

# ISSUES AND OPPORTUNITIES

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## Objective of Element

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As shown in Exhibit C-1, this element is intended to accomplish a number of things. First, public input is reviewed to identify problems and opportunities that village and town residents face. Second, some general principles are offered that constitute the basis of this plan along with specific issues. Next, socioeconomic characteristics are reviewed. Population projections are presented which will be used in other elements to project the need for land, the need for housing and to gauge the adequacy of transportation and community facilities. Finally, employment projections for the Village and Town are also presented.

### Exhibit C-1. Basic Objectives of the Issues and Opportunities Element

- Document the public input received relative to the issues and opportunities facing the community.
- Identify the key issues and opportunities that the plan revolves around.
- Understand some of the trends in the local economy and demographics including population change.
- Present employment projections.
- Present summary of economic base analysis.

## Identification of Issues and Opportunities

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### Overview

The entire process of preparing a comprehensive plan is designed to identify and address issues and opportunities. Quite often issues and opportunities are readily evident, while others may not be apparent until data are collected, reviewed and shared with others and a dialogue begins. The importance of identifying issues and opportunities becomes readily evident when one reviews the goals, objectives and policies contained in this plan. For each issue or opportunity identified, one or more goals, objectives or policies are included to address the situation. To identify the issues and opportunities that would guide the formation of this plan, the following methods were employed: data collection and analysis, interviews, a community survey and community meetings.

### Data Collection and Analysis

Information was collected from a wide variety of sources including the Town, Village, local, county and state resources. Types of information reviewed included written reports, maps, inspection reports, databases and others.

### Interviews

Early in the planning process, the consultant conducted numerous interviews with a number of individuals, including the following: elected officials, Town and Village Board members, town/village employees, local residents, selected business leaders and other interested stakeholders from the community. Issues identified in these interviews were incorporated into this plan and were also used to develop many of the questions for the community survey. A second round of interview focus groups were conducted in the fall of 2004. Over 100 individuals from a wide range of interest groups participated in these interviews. The results of these interviews were very consistent with the original interviews and the community surveys.

### Community Survey

During the spring of 2003, the consultant conducted a written survey of town and village residents to collect information regarding the resident's opinions about a wide range of issues.

The response rates of 63.1 percent for the town and 46.9 percent for the village represented varying levels of concern about the future of their communities and their willingness to share their ideas and concerns. Survey results were compiled and are included in Appendix C.

**Community Meetings**

Community meetings were held throughout the planning process to solicit input and ideas from village and town residents, elected and appointed officials and employees. In all, approximately 50 public meetings were conducted from November 2002 through December 2004 so that everyone (residents, employees, and officials) could participate equally and openly. During several of these meetings, participants were asked to share their thoughts on various questions. To help prioritize the responses, participants were asked to vote for the 8 most important problems and issues and 4 most important opportunities and potentials from their perspective. The responses to the questions are shown in Exhibits C-2 through C-5. It should be noted that even though some items did not receive a vote, they are still very important considerations.

The types of problems and opportunities the Village and Town face are similar in some respects and yet different in other respects. Some of the issues are common to both communities.

**Exhibit C-2. Town of Randall Problems and Issues as Identified by Planning Participants: 2002**

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| <ul style="list-style-type: none"> <li>▪ Balancing rural character/agriculture/open space preservation with lower density and higher valuation residential (6)</li> <li>▪ Need boundary agreements – encroachment and annexation concerns – lack of communication (6)</li> <li>▪ Cost of residential development (5)</li> <li>▪ Preservation of open space (4)</li> <li>▪ Loss of agriculture land (3)</li> <li>▪ Infrastructure inadequate for growth (especially sewer and water) (3)</li> <li>▪ Spot zoning (2)</li> <li>▪ Need community/recreation facilities and libraries (2)</li> <li>▪ Preserving rural character vs. incentives for “smart growth” housing (2)</li> <li>▪ Need to develop business district - minimize residential, agriculture and other impacts (1)</li> <li>▪ Gravel pit/mining operations (1)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Lack of citizen participation (1)</li> <li>▪ School population/planning (1)</li> <li>▪ Farming – conditions force industrial farming (0)</li> <li>▪ Preservation and increase of parks and recreation land (0)</li> <li>▪ Lack of recreation for youth (organized programs for all ages) (0)</li> <li>▪ Aging housing and aging population leads to destabilization of tax base (0)</li> <li>▪ Seasonal population (0)</li> <li>▪ Rail service extension – no local control (0)</li> <li>▪ Exit ramps on US 12 – no local control (0)</li> <li>▪ Need recognition that agriculture/farming has a low demand on services (0)</li> <li>▪ No senior housing (0)</li> </ul> |
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The number of votes received is in the parentheses.

