

GOALS, OBJECTIVES, POLICIES AND RECOMMENDATIONS FOR THE VILLAGE OF TWIN LAKES

General Overview

This section of the plan contains a listing of the **goals, objectives** and **policies** that were used to fashion the future land use plan, transportation plan and public facilities plan. In addition these goals, objectives and policies will help guide future development and redevelopment in the Village in the coming years. **Recommendations** are also included to address specific needs.

For the purpose of this plan, a **goal** is a statement that describes a desired future condition. Goals generally are intended to focus on a long-term end and in some cases may not be attained or maintained over a period of time. In contrast, an objective is a statement that describes a short-term end and can be achieved. **Objectives** are intended to help achieve goals. A **policy** is a principle that guides future decisions or actions and that is intended to achieve one or more objectives. A **recommendation** is an action, which supports a policy, and will help the Village attain its goals.

I. Issues and Opportunities Section

The goals, objectives, policies and recommendations for the Issues and Opportunities element are to be accomplished as follows:

Policies:

- By recognizing that the Plan Commission and Village Board are not legally responsible for all of the social, economic and physical aspects of the Village. However, they are best suited to monitor the “Big Picture” and manage the Village’s overall well being by directing actions of their own or by meeting with other organizations and institutions to support their activities or functions.

Goal 1: To organize and plan a complete strategy for Village improvement and growth management:

Objectives:

1. By preparing a plan for future streets and land uses for the Village and its extraterritorial area.
2. By providing the needed infrastructure improvements in an affordable manner to serve existing development and planned growth.
3. By adopting a Smart Growth Comprehensive Plan.
4. By preparing plans for needed community facilities such as parks, a community center, a new library facility, etc.
5. By incorporating citizen participation into the comprehensive planning and implementation processes.
6. By establishing and maintaining all types of youth participation programs.

7. By coordinating efforts of and communicating among area service clubs, businesses, foundations, government agencies, religious institutions, schools and other participants that affect Twin Lakes' future.
8. By seeking grants from government and foundations and alternative methods of funding needed improvements.
9. By establishing a program to improve community attitude, pride, participation and image.
10. By identifying the function of Twin Lakes as it relates to the area's human environment.
11. By preparing the Village to deal with one-time decisions.
12. By increasing information to residents, particularly on implications of urban growth, particularly by use of the village web site, the Twin Lakes Report, and the Kenosha News.
13. By determining how improvements will be paid for prior to committing to do them and including all improvements in a comprehensive Capital Improvements Program.
14. By marketing the virtues of Twin Lakes to increase the tax base, to improve the economy, and bring more money into the Village.
15. By working to bring in additional commercial and residential uses fitting the profile defined by the Smart Growth Plan.
16. By working to ensure new residents feel welcome and have an opportunity to become involved in their new community.
17. By taking advantage of the Village's location relative to the Chicago/Milwaukee corridor.
18. By building on the excellent school systems.
19. By promoting the family and family values.
20. By organizing and operating additional major annual festivals or events.

Recommendations

1. Adopt and implement the Smart Growth Plan for Land Use, Transportation and Community Facilities Plans. Apply for the Smart Growth dividend when it becomes available.
2. Continue to upgrade any needed infrastructure and make certain that utility extensions are sized and placed adequately to handle the project specific needs as well as addressing planned future uses. This Plan will permit building infrastructure for more than a 20-year horizon.
3. Adopt a Smart Growth Plan.
4. The Village should explore sharing equipment and services with other communities. The Community Facilities Plan proposes new parks, trails, utility service areas, a fire station and police building. Possibly a new swimming pool could be shared with the school district. Study the desirability and feasibility of combining the Village and Town Fire Departments and placing them in a new building. Seek other cost saving cooperative agreements.
5. The Village Board and Plan Commission should use various means to solicit citizen participation in the planning process. Change is difficult, but citizen support is imperative and hopefully helpful when starting new programs or changing directions on existing ones.
6. Encourage Village churches and community organizations to focus on establishing or assisting with youth programs.
7. The Village should use all the resources, municipal and non-municipal, to the fullest extent possible. Although each organization will be responsible only for its own functions, the Village should help coordinate their activities so they complement one another. It could do this by participating in each organization or by hosting a coordinating meeting once a year with all of the organizations to review each organization's plans for that next year. Together more will be accomplished than only acting individually.
8. Seek more alternative funding for projects. The Village should seek grants to provide needed financing. Grants could be used for affordable housing, economic development,

- park acquisition and infrastructure. The Village may dialog more with County Board Members to obtain more county participation in Village projects. Set up a community foundation for long-term community benefits.
9. Community attitude, pride, image and citizen participation are difficult to measure, but are so important to a community's success. The Village should take actions that have visibility such as improved streets, aesthetics, directional signs and entrance markers. The Village needs to do this while making the less visible improvements such as underground improvements. Resident positive attitude and pride in Twin Lakes are best accomplished with citizen participation, which is best obtained through communication.
 10. The function of Twin Lakes is to serve its residents and part-time or seasonal residents with a pleasant living environment including: recreation, shopping, services and educational opportunities. The Village should expand on these opportunities.
 11. The Village should give extra consideration to decisions that have the potential to change course and are non-retractable. Examples of non-retractable decisions are developments that would close roads or block future road extensions, development that would create storm drainage problems, development without adequate access, sale of Village owned land without guarantees related to development, approval of an appropriate land use for the Village in an inappropriate location, and loss of downtown retail space to a residential use.
 12. Eventually the Village may conduct Village Board meetings on cable TV, establish and keep the Village website up-to-date interact with the Twin Lakes Report, area school and other groups in the community.
 13. Develop and utilize a capital improvements program.
 14. The Village should grow in a positive economic fashion utilizing the strengths listed in the plan. This growth will include residential, commercial and business uses. All the elements needed to do so are available in the Village and immediate area.
 15. The Village should continue its growth policies in accordance to the plans.
 16. The Village, through the Chamber of Commerce, should have a program to introduce and welcome new residents to the Village.
 17. The Village is a product of its location. The Village should promote the positive aspects of its location in the Chicago-Milwaukee corridor and its unique rural lake area.
 18. The 2 elementary school systems and the high school are sources of pride and a real economic force. Conduct a study of the pros and cons of merging the 2 districts. It is an issue needing close examination.
 19. The Village can promote family values by promoting good aesthetics, clean lakes, public parks and open space, clean water, good public facilities including sidewalks and community leadership. Community events also help to promote family values and community togetherness.
 20. The Village should consider having significant community wide seasonal events. Events need to show off the community organizations. Some events should be done with the school districts. Consider holding summer concerts in the parks. Develop a farmers market in the downtown area.

