND OBJECTIVES

The goals which follow in this element are overall goals that define a desired future for Washington County by addressing the previously listed general planning issues. The attainment of these goals and corresponding objectives will lead to the creation of County plans and policies that sustain and enhance the quality of life of all residents while guiding development and redevelopment in the County through the comprehensive plan design year of 2035. These goals also provide the framework within which specific element goals were developed for the other plan elements. Because they are intended to be general rather than specific, no policies or programs are associated with the goals and objectives presented in this chapter. Policies and programs are presented in each of the other eight element chapters of the report, in association with the more specific element goals and objectives.

Goal: Preserve and enhance Washington County's natural resources, including open space and agricultural land.

- **Objective:** Develop methods to identify and protect productive agricultural lands.
- **Objective:** Develop methods for the protection, sound use and enhancement of the natural resource base, including wetlands, wildlife habitats, lakes, woodlands, open spaces, groundwater resources, and floodplains.
- **Objective:** Provide a comprehensive system of outdoor recreation sites and facilities to allow County residents adequate opportunities to participate in resource and nonresource-oriented outdoor recreation activities, including water-based outdoor recreation activities which are consistent with enjoyable surface water use and maintenance of adequate water quality.
- **Objective:** Encourage comprehensive water resource management of surface water, groundwater, and water dependent natural resources.
- **Objective:** Encourage the preservation of high-quality open space lands to enhance the total quality of the environment, sustain the natural resource base, enhance the social and economic well-being of the County and provide opportunities for a full range of outdoor recreational activities.



It is a goal in Washington County to preserve and enhance Washington County's agricultural land.

Goal: Preserve and enhance the rural and small town character of Washington County.

- **Objective:** Encourage preservation of historic or cultural structures and districts and archaeological sites.
- **Objective:** Encourage new development and redevelopment having distinctive character, based on physical conditions, historical factors, and local desires that are compatible with existing neighborhoods and communities.
- **Objective:** Encourage the preservation of rural character and vistas outside planned sewer service areas.
- **Objective:** Encourage preservation of agricultural activity outside planned sewer service areas.
- **Objective:** Encourage an attractive and healthful physical and social environment with ample opportunities for high-quality education, cultural activities, and active outdoor recreation.
- **Objective:** Capitalize on tourism amenities.



Rural and small town character should be preserved and enhanced in Washington County.

Goal: Promote a range of safe and affordable housing choices for all income levels and age groups in the County.

- **Objective:** Promote affordable housing choices for Washington County's aging, disabled and young family population.

- **Objective:** Promote affordable housing choices for people who work in Washington County.
- **Objective:** Promote universal design (designed for all physical abilities) in housing and subdivision construction to accommodate all population groups.
- **Objective:** Promote affordable and sustainable housing across an individual’s lifespan.
- **Objective:** Encourage flexibility in zoning to accommodate a variety of housing options.

Goal: Improve transportation infrastructure and land use design to support a range of transportation choices for all citizens.

- **Objective:** Expand and enhance alternative modes of transportation.
- **Objective:** Identify highways within the County by function and incorporate State, regional and other applicable transportation plans, including transportation corridor plans, county highway functional and jurisdictional studies, urban area and rural area transportation plans, airport master plans and rail plans.
- **Objective:** Consider including facilities for walking and bicycling during the review and approval of all development projects, including street and highway improvements, to provide an alternative to vehicle travel and to promote a healthy lifestyle.
- **Objective:** Encourage development patterns with transportation infrastructure that considers environmental impacts, human impacts, and cost.
- **Objective:** Provide a comprehensive highway transportation system that will effectively serve and promote a desirable land use pattern in the County.
- **Objective:** Provide a comprehensive highway transportation system that will abate traffic congestion, reduce travel time and costs, and reduce accident exposure.
- **Objective:** Encourage a transportation infrastructure that effectively uses public resources.
- **Objective:** Encourage a transportation infrastructure that minimizes long-term maintenance costs.
- **Objective:** Encourage use of rail transportation to move more freight traffic to reduce traffic volumes on streets and highways.
- **Objective:** Meet present and future transit needs of the public by providing safe, clean, reliable, accessible, and cost effective public transit services.
- **Objective:** Provide a comprehensive, efficient, and economical transportation system that affords mobility, convenience, and safety and that meets the needs of all citizens, including transit-dependent and disabled citizens.
- **Objective:** Strengthen and improve public transit accessibility at Park and Ride lots.
- **Objective:** Provide bike and pedestrian trails with connections to existing trails throughout the County.

Goal: Support and encourage sustainable energy options in public and private development.

- **Objective:** Encourage use of alternate energy sources.
- **Objective:** Encourage development patterns and preservation of existing developments that are energy efficient.