**Exhibit C-4. Town of Randall Opportunities and Potentials as Identified by Planning Participants: 2002**

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|--|---|
| <ul style="list-style-type: none"> <li>▪ Resolve boundary issues – achieve agreement (7)</li> <li>▪ Protect existing lakes and natural resources (6)</li> <li>▪ Sharing services with Twin Lakes – (Smart Growth Plan) (5)</li> <li>▪ Agriculture options for A-1 – tools: PDR, TDR, alternate uses (3)</li> <li>▪ A-1 preservation (3)</li> <li>▪ Keep agriculture vital part of community (3)</li> <li>▪ Impact fees (developers) (3)</li> <li>▪ Municipalities provide services at/or beyond needs of citizens (2)</li> <li>▪ Opportunity to decide where to grow (2)</li> <li>▪ Rural way of life (2)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Good soils for development on septic (1)</li> <li>▪ Educate citizens (1)</li> <li>▪ K-12 educate children well and cost effectively (1)</li> <li>▪ Relieve tax burden (0)</li> <li>▪ Discussions – intergovernmental cooperation (0)</li> <li>▪ Community centers (family, kids, seniors – multi-generational) (0)</li> <li>▪ End poor projects (0)</li> <li>▪ Education opportunities (0)</li> <li>▪ What is a boundary agreement, costs, benefits (0)</li> <li>▪ Develop fee based services (0)</li> </ul> |
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The number of votes received is in the parentheses.

**Exhibit C-3. Village of Twin Lakes Problems and Issues as Identified by Planning Participants: 2002**

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|---|---|
| <ul style="list-style-type: none"> <li>▪ Economic development (9)</li> <li>▪ Need a community vision (8)</li> <li>▪ Redevelop downtown (7)</li> <li>▪ Environmental protection (7)</li> <li>▪ Land use implementation (6)</li> <li>▪ Growth sustainability (6)</li> <li>▪ Preserve areas of open space (6)</li> <li>▪ Water quality protection (5)</li> <li>▪ Capital infrastructure improvements (5)</li> <li>▪ Community character including streetscape (4)</li> <li>▪ Educate the community on growth (4)</li> <li>▪ Preserve rural character (4)</li> <li>▪ Keep it simple – pretty town, nice downtown (3)</li> <li>▪ Woodland preservation – open space (3)</li> <li>▪ Need for bike paths and supportive services (3)</li> <li>▪ Creative development – conservation subdivisions (3)</li> <li>▪ Need for redevelopment (2)</li> <li>▪ Developer agreements to include impact fees - schools (2)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Need for more businesses (2)</li> <li>▪ Preservation of agriculture land (2)</li> <li>▪ Assess education needs (2)</li> <li>▪ More participation from the planning boards (2)</li> <li>▪ High density land use development (2)</li> <li>▪ Maintaining affordable housing (2)</li> <li>▪ Shoreline uses (1)</li> <li>▪ Storm water management (1)</li> <li>▪ Improve the public library (1)</li> <li>▪ Community learning center in the new high school (1)</li> <li>▪ Need for a community center (1)</li> <li>▪ Standards for appearance of commercial uses - aesthetics (1)</li> <li>▪ Need for parking and user friendly downtown (0)</li> <li>▪ No traffic lights in the Village (0)</li> <li>▪ Required residential lot improvements – landscaping (0)</li> <li>▪ Cultural attractive development (0)</li> <li>▪ Be careful about spending money (0)</li> <li>▪ Farmland value use tax (0)</li> </ul> |
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The number of votes received is in the parentheses.