Goal 2: To promote development that maintains or enhances the historic and rural character of the Village:

Objectives:

1. By maintaining a historical record of the Village.
2. By preserving the rural and natural character. This also includes preserving the glacial topography where possible and keeping borders of vegetation along arterials (subdivision are set back and face inwards).
3. By preserving the small Village character.
4. By utilizing all of the assets provided by a smaller community such as personal safety, community pride, friendliness and locally owned and managed businesses.

Recommendations

1. Create a Village Historical Commission and establish a local history section at the Library.
2. Adopt a zoning ordinance that provides for the preservation of natural features.
3. Adopt a Conservation Subdivision Ordinance and a Traditional Neighborhood Development Ordinance consistent with the Smart Growth legislation.
4. Discourage strip malls and prohibit big box enterprises.
5. Re-develop the central business district.

Goal 3: To improve the quality of life within the Village:

Objectives:

1. By encouraging cultural activities through the school, clubs, private organizations and foundations.
2. By supporting existing youth programs and the creation of new ones.
3. By encouraging the maintenance of public facilities, as well as necessary public and private recreational programs. (Capital Improvements Program).
4. By encouraging projects to enhance the physical appearance of the Village including streetscape improvements.
5. By adopting and enforcing ordinances to enhance the physical appearance of the Village.
6. By working with new and existing businesses to encourage improved building design and site aesthetics.
7. By working with new and existing businesses to minimize storm drainage, impacts of storm drainage to adjacent property and the discharge into the lakes.
8. By working to improve aesthetics at entrances to the Village and along major road corridors.

Recommendations:

1. The Village should take the lead in organizing groups to hold cultural events. Hold a well-publicized meeting to help organize the people who are interested in doing events. Utilize the school facilities to hold events.
2. Investigate establishing new youth programs with the churches and UW Extension. To change habits and attitudes sometimes takes time – maybe a long time. Hopefully, the community can commit to making a difference for its youth until change occurs.
3. Continue to maintain and improve the community’s sport venues. Construct additional recreational facilities including trails and a swimming pool. Sidewalks, pedestrian and/or bike trails or pathways, should be required in all new developments and along major roads where people do or could walk.
4. The Village should review new non-single family residential for aesthetics, erosion control/and walking access. In addition, develop a site review ordinance and adopt and enforce an existing building code ordinance.
5. Adopt and enforce standards tailored to the Twin Lakes environment.
6. The Village should organize and work with business owners and business property owners to improve the aesthetics of downtown businesses. Include landscape sketch by a landscaping architect in the study. There are potential improvements to the landscape, signs and buildings.
7. The Village should organize and work with business owners and business property owners to control storm drainage, on site if possible.
8. Install lighted, landscape entrance markers along county highways entering the Village.

II. Housing Section

The goals, objectives, policies and recommendations for the Housing element are to be accomplished as follows:

Policies:

- By locating new housing near existing urban development to take advantage of proximity to community facilities and public utilities.
- By insuring that adjacent land uses are compatible to housing with regards to such factors as smoke, noise, odor, traffic and appearance.
- By controlling storm drainage to prevent local flooding and flooding downstream.
- By providing adequate water and sewer service to all new residential developments.
- By building new housing on soils suitable for excavation and site preparation.
- By working with Habitat For Humanity or other organizations that will provide low and moderate-income housing.

Goal 1: To promote the development of housing for residents of Twin Lakes and provide a range of housing choices that meets the needs of persons of all income levels and of all age groups and persons with special needs:

Objectives:

1. By adopting a Land Use Plan and implementing ordinances which provide an area and means for facilitating housing development of varying types and price levels.
2. By providing and maintaining an infrastructure which will support housing.
3. By meeting the demand for independent and assisted living facilities for elderly residents.
4. By adopting a zoning ordinance to provide for a variety of housing types and districts.
5. By providing both renter and owner occupied housing of all types.
6. By providing housing opportunities for all income levels and housing types, particularly for those of limited income (the young, elderly and disadvantaged and for those with disabilities and other special needs.
7. By accommodating residential uses in mixed-use buildings and developments.

Recommendations:

1. Provide for a mix of housing types in the Future Land Use Plan including space for manufactured housing.
2. Continue to utilize the capital improvements program that identifies when and where infrastructure needs will be provided.
3. Provide suitable areas in the Village for the provision of independent and assisted living facilities for elderly residents. Promote the establishment of Elderly Community Based Residential Facilities (CBRF). Adult Family Homes (AFH), Facilities for the Developmentally Disabled (FDD) and Residential Care Apartment Complexes (RCAC).
4. Prepare, review and adopt a new zoning ordinance.
5. Include opportunities for a range of housing types in the comprehensive plan.
6. Include opportunities for a range of special needs housing.
7. Provide for mixed-use developments in appropriate areas, but particularly in the downtown.

Goal 2: To support the redevelopment of existing low-income and moderate-income housing:

Objectives:

1. By inventorying under-utilized land within the developed area.
2. By “clearing” brownfield sites.
3. By assembling potential home sites.

4. By utilizing Habitat for Humanity and other programs.

Recommendations:

1. Conduct periodic reviews to determine which parcels are under-utilized and develop an approach for redevelopment that could include new, denser housing.
2. Utilize the Redevelopment Authority, Brownfield TIF's and conventional TIF's for assisting with clearing any Brownfield sites. Work with developers to set up land for development. Single parcel TIF's many times work well in these situations.
3. Identify under-utilized parcels and appropriate strategies for redevelopment. Work with developers to set up land for development. Single parcel TIF's many times can work well in these situations.
4. Work through churches or other non-profits to provide low and moderate- income housing.

Goal 3. To provide for the maintenance and/or rehabilitation of Twin Lake's existing housing stock:

Objectives:

1. By conserving or improving the quality of existing single family housing stock.
2. By increasing the supply of housing affordable to moderate income households and employees of local businesses.
3. By maintaining the environmental and cultural assets of the community so that it continues to be an attractive place to live.
4. By increasing the supply of housing affordable to low-income households.
5. By assuring the fair housing rights of all citizens are protected.
6. By preserving existing housing by establishing an existing housing code inspection program.

Recommendations:

1. Utilize the Village's CDBG housing grant funds to rehabilitate low- and moderate-income housing. Work with property owners to encourage continued maintenance including structural repairs and cosmetic upgrades. As a result of this grant, the Village will develop a housing revolving loan fund to provide an ongoing loan program.
2. Allow for multi-family units in the Village along with smaller lots for single-family homes.
3. The Village should enforce existing regulations to ensure adequate protection of environmentally sensitive lands and cultural resources.
4. Work with appropriate governmental agencies and non-profits such as Habitat for Humanity, County Housing Authority and developers to secure additional lower income housing in the Village.
5. Enforce the Village's Fair Housing Ordinance.
6. Adopt and enforce a building maintenance code.