Goal: Maintain, enhance or expand the existing level of public services in Washington County while being responsive to the changing needs of its citizens.

- **Objective:** Maintain, enhance or expand County services to the public as necessary due to changing demands.



Washington County should strengthen and improve public transit accessibility at Park and Ride lots.

- **Objective:** Encourage public-private partnerships to enhance the level of public services.
- **Objective:** Develop methods to assess the existing and future public service needs of County residents.
- **Objective:** Promote a high quality educational system.
- **Objective:** Promote a high level of health care services.

Goal: Encourage sustainable development of land for business and residential use.

- **Objective:** Encourage development and redevelopment of land with access to existing infrastructure and public services as related to urban development while maintaining and rehabilitating existing residential, commercial and industrial structures.
- **Objective:** Develop methods to analyze the long term impacts of development, including financial impacts and opportunity costs.



Washington County should encourage sustainable development of land for business and residential use, such as rehabilitating existing structures.

Goal: Encourage an appropriate allocation of land to various types of land uses to meet the social, physical, and economic needs of County residents, workers, and property and business owners.

- **Objective:** Encourage a balance between development types.
- **Objective:** Develop methods to analyze the sustainable (environmental, economic, and societal) allocation of space between various types of land uses.
- **Objective:** Encourage land uses, densities and regulations that promote efficient development patterns and relatively low municipal, state and utility costs.

Goal: Identify and encourage desirable and sustainable businesses and job development.

- **Objective:** Encourage Countywide and regional cooperation of economic development issues including business creation, retention, and expansion and the creation of a range of employment opportunities that improve and enhance the economic vitality of Washington County.
- **Objective:** Encourage a diversity of business “clusters” within the County.
- **Objective:** Encourage business development that matches the educational attainment of residents within the County.
- **Objective:** Encourage cooperation between schools and the business community to develop educational programs that provide the County’s labor force with skills to meet the employment needs of County businesses and to provide the services needed by County residents.
- **Objective:** Develop methods to retain and encourage farming as a viable part of the economy.



Washington County should encourage cooperation between schools and the business community to develop educational programs that provide the County’s labor force with skills to meet the employment needs of County businesses and to provide the services needed by County residents.

Goal: Encourage intergovernmental coordination and cooperation.

- **Objective:** Provide a structure for continuing dialog about land use regulation issues and boundary issues between local governments.
- **Objective:** Encourage shared services between all units of government.

- **Objective:** Encourage intergovernmental cooperation when selecting sites for locating public facilities such as police and fire stations and libraries, and quasi-public facilities such as hospitals, clinics, and skilled nursing, assisted living facilities, and independent living centers for the elderly and disabled.
- **Objective:** Encourage open communication between units of government, health care providers and citizens to improve overall health and well-being of County residents.
- **Objective:** Become a regional leader in the development of coordinated transportation while placing more emphasis on the surrounding areas of Milwaukee County in regional issues and concerns.



Washington County should encourage intergovernmental cooperation when selecting sites for locating public facilities such as fire stations.

Goal: Ensure the Washington County Multi-Jurisdictional Comprehensive Plan is a “living document.”

- **Objective:** Routinely consult the comprehensive plan when carrying out County government functions and developing the County budget.
- **Objective:** Review progress made towards achievement of comprehensive plan goals annually, and update the plan as needed.
- **Objective:** Review and update the comprehensive plan report at least every ten years, following the release of U.S. Census data and regional plan updates.
- **Objective:** Identify a core set of comprehensive plan data that can be updated and disseminated to government officials, organizations and citizens on a regular basis.
- **Objective:** Disseminate comprehensive plan goals, objectives, policies and programs to government officials, organizations and citizens.

ELEMENT GOALS, OBJECTIVES, POLICIES, AND PROGRAMS

Within the framework of the overall goals and objectives, more specific goals and objectives were developed through preparation of the remaining eight comprehensive plan elements. Each of the specific element goals relate directly to its element. Each element also includes recommended policies and programs that directly promote the achievement of specific element goals and objectives.

SUMMARY

This chapter has defined a desired future for Washington County through the year 2035 through a series of overall goals and objectives. Inventory data, projections, and various forms of public comment were considered during development of the goals and objectives.

Overall goals and objectives are designed to define a desired future for Washington County and guide the development and redevelopment of the County through 2035, as required by Section 66.1001 (2) (a) of the *Wisconsin Statutes*. The overall goals and objectives provided the framework for the development of specific goals and objectives for each of the other plan elements. In addition to more specific goals and objectives, each element also includes a set of recommended policies and programs to achieve the goals and objectives.

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