**Exhibit C5. Village of Twin Lakes Opportunities and Potentials as Identified by Planning Participants: 2002**

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|---|---|
| <ul style="list-style-type: none"> <li>▪ Turn the downtown into a more viable area (9)</li> <li>▪ Can control growth (7)</li> <li>▪ Natural beauty – potential for more people to locate and appreciate the location (5)</li> <li>▪ Semi-rural environment near major metro areas (6)</li> <li>▪ Historic preservation (5)</li> <li>▪ Scenic overlook and nature walk or path potentials (5)</li> <li>▪ Town/village joint development activity (5)</li> <li>▪ Potential for new types of development/conservation subdivisions (4)</li> <li>▪ Good quality environment (4)</li> <li>▪ Lakes (4)</li> <li>▪ Zoning and it can be improved (3)</li> <li>▪ Opportunities for more local businesses (3)</li> <li>▪ Farmland to be preserved (3)</li> <li>▪ Good schools (2)</li> <li>▪ Senior housing complex (2)</li> <li>▪ Opportunity for a community center (2)</li> <li>▪ Could have more recreation activities for all ages (2)</li> <li>▪ Can do shore land restoration (2)</li> <li>▪ Planned road extensions (2)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Potential for bed and breakfasts (2)</li> <li>▪ Maintain and support local services (1)</li> <li>▪ Peaceful winters and evenings (1)</li> <li>▪ Can improve the quality of our lakes (1)</li> <li>▪ Opportunity for redevelopment (1)</li> <li>▪ Variety of housing opportunities (1)</li> <li>▪ Vocational school has many opportunities (1)</li> <li>▪ Very diverse population (1)</li> <li>▪ No stop and go lights (1)</li> <li>▪ Airport near by (1)</li> <li>▪ Seasonal residents (1)</li> <li>▪ Variety of restaurants (1)</li> <li>▪ Concentrate future commercial developments (1)</li> <li>▪ Great nostalgic reputation (1)</li> <li>▪ Chamber of commerce (1)</li> <li>▪ Good park system (0)</li> <li>▪ Potential for bike paths (0)</li> <li>▪ Variety of churches (0)</li> <li>▪ Smart growth plan – joint (0)</li> </ul> |
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The number of votes received is in the parentheses.

## Key Issues and Opportunities

Many residents are proud to call the town of Randall and village of Twin Lakes home, but at the same time recognize that there are a number of problems and opportunities they collectively face as residents. This plan is designed to help focus the collective energy of residents, elected officials, and village and town employees and offer a blueprint for the physical, economic and cultural growth of their communities.

In the 2003 Community Survey the residents of the Town and Village were also asked what they thought the most important issues were in their area. The responses received have been rank ordered (based on the greatest number of responses received for each item), and are presented from most important to least important.

For the town of Randall the list includes the following 22 issues:

- |   |   |
|---|---|
| (1) Preserving rural character vs. growth                 | (12) Farming  |
| (2) Preservation of open space                            | (13) Lack of citizen participation                  |
| (3) Balancing rural character. agriculture and open space | (14) Increase of parks                              |
| (4) Loss of agricultural land                             | (15) Infrastructure                                 |
| (5) School population/planning                            | (16) Rail service extension                         |
| (6) Lack of recreation for youth                          | (17) Spot zoning                                    |
| (7) Recreation facilities/library                         | (18) Seasonal population                            |
| (8) Need boundary agreements                              | (19) Aging housing                                  |
| (9) Cost of residential development                       | (20) No senior housing                              |
| (10) Gravel pit/mining operations                         | (21) Recognize farming has a low demand on services |
| (11) Developing a business district                       | (22) Exit ramps on USH 12                           |

For the village of Twin Lakes the list includes the following 24 issues:

- |  |   |
|--|---|
| (1) Water quality                      | (13) Community vision                         |
| (2) Environmental protection           | (14) Need for bike paths                      |
| (3) Woodland preservation              | (15) Assess education needs                   |
| (4) Keep it simple                     | (16) Land use implementation                  |
| (5) Rural character                    | (17) Creative development                     |
| (6) Areas of open space                | (18) Growth sustainability                    |
| (7) Redevelop downtown                 | (19) Infrastructure improvements              |
| (8) Economic development               | (20) Educate community on growth              |
| (9) Need for more business             | (21) Developer agreements                     |
| (10) Preservation of agricultural land | (22) More participation from plan commissions |
| (11) Maintain affordable housing       | (23) Redevelopment                            |
| (12) Community character               | (24) High density land use development        |