Goal 4. To promote the construction of appropriate types of multi-family housing in the appropriate sections of the Planning Area:

Objectives:

1. By designating areas suitable for the development of apartments, condominiums, and Village homes and similar residential uses selected areas suitable for that purpose and of types, styles and income levels suitable to both market demand and fiscal impact.

Recommendations:

1. Designate areas on the Future Land Use Plan for multi-family residential.

Goal 5. To preserve and develop housing areas to satisfy the demand for an adequate amount of dwellings of various types and densities:

Objectives:

1. By providing and developing conveniently located areas suitable for housing.
2. By eliminating deteriorated dwellings.
3. By providing housing opportunities for all income levels and housing types, particularly for those of limited income (the young, elderly and disadvantaged), and for those with disabilities and other special needs.

Recommendations:

1. The Village should designate development sites to fill the need for senior housing including condominiums, single-family homes, duplexes, townhomes, and apartments.
2. The Village should utilize an existing building code ordinance and the CDBG Housing Rehabilitation Fund to rehabilitate houses.
3. The Village should investigate the possible use of state grants to help foster the provision of affordable housing.

III. Traffic and Transportation Section

The goals, objectives, policies and recommendations for the Traffic and Transportation element are to be accomplished as follows:

Policies:

- By providing sidewalks, biking and walking trails throughout the community, particularly near the schools.
- By improving roads generally as follows: separate local and through traffic; improve hazardous intersections; upgrade road-pavement conditions; provide adequate setbacks; and provide adequate shoulders.
- By providing a right-of-way of 100 feet for arterial streets having a rural cross-section (shoulders rather than curb and gutter) and a right-of-way of 80 feet is desirable for arterial streets having a an urban cross-section (curb and gutter) as recommended by the Kenosha Jurisdictional Highway System Plan. These desirable rights-of-way are required for all planned arterial streets and highways. A right-of-way of 80 feet of right of way is required for all collectors.
- By building all collectors to county standards.
- By not over building the width of roads within subdivisions.

Goal 1. To plan for new streets and improve the efficiency of the major street network in the Planning Area:

Objectives:

1. By separating local and through traffic wherever feasible.
2. By encouraging improvements on major transportation routes in and out of the Village.
3. By encouraging the implementation of planned but as of yet unbuilt roads and new streets improving safety and emergency access to neighborhood and interconnect adjoining neighborhoods.
4. By removing and preventing blighting influences along the transportation corridors.

Recommendations:

1. The Village needs to ensure that through traffic is not a problem in new subdivisions. However, new subdivisions should be encouraged to interconnect with existing developments where feasible.
2. Promote upgrading all county highway collectors to county standards.

3. Promote the construction of planned, new collector highways including realignments.
4. Adopt and enforce an existing building code and utilize community development authority actions if necessary.

Goal 2. To embrace forms of transit other than automobiles:

Objectives:

1. By providing bicycle and pedestrian corridors and paths.
2. By insuring transit is available to all people including the elderly and the disabled.
3. By participating in the County's trail program.
4. By establishing sidewalks along all major road corridors.
5. By promoting the use of the airport.
6. By promoting better regional public transportation services.
7. By promoting more convenient Metra service.

Recommendations:

1. Create a system of bicycle and walking paths as designated on the Plan map. Build a bicycle/walking trail on the vacated rail corridors going northeast from downtown Twin Lakes to at least the east Randall Town boundary.
2. Work with Kenosha County to ensure all residents are adequately served.
3. The Village needs to be part of a county system and then expand bicycle trails within the Village.
4. Provide bike lanes, walking trails, or sidewalks along all county highways within the Village.
5. Although utilized by a small number of people, the Westosha Airport should continue in service.

Goal 3. To resize critical right of ways within the transportation network in the Planning Area in order to protect the long term safety of Village residents:

Objectives:

1. By expanding collector right of ways to 80 feet.
2. By reconstructing existing collectors to accommodate sidewalks and shoulders and provide the opportunity for pedestrian and bicycle paths.

Recommendations:

1. Ordain and construct future collectors to have 80 foot right of ways.
2. Survey existing collector right of ways and budget the expansion in future years.

Goal 4. To enhance the ready enjoyment of the rural countryside:

Objectives:

1. By inter-connecting bicycle right of ways with Kenosha and other county systems.
2. By establishing a network of pedestrian and bike trails within the Planning Area.

Recommendations:

1. Coordinate the development of interconnections with the trail systems of surrounding communities including Kenosha, Walworth, and McHenry counties.
2. Develop pedestrian and bike trails in the community; estimate the costs; solicit grants to develop them.

Goal 5. To enhance the accessibility of downtown Twin Lakes:

Objectives:

1. By constructing pedestrian and bicycle paths collecting into the central business district.
2. By locating vehicular and bicycle parking within the central business district to best promote the pedestrian use of the Village retail district.
3. By improving dangerous intersections, which compromise the accessibility of the downtown business district.

Recommendations:

1. Implement the downtown streetscape plan and integrate the sidewalk system with the local bike trails.
2. Install bicycle racks downtown.
3. Coordinate the streetscape improvements with intersection improvements.

IV. Community Utilities and Public Facilities Section

The goals, objectives, policies and recommendation for the Utilities and Public Facilities element are to be accomplished as follows:

Policies:

- By ensuring good, safe drinking water to all new developments according to Department of Natural Resources standards.
- By establishing shared school and Village recreation facilities for both youth and senior citizens.
- By evaluating the needs of the library, Village Hall and senior center.
- By maintaining public buildings in an effective condition and build new public buildings attractively so as to enhance the community and promote civic pride.
- By providing adequate, conveniently located off-street parking for all public uses and the downtown.
- By evaluating the need for a public water supply.
- By maintaining and then improving the water quality in Twin Lakes.
- By examining the possibility of consolidating the school systems.

Goal 1. To maintain and improve the Village's park and open space areas:

Objectives:

1. By continuing to devote resources to first maintain and improve the existing park and open space areas and then to develop new parks and open space.
2. By using parks and open space as buffers between incompatible land uses, as delineators or constraints on urban development, or as necessary complementary uses for other land development.
3. By providing recreation facilities and programs to meet the needs of all age groups and persons of various financial means including the elderly and youth in Twin Lakes.
4. By developing pedestrian and bicycle ways.
5. By participating in the state and county bicycle trail programs.
6. By first maintaining and then improving the water quality in the lakes.
7. By preserving wetlands.
8. By continuing to encourage the use of school/park combinations.
9. By tying into regional recreation facilities.
10. By fostering year round outdoor recreational opportunities.
11. By implementing the soon to be completed Village Park Plan.