This plan is based on the basic premise that the village and town officials must actively work to foster appropriate growth. This includes economic growth, physical growth and cultural growth. Although this plan outlines a broad range of community needs, the respective local officials cannot be directly responsible for doing everything. In the absence of a concerted effort of residents, employees and officials, the Village and Town will continue to exist, but not fulfill the many hopes and expectations of the residents or reach the full potentials of their communities.

As previously noted, a wide variety of issues and opportunities were identified throughout the planning process. The most important can be summarized with the following set of questions. How do the Town and Village want to address the following:

- Maintain the rural character of the areas?
- Maintain the quality and usability of the lakes?
- Improve the financial viability and visual appearances of the downtown businesses?
- Address dilapidated and/or vacant properties in the communities?
- Maintain the current social character of the community that current residents appreciate as the Town and Village grow in the coming years?
- Provide the necessary infrastructure to accommodate growth so current taxpayers are not substantially burdened with new or higher taxes?
- Encourage economic expansion and development?
- Accommodate the special housing needs of residents - especially the elderly, disabled, and low- and moderate-income residents?
- Encourage additional planned residential development?
- Provide for amenities and public infrastructure the tax base is willing to support?
- Encourage commercial and business development in the Town and Village?
- Work together on common issues?

## Socioeconomic Profile

### Educational Levels

Table C-1 presents census information about the Village and Town residents relating to educational attainment. According to census data, a greater proportion of the residents had a high school diploma when compared to all of Kenosha County or the state. The proportion of those holding a Bachelor’s degree was somewhat fewer than in all of the state but more than the County.

**Table C-1. Educational Attainment of Persons 25 Years and Over; Town of Randall and Village of Twin Lakes, Kenosha County and Wisconsin: 2000**

	Town of Randall	Village of Twin Lakes	Kenosha County	Wisconsin
Highest Educational Level Attained	Percent	Percent	Percent	Percent
Not a high school graduate	7.9	12.1	16.5	15.0
High school graduate (including equivalency)	37.7	40.1	33.4	34.6
Some college, no degree	26.7	22.8	23.4	20.6
Associate degree	8.6	5.4	7.5	7.5
Bachelor’s degree	14.8	14.1	12.9	15.3
Graduate or professional degree	4.3	5.5	6.3	7.2
Total	100.0	100.0	100.0	100.0

Source: US Census of Population and Housing (STF 3A)

Note: The percent column may not add up to 100 due to rounding.

**Age of Residents**

Table C-2 compares the ages of the Village and Town residents during 1990 and 2000 and Exhibit C-6 graphically shows the change in proportions between these time periods. Many of the changes between 1990 and 2000 were seen in both the Village and Town. For both the Village and Town, we see a decrease in the number of residents in the 0 to 9-age bracket. There is a decrease overall in those between 19 and 34 years old. This loss of young people is typical of many non-urban areas. There is also an increase in those between 30 to 64 years of age. There is comparatively little change in the proportion of residents 65 and older. The 45- to 54-age bracket saw the largest net change; 5.5 percent change for the Town and a 3.8 percent change for the Village.

These data suggest that during this period mature families with older children were moving to the area and young adults were leaving, perhaps to attend college or to start their careers elsewhere.