Recommendations:

1. The Village needs to continue to improve and maintain its parks. Develop a new community park or team with the Town to develop a joint community park or utilize the

- proposed County Park as a community park. Develop neighborhood parks in the new neighborhoods.
2. Build buffers into new development for betterment of the community and the development.
 3. Recreation is an important part of the culture and needs to be supported. Develop a traditional youth program and a second program oriented to both education and recreation to accommodate pre-school and school children from all socioeconomic groups. Develop an elderly fitness program. Develop more family activities. Promote walking. Build a community swimming pool in conjunction with the town of Randall.
 4. Implement the pedestrian and bicycle path and trails in the Transportation Plan.
 5. Be part of the County Trail System.
 6. Lake water quality improvements from the land will require a multi-faceted approach. *These include: prohibiting phosphorus fertilizer (as is currently being done); preventing clean water infiltration into the sanitary sewer controlling storm water run off; preserving all wetlands; controlling farm yard run off, controlling run off from streets; educating citizens on their role in preserving water quality; and the in-lake improvements. (*Within the drainage area)
 7. The Village and the school districts should work together to develop and maintain facilities that would benefit both. This would include a swimming pool.
 8. The Village should preserve wetlands.
 9. The Village should be part of regional recreation opportunities including the new county park. There should be an access road into the park directly from the Village, directly off of the realigned CTH F.
 10. Develop additional outdoor recreation opportunities such as ice-skating and sledding locations.
 11. By implementing the soon to be completed Village Park Plan. Evaluate the need for new parks indicated on the Land Use Plan.

Goal 2. To maintain an adequate system of public infrastructure and buildings in Twin Lakes:

Objectives:

1. By maintaining an efficient, adequate sewage treatment plant.
2. By developing a new or expanding the existing municipal center.
3. By developing and implementing an improved storm water management plan for the Village.
4. By developing and implementing a lake water quality plan for the Village.
5. By providing a central water system as necessary.
6. By upgrading and maintaining streets and sidewalks to keep them safe and usable.
7. By providing sewer system users.
8. By maintaining and keeping all public services and equipment up-to-date.
9. By upgrading EMS services to a higher level.
10. By exploring combining the Village and Town Fire Departments.
11. By investigating options for a community center and/or fitness center as a focus for youth, adolescents, adults and seniors.
12. By building a new library.

Recommendations:

1. Maintain the existing sewage treatment plant. Avoid costly upgrades. Eliminate clear water infiltration. Improve the quality of the outflow so the water can be redirected to the Twin Lakes watershed. Consider treating sewage from the town of Randall.
2. Upgrade the current Municipal Building including off-street parking. Conduct a study to determine the most cost effective method.
3. Implement an updated storm water management plan.
4. Continue with efforts to develop and implement the lake water quality plan.

5. Be alert to the need for a central water system. Monitor water quality from individual wells. The downtown would be the largest beneficiary of a water system. Possibly utilize a downtown TIF to develop the initial system.
6. Sidewalks, bike lanes and/or walking paths should be provided along major streets and required along select streets in new subdivisions, commercial developments and industrial developments. They must be integrated so they do not interfere with storm water management.
7. The sewer system needs more users to distribute the cost among users. This includes new residential and non-residential uses.
8. Provide the necessary training and equipment to maintain the public service staff at a high level. Work to reduce the fire rating particularly for the downtown.
9. Provide the necessary training and equipment to upgrade the EMS services to eventually obtain paramedic services.
10. Explore consolidation of Town and Village fire training, the fire departments and a central fire station at one location. Reduce duplication of services as much as possible.
11. Develop a community center and/or fitness center programmed with activities for a broad range of citizens.
12. Build a new library downtown possibly in conjunction with a senior center/community center.

Goal 3. To improve the downtown so it becomes the center for civic, cultural and government activities; retail services; dining; entertainment facilities; and recreational facilities:

Objectives:

1. By supporting the beautification and renewal of the downtown through a program of urban design improvements including roadway, parking and sidewalk reconfiguration; street lighting and landscaping; façade and signage guidelines, etc.
2. By investigating a TIF financial assistance program for development of the downtown.
3. By developing a community center and expanded public library in the downtown area.
4. By providing ready access from the downtown to waterfront activities.
5. By improving vehicular, pedestrian and bicycle access to the central business district.

Recommendations:

1. Implement the elements of the downtown architectural study throughout the central business district.
2. Implement a TIF district in selected areas of the central business district to encourage redevelopment; participate in the Main Street program.
3. Investigate possible locations, identify funding sources; and construct a library and community center.
4. Redevelop select waterfront properties and access points to improve visitor and consumer enjoyment of the lakes.
5. Expand right of ways into the central business district to provide easy access for vehicles, pedestrians and bicycles.

Goal 4. To maintain a strong network of pre-school, elementary and high school facilities:

Objectives:

1. By supporting and encouraging the school districts to explore consolidation.
2. By supporting quality education and buildings.

Recommendations:

1. Encourage debate on consolidation of the two elementary school districts.
2. Provide political support to maintain high quality education and school buildings.

V. Agricultural, Natural and Cultural Resources Section

The goals, objectives, policies and recommendation for the Agricultural, Natural, and Cultural Resources element are to be accomplished as follow:

Policies:

- By developing existing and new recreation and open space facilities.
- By preserving scenic views.
- By preserving the night sky.
- By preserving wetlands for the important functions they fulfill.
- By promoting tree cultivation and requiring tree plantings in new developments.
- By prohibiting premature non-agriculture growth.
- By minimizing man's impact on the environment, particularly the quality of the ground water and lake water.

Goal 1. To recognize the importance of agricultural land:

Objectives:

1. By supporting the economic polices necessary to make agricultural practices successful.
2. By protecting the scenic character of the area.
3. By exploring Transfer of Development Rights and Purchase of Development Rights programs.
4. By understanding that the privately held agricultural lands are a large part of the rural character of the area.
5. By exploring the possibility of financial involvement of the Village and Town to preserve rural character.

Recommendations:

1. Protect active agriculture practices such as run off and urban encroachment.
2. Require new development to preserve the natural character of the land.
3. Preserve key agricultural lands utilizing Transfer of Development Rights, Purchase of Development Rights or out right purchase.
4. Implement the plan to preserve or enhance the value of all private property.
5. Consider the investment of money to preserve the rural character.

Goal 2. To recognize the many natural resources of the area:

Objectives:

1. By respecting and protecting the environmental corridors in and around Twin Lakes.
2. By helping to preserve the agricultural areas not in the Village or Town growth corridors.
3. By considering impacts to wetlands and the upper reaches of watersheds when making land use determinations.
4. By considering impacts on wildlife and endangered species when making land use determinations, including expanding and interconnecting environmental corridors.
5. By promoting natural landscaping practices for aesthetic as well as resource protection.
6. By adopting low-impact lighting standards.
7. By adopting a tree preservation ordinance.

Recommendations:

1. The presence of an environmental corridor on a parcel does not preclude all development. However, it does call for special consideration in how the parcel is developed. Development adjacent to the corridors should be done in such a manner as

not to damage the corridor's environment, which supports a variety of wildlife and natural vegetation.

2. Provide protective zoning, purchase and transfer development rights and possible purchase of lands to protect the lands.
3. Be extra vigilant in approving development in this ecological sensitive area, particularly within the lakes drainage areas.
4. The environmental corridors support a variety of wildlife and natural vegetation. Protect this wildlife habitat when developing new lands by preserving the natural character of the site and interconnecting environmental corridors to expand wildlife access. This includes the siting of structures where they will have the least impact on natural features and create "no mow" strips along creeks, shoreline and wetlands. Make certain wildlife is protected while developing new lands.
5. Require site development reviews of all new developments to ensure good aesthetics and storm water control.
6. Enact street and site lighting regulations to save energy, project light only where needed, protect adjacent neighbors and the night sky.
7. Enact an ordinance to protect mature trees.

Goal 3. To strengthen the human and cultural resources of the area:

Objectives:

1. By promoting and supporting the many organizations in the Village.
2. By promoting and supporting the efforts by the school systems and churches to provide extra-curricular activities for both adults and children.

Recommendations:

1. Encourage the development of more civic organizations. Encourage the cooperation between civic groups while maintaining the individuality of each. The individual groups acting together wherever possible will be stronger than just the individual groups by themselves.
2. Encourage schools and churches to provide extra services for both adults and children. This includes after school day care, Saturday recreation, walking opportunities, weight room, computer classes, social gatherings and swimming pool.

Goal 4. To recognize the value of the community's ground water:

Objectives:

1. By limiting or tightly controlling any use of hazardous material in or near the Village.
2. By monitoring sites with potential ground water contaminants.
3. By identifying and protecting the groundwater recharge areas within the Village.
4. By recycling water resourced within the watershed.
5. Develop a program to annually monitor groundwater risks.
6. Conduct a study of the hydrology of the area including the risks of groundwater contamination and groundwater shortages.

Recommendations:

1. The Village needs to be vigilant to the dangers of hazardous waste materials.
2. Work with the Department of Natural Resources and other state and federal agencies to take immediate steps to clean up sites as they are discovered.
3. New development should include as little impervious surface as possible, monitor for pollution, stop clear water infiltration into the sanitary sewer mains, and direct as much surface water as possible to infiltration beds.
4. Develop a plan to return clean water from the wastewater treatment plant back to the Twin Lakes watershed and area aquifers.
5. By monitoring the quality of the groundwater.

6. By studying the quality and quantity of the groundwater.

Goal 5. To recognize the value of the community’s surface water (lakes, streams, and wetlands):

Objectives:

1. By limiting or tightly controlling the use of fertilizers in or near the Village.
2. By controlling the runoff from hard surfaces.
3. By “buffering” storm water before it enters lakes and streams.
4. By encouraging the use of “Rain Gardens” or other storm water diversion measures wherever feasible.
5. By encouraging the preservation and restoration of natural shoreline landscaping.
6. By protecting the littoral zone of the lake (the shallow, fertile area that is the most productive part of the lake).

Recommendations:

1. Continue the ban on phosphorus fertilizers and explore limiting fertilizer in the watershed.
2. Reduce the amount of hard surface through the use of paving blocks for parking areas, narrower local streets and shorter driveways. Require each site, where possible, to manage its stormwater runoff on site or by directing it to an appropriate drainage-way without impacting neighboring properties.
3. First provide for storm water infiltration and then detain storm water before discharge to the lakes.
4. Utilize “Rain Gardens”, where possible, in all new developments in the lakes’ drainage area.
5. Create a Shoreline Protection Overlay District with development and redevelopment regulations to protect the lakes and shorelines.
6. Create lake use ordinances that protect the shallow sensitive areas of the lakes.

Goal 6. To recognize the value of cultural opportunities to community vitality:

Objectives:

1. Encourage historic preservation in the natural and built environment.
2. Promote visual and performing arts within the community.
3. Encourage public art in public facilities and parks.

Recommendations:

1. Identify historical and archaeological sites and ensure their protection through site review, existing building code, zoning ordinance protection and demolition permit control.
2. Develop a community theater in conjunction with the high school.
3. Purchase public art as part of new buildings, building renovations and downtown improvements.

VI. Economic Development Section

The goals, objectives, policies and recommendations for the Economic Development element are to be accomplished as follows:

Policies:

- By maintaining and promoting a variety of businesses and commercial activity to provide the widest range of employment opportunities.
- By improving education and promoting employment opportunities.

- By promoting new jobs.
- By encouraging the revitalization of the downtown business district.

Goal 1. To recognize the value of various types of economic development (i.e. central business district improvements, ground water quality, lake water quality, park enhancements, environmental quality, entertainment and festival venues):

Objectives:

1. Promote varied types of economic development.

Recommendations:

1. Create an economic development plan that includes improvements to the physical, natural and cultural environment. A clean lake, historic structures and features, developments with positive tax benefits, and employment opportunities are all economic development.

Goal 2. To accommodate the changing business and commercial economy:

Objectives:

1. By understanding the Village's role in the area's economic base.
2. By supporting a more viable downtown area.
3. By promoting service uses.
4. By making more parking available in the downtown, both on street and off-street, to encourage access and pedestrian movement throughout the central business district.
5. By making the downtown appear more aesthetically pleasing including: façade programs, street and pedestrian lighting, street furniture and sidewalk expansion with landscaping.
6. By examining the creation of new commercial centers.
7. By eliminating or rehabilitating outmoded retail buildings.
8. By marketing for needed community supportable businesses.
9. By encouraging existing businesses to continually monitor and change to accommodate changing retail markets, to improve their facilities, and thus to increase sales.

Recommendations:

1. The Village is the retail service center for the immediate area. It is part of the areas' entertainment business. It has little or no regional business. Work to build a strong area business clientele. Direct most new commercial business to the downtown area. Utilize the limited vacant land and redevelopment of existing parcels to accommodate growth.
2. Establish an identity for the downtown. Work with the Chamber of Commerce and the Business Association to prepare a downtown plan. Improve the aesthetics of streetscape and buildings. With the cooperation of downtown businesses create a Business Improvement District. Set up a revolving loan fund to assist with façade improvements, promote the establishment of a downtown theme, take advantage of historic designations and invite the University of Wisconsin Extension to provide consultation or classes on business management.
3. Personal service businesses have the potential to provide a nucleus of businesses around which to build upon. Promote the construction of office and retail buildings. Buildings of these types would attract jobs and additional services for residents.
4. Connect the properties in downtown with sidewalks on both sides of the street. Provide public off-street parking according to the downtown plan.
5. Utilizing a downtown planning process, prepare plans for an improved streetscape, improved lighting, pedestrian amenities and improved sidewalks. Improve the corner of Lake and Main Streets with the possible need to move a building.
6. Designate some commercial areas and keep the land available for that type of business.

7. Redevelopment and rehabilitation are tools that must be used to strengthen the downtown. Set up a revolving loan fund to assist with building improvements.
8. The Village should take an active role in seeking needed businesses. One role is to market to the types of businesses needed. To solicit business contacts with businesses now operating elsewhere in Kenosha County or northern Illinois and request they start a new business in Twin Lakes.
9. As with life, the most constant ingredient in business is change. Local businesses need to take advantage of that fact. As an example, improve and update the appearance of their stores.

Goal 3. To accommodate the changing industrial and commercial economy:

Objectives:

1. By communicating with business on a regular basis.
2. By supporting existing businesses to manage growth, to prosper and to change as necessary to meet current demands.

Recommendations:

1. The Village should meet annually with the business community.
2. The Village should work with businesses to grow by utilizing TIF, a local economic development corporation, county economic development assistance and possibly Village assistance when economically feasible.

Goal 4. To promote new economic development in suitable areas.

Objectives:

1. By investigating the development of an incubator/venture capital project.
2. By developing, adopting, and implementing an Economic Development Program.
3. By utilizing TIF districts to pay for infrastructure only if they are economically feasible.
4. By defining areas of open land suitable for future business.
5. By attracting higher technology and higher value-added industries and related jobs.

Recommendations:

1. If the Village pursues a business development program, it should be supported with the opportunity for local venture capital.
2. In addition to this plan, develop a more detailed economic development program if the Village pursues business development.
3. Actively look for opportunities to establish tax increment financing districts.
4. Implement the business recommendations of the land use plan.
5. With the Village's quality of life, the Village should promote higher technology and higher value jobs.

Goal 5. To foster employment related training opportunities.

Objectives:

1. By establishing education programs to provide trained employees to support new and existing industry.
2. By encouraging schools to assist students by developing or assessing their skills as they relate to the local job market and promote youth apprenticeship programs in the area.
3. By providing job opportunities for new entries to the job market, for residents not now employed but seeking work, for residents not now actively seeking employment and for residents employed in other communities.

Recommendations:

1. The Village, businesses and the school system should plan to ensure adequate skilled labor.
2. Investigate sources of skilled labor. Work with Gateway Technical College and the high school to provide more skilled training. Traditional high school education may not be sufficient to ensure adequate skilled labor.
3. Search for new employees among the existing population.

VII. Intergovernmental Cooperation Section

The goals, objectives, policies and recommendations for the Intergovernmental Cooperation element are to be accomplished as follows:

Policies:

- By continuing a dialog with adjacent municipalities, the County, the school district and the vocational school district.
- By utilizing the village's extraterritorial rights in consideration of the interests of both the Village and the Town.

Goal 1. To recognize the importance of common concerns and interests of area governmental units:

Objectives:

1. By continuing to have regular joint meetings at the committee level.
2. By working with the school districts on their interests in transportation, enrollment, shared facilities and the student's general welfare.
3. By working with the town of Randall to establish a boundary agreement.
4. By working with the town of Randall, the county and SEWRPC to identify the need for growth and the need to protect the agriculture economy.
5. By working with the town of Randall and the county to share or consolidate equipment and services.
6. By working with the town of Randall on land use policies for possible annexation requests.
7. By using the village's extraterritorial powers to enhance the mutual goals of this plan.

Recommendations:

1. The largest tax collectors in the area need to regularly communicate on issues and opportunities. The school district liaison is an excellent idea and effort. In addition, the school staff and Village staff should meet periodically to discuss items of mutual interest.
2. The Village should continue working with adjoining municipalities, the school district and Kenosha County to resolve areas of conflict.
3. Work with the town of Randall to secure a boundary agreement and consider possible future consolidation.
4. Continue to work with these governmental units to monitor the impact of growth on the agriculture economy.
5. The Village needs to continue to look for new ways of providing more efficient services by working with adjoining municipalities, the school district and the county. The Village should explore sharing equipment and services.
6. Develop a set of mutually acceptable land use policies for dealing with annexation requests.
7. Utilize the village's extraterritorial zoning authority in consideration of the interests of both the Village and the Town in the cooperative implementation of this plan.

VIII. Land Use Section

The goals, objectives, policies and recommendations for the Land Use element are to be accomplished as follows:

Policies:

- By continuing the promotion of agriculture, including traditional farms, hobby farms and agri-business.
- By ensuring adjacent land uses are compatible with regard to such factors as: smoke, noise, odor, traffic activity and appearance.
- By utilizing land that is adequately drained and reasonably level.
- By providing adequate water and sewer as defined by the Department of Natural Resources.
- By building on soils that have adequate bearing strength and are suitable for excavation and site preparation.
- By not encroaching on the environmental corridors, wetlands and floodplain.
- By implementing the Land Use Plan
- By utilizing the date of the moratorium's adoption as the base point for measuring the growth projections.
- By utilizing 2.0% annual population growth projections.
- By monitoring the growth of the Village at all times relative to the growth rate:
 - a. Monitor the impact of growth on cost and revenues by monitoring the impacts of the creation of new lots on school costs and quality of education and other aspects of public costs and revenues.
 - b. Require a complete fiscal impact study for every proposed development on any land development for more than 4 dwelling units (current & future phases). This study will be reviewed by a village consultant and paid for by the developer. The study must describe potential impacts (both social and fiscal) to schools, infrastructure, parks, public safety, and any other municipal services deemed necessary by the village.
 - c. The Smart Growth Commission will establish standards and formats for such Impact Statements.
 - d. Continually evaluate the outcomes of lot approvals and consider alternative growth management policies, including moratoriums, if at any time it can be demonstrated that growth since 2004 has had a significant net negative impact on the communities and that such impacts are attributable to new growth and not other social and economic changes in the community.
- By requiring developers to bring in a design concept for their entire parcel when they decide to begin development. The concept plan must include a phased build-out schedule of dwelling units by type compatible with growth projections of the village.
- By requiring open space be protected from conversion to more intensive land uses in a conservation subdivision.
- By requiring all new residential growth and development to occur with proper buffers from neighboring uses.
- By requiring all new residential development of 4 or more lots to be Conservation Subdivisions or Traditional Neighborhood Development.
- By requiring all new conservation subdivisions to have 40% permanent open space, including trails, but not including roads.
- By preserving, wherever possible, farm buildings when no longer used for farm purposes, by seeking feasible reuse of the structures.

Goal 1. To create a balanced pattern of related urban land uses:

Objectives:

1. By collectively satisfying the demand and/or provision for certain land uses among the Village and Town where they are most appropriately located, regardless of municipal boundaries.
2. By ensuring that adjacent land uses are compatible with regard to such factors as smoke, noise, odor, traffic, activity and appearance.
3. By providing adequate water supply in quantity and quality, and sanitary waste disposal where necessary to developed areas and land for new development.
4. By ensuring that stormwater from the Village does not negatively affect the lakes in terms of water quality and quantity.
5. By building on soils which have adequate bearing capacity and are suitable for excavation and site preparation as much as possible.
6. By restricting development from steep slopes, wetlands and flood hazard areas.
7. By understanding the importance of aesthetics to a community.
8. By eliminating nonconforming uses.
9. By strictly enforcing the zoning ordinance and subdivision ordinance and keeping them up-to-date.
10. By establishing a system of directional signs to identify the location of schools, parks, the library and other public buildings of interest.
11. By strictly controlling public costs of land divisions.

Recommendations:

1. The Village should reserve areas for future growth through the use of a Land Use Plan and map. It is important the plan does not “box in” future uses by permitting non-compatible uses that would not allow expansion of more appropriately planned uses.
2. Review proposed new uses to determine if they will be negatively impacted by an adjacent use.
3. Extend utilities according to the Land Use Plan.
4. All new developments should be reviewed for storm water management.
5. New development needs to mitigate soil limitations.
6. Steep slopes of more than 12 percent, wetlands and flood prone areas should be avoided.
7. The Village should help ensure that the natural and man-made environments are aesthetically pleasing. If it is not it is a psychological negative and without question harms civic pride.
8. The Village should use its Redevelopment Authority to assist in eliminating blighted uses and to redevelop land. Single parcel TIF districts occasionally make redevelopment projects feasible that would otherwise not be. Strictly enforce the zoning ordinance to further eliminate nonconforming units.
9. Amend existing regulations as may be necessary to implement the spirit and intent of this Plan including permitting mixed use in the downtown.
10. The Village should establish a system of directional signs. Develop a unique sign that markets the Village. Identify the location of schools, parks, library, municipal buildings, churches, bicycle trail, downtown, golf course, etc.
11. The Village should ensure that developers pay their fair share of the costs created by the development and minimize the financial costs to existing taxpayers.

Residential

Policies:

- By locating new residential uses near existing urban development to take advantage of proximity to community facilities and public utilities.
- By providing housing opportunities for all income ranges.

- By recognizing adjacent existing neighborhood character and integrating relationships such as street patterns, pedestrian paths, and other relationships whenever possible.

Goal 1. To preserve, enhance, and expand the character of residential neighborhoods:

Objectives:

1. By preventing the incursion of incompatible, non-residential uses into single-family residential neighborhoods.
2. By providing, where feasible, a full range of community facilities on a neighborhood-by-neighborhood basis.
3. By infilling around existing development, both new and old.
4. By discouraging non-local traffic from passing through residential neighborhoods.
5. By reducing the impact of existing traffic on residences.
6. By establishing pedestrian/bike pathways or sidewalks in all new subdivisions.
7. By removing blighting influences from residential areas.
8. By annexing land for residential expansion when appropriate.
9. By providing new residential lots as economically as possible.
10. By developing impact fees to include road, park, fire station, fire equipment, EMT equipment, library and stormwater facility improvements and any others that may be possible.

Recommendations:

1. Areas designated for residential development should be protected and reserved for that use. Existing incompatible, non-residential uses should be removed. Residential densities and types can be mixed in the same development.
2. The Village should extend utilities and acquire parkland as the Village grows.
3. The Village should encourage infill development. Redevelopment and TIF can assist with this effort.
4. Design new neighborhoods so they primarily encourage local traffic.
5. Traffic enforcement, traffic islands and street narrowing are the best deterrents. Speed bumps are not practical.
6. Require pedestrian/bike pathways or sidewalks in all new subdivisions.
7. The blighting influences should be removed from or separated from the residential areas.
8. Annex land as the Village grows.
9. Utilize a variety of techniques to reduce housing costs including zero lot lines, duplexes, smaller lots, redeveloped areas, housing non-profits such as Habitat for Humanity and land trusts.
10. Develop an Impact Fee program to collect fees for road, park, fire station, fire equipment, library and storm water facility improvements or acquisitions and any other eligible categories.

Goal 2. To preserve, enhance and expand the residential choices in the Planning Area.

Objectives:

1. By providing for conventional multifamily units of all types including townhouses.
2. By providing for condominiums.
3. By providing for special needs housing for elderly and handicapped
4. By providing for manufactured housing.
5. By providing for senior housing.
6. By providing for special family situations.

Recommendations:

1. Plan for conventional multifamily units and zone for their development.
2. Plan for condominiums and zone for their development.

3. Provide zoning changes as necessary for elderly and handicapped.
4. Plan for manufactured housing and allow for their development.
5. Plan for various types of senior housing, including assisted living, extended care and retirement complexes.
6. Plan for extended family units in residences such as Granny Flats, in-law and au pair facilities.

Commercial

Policies:

- By recognizing the need to redevelop the downtown.
- By recognizing the downtown serves local needs.

Goal 1. To provide an adequate framework for the future redevelopment and expansion of commercial uses in Twin Lakes:

Objectives:

1. By designating certain prime areas for commercial use.
2. By improving the appearance of existing businesses.
3. By involving existing business owners in planning for their improvements.

Recommendations:

1. Develop commercial enterprises in areas according to the Land Use Plan.
2. As the downtown redevelops, the Village needs to ensure that the appearance of the buildings improves.
3. The Village needs to meet with the business people and the property owners to prepare a strategic plan for downtown improvement.

Goal 2. To maintain downtown as an important destination:

Objectives:

1. By maintaining the downtown as the center for civic and government activities.
2. By maintaining the downtown as an area of specialty stores and tourist related businesses.
3. By maintaining the infrastructure in a standard condition.
4. By promoting the downtown as the commercial retail center for the village of Twin Lakes and town of Randall.
5. By encouraging services and business facilities that do not require industrial-type buildings, outdoor storage, excessive truck traffic and other non-pedestrian features.
6. By redeveloping the Downtown and encouraging mixed-use development with residential development above the first floor.

Recommendations:

1. Maintain as many government activities in the downtown as possible.
2. Encourage the continued development of new businesses whether they be consumer or tourist related.
3. Maintain the existing infrastructure and add street amenities and off street parking.
4. Continue to support local business, be cautious of chains.
5. Develop design standards for the downtown business district that incorporates the goals, objectives and recommendations listed above.
6. Prepare a Downtown Plan to include blight removal, historic preservation, land redevelopment, land assemblage, vacant land development and street aesthetics. Include residential uses in multi-use buildings. Utilize a Redevelopment Authority, Development Corporation, Tax Incremental Financing and Business Improvement District as tools.

Business/Service/Light Manufacturing

Policies:

- By locating new business sites that are: (1) easily accessible to major roads; and (2) large, relatively flat, open sites with adequate space for off-street parking, loading, storage, and expansion.
- By assisting existing businesses to grow at the current locations if appropriate.

Goal 1. To improve existing business development compatible with adjacent uses:

Objectives:

1. By providing land for new construction and expansion of existing businesses.
2. By promoting the types of business that Twin Lakes can expect to attract to the Village.
3. By providing new business area(s) with good access to the county highway system.
4. By servicing new business areas with all public utilities and any other community facilities that are necessary.

Recommendations:

1. The Village should work with existing businesses to consider their needs consistent with this Plan.
2. The Village should attract businesses that require skilled labor on a small volume of products.
3. Provide business areas as shown on the Land Use Plan.
4. Serve new business areas with adequate utilities and facilities. Utilize tax incremental financing to pay for the infrastructure improvements where economically viable.

IX. Implementation Section

The goals, objectives, policies and recommendations for the Implementation element are to be accomplished as follows:

Policies:

- By exercising control of Village management through financial planning, additional ordinances and ordinance enforcement.
- By updating the Comprehensive Plan whenever the circumstances upon which the current plan is based change significantly.
- By requiring all committee / board members attend training and orientation workshops
- By keeping up to date with current technology (GIS, internet, meeting presentation techniques, etc.)
- By keeping the public informed about village activities through the use of a website and regular press releases

Goal 1. To coordinate and share community facilities and services when possible:

Objectives:

1. By exploring the possibility of jointly developing and managing new parks with the Town and school districts.
2. By exploring the possibility of jointly developing a youth activity program with the Town and school districts.
3. By monitoring the comprehensive plan compatibility with evolving plans of the regional planning agency, the county and adjacent municipalities.
4. By exploring the possibility of sharing multiple services.

Recommendations:

1. Work with the school district and the Town to investigate the possibility of jointly developing and managing common park areas, including a community park.
2. Work with the Town and school districts to investigate the possibility of developing a youth activity program and an intense summer recreation program. A mix of summer school and summer recreation, particularly for the younger children is desirable.
3. It will be necessary to participate in the preparation of Smart Growth Plans in the adjacent communities and the County.
4. Conduct studies to possibly consolidate fire, inspections, assessing, parks, street maintenance, police, waste disposal and other services or consolidating the two governmental units.

Goal 2. To resolve annexation and boundary disputes with the Town and other municipalities.

Objectives:

1. By developing and signing a boundary agreement with the town of Randall and other municipalities and establishing Village expansion areas capable of accommodating expansion for a minimum of 20 years.
2. By “exchanging” land which might more logically (geographically, politically or functionally) belong in the Village or in the Town, contrary to where it exists now.
3. By collectively satisfying the demand and/or provision for certain land uses among the Village and Town where they are most appropriately located, regardless of municipal boundaries.

Recommendations:

1. Develop boundary agreements with the town of Randall, the village of Genoa City and village of Silver Lake as appropriate.
2. As part of boundary agreement the Village may consider detaching incorporated land.
3. Plan for the local environment not the municipality.

Goal 3. To insure the interested participation by the public in carrying out the Comprehensive Plan:

Objectives:

1. By utilizing available federal and state programs which will aid the Village in implementing its plans.
2. By encouraging specific projects and other needed actions, which will serve to implement the Plan.
3. By working to expand and diversify the local economy.
4. By continuing to utilize innovative and collaborative projects in the Village.
5. By adopting and enforcing adequate codes and ordinances necessary to properly guide new development, including zoning, subdivisions, signage, “rural character” design standards, conservation subdivisions, traditional neighborhood, etc.
6. By eliminating non-conforming uses where possible.
7. By continuing to update goals and objectives and monitor progress on an annual basis.
8. By participating in area-wide community planning programs and discussion groups.

Recommendations:

1. The Village should apply for grants especially for affordable housing, economic development and infrastructure.
2. The Village should create a community development authority for blight removal, possibly a business improvement district and TIF districts. Be aware you can create as many TIF districts as you want as long as the assessed value within the districts does

not exceed 7% of the total assessed value of the Village. The Village should utilize a not-for-profit Economic Development Corporation to assist even more with development.

3. Continue with efforts to support local businesses to grow and expand the economy.
4. The Village should be open to opportunities and ideas that can benefit the community.
5. The Village should adopt a revised zoning ordinance, an official map, subdivision regulations, a site review ordinance and existing building code.
6. The Village should help to eliminate the nonconforming uses.
7. At least annually, the Plan Commission and Village Board should monitor the goals, objectives and the Plan's implementation.
8. The Village should participate in area-wide planning with the Town, other communities and county in their pursuit of implementing the Smart Growth Plan.

Goal 4. To keep staff and volunteer board members up to date with changes in their fields by promoting educational opportunities:

Objectives:

1. By requiring workshops or training for board members
2. By investing in new technology and training staff to use it
3. By investigating an in-house GIS capability to maintain an integrated and informational database of all land within the planning are, with current data on ownership, assessments, zoning, land use, infrastructure and other planning and management information.

Recommendations:

1. Develop policies that require adequate training for board, committee, and commission members.
2. Provide equipment, technology, and training necessary for effective use.
3. Investigate ways to provide the necessary equipment and training for in-house GIS capability to maintain an integrated and informational database of all land within the planning are, with current data on ownership, assessments, zoning, land use, infrastructure and other planning and management information

Goal 5. To keep the public informed about village activities:

Objectives:

1. By maintaining a website with complete current information about village activities, issues, and meetings including agendas and minutes.
2. By issuing press releases about village meeting schedules, activities, and upcoming issues.
3. By using common meeting presentation techniques such as computer projection for agendas, planning maps, other pertinent information.

Recommendations:

1. Provide daily updates to the website with complete current information about village activities, issues, and meetings including agendas and minutes.
2. Issue press releases about village meeting schedules, activities, and upcoming issues.
3. Obtain equipment and utilize common meeting presentation techniques such as computer projection for agendas, planning maps, other pertinent information.