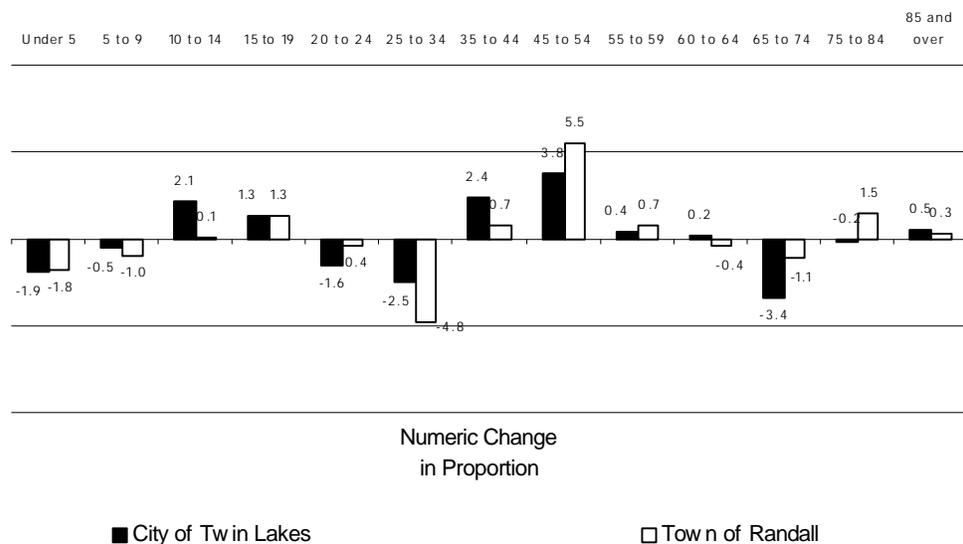
**Table C-2. Age of Population; Town of Randall and Village of Twin Lakes : 1990 and 2000**

Age Group	Town of Randall		Village of Twin Lakes	
	Percent of Total		Percent of Total	
	1990	2000	1990	2000
Under 5	7.7	5.9	8.2	6.3
5 to 9 years	8.9	7.9	8.0	7.5
10 to 14 years	7.9	8.0	6.5	8.6
15 to 19 years	7.4	8.7	5.8	7.1
20 to 24 years	3.8	3.4	6.5	4.9
25 to 34 years	15.6	10.8	15.8	13.3
35 to 44 years	18.5	19.2	14.6	17.0
45 to 54 years	9.8	15.3	9.7	13.5
55 to 59 years	5.0	5.7	4.6	5.0
60 to 64 years	4.0	3.6	4.4	4.6
65 to 74 years	7.4	6.3	10.1	6.7
75 to 84 years	2.8	4.3	4.2	4.0
85 years and older	.62	.90	0.97	1.5
Total	100.0	100.0	100.0	100.0

Source: US Census of Population and Housing

Note: The percent column may not add up to 100 due to rounding.

**Exhibit C-6. Numeric Change in Proportion of Residents by Age Class; Village of Twin Lakes and Town of Randall: Age Group**



Source: U.S. Census of Population

**Household Income**

According to data from the 2000 Census, three-quarters of the Village residents in 1999 had incomes less than \$74,999 (Table C-3). As a proportion, the number of residents in this income range was also about the same as all of Kenosha County (75.9.4%) and the state (79.6%). The proportion of Town residents in the \$50,000 to \$74,999 bracket was more than the Village, County and state.

During 1999, the median income of the Town residents was higher than the Village, County and statewide median. (Table C-4). When using per capita income as a measure of income, the annual amounts for residents in the Village, Town, County and state were relatively equal.

**Table C-3. Household Income; Town of Randall and Village of Twin Lakes, Kenosha County and Wisconsin: 1999**

Income	Town of Randall Percent	Village of Twin Lakes Percent	Kenosha County Percent	Wisconsin Percent
Less than 15,000	5.7	9.4	11.5	12.9
15,000-24,999	5.9	11.9	12.3	12.7
25,000-34,999	9.3	14.1	12.4	13.2
35,000-49,999	12.3	17.9	16.6	18.1
50,000-74,999	32.1	23.0	23.1	22.7
75,000-99,999	19.2	14.3	13.3	10.9
100,000-149,999	12.9	7.0	8.3	6.4
150,000-199,999	2.1	1.0	1.3	1.5
200,000-or more	0.4	1.4	1.2	1.5

Source: US Census of Population and Housing (STF 3A)  
 Note: The percent column may not add up to 100 due to rounding.

**Table C-4. Median Household Income and Per Capita Income; Town of Randall and Village of Twin Lakes, Kenosha County and Wisconsin: 1999**

	Town of Randall	Village of Twin Lakes	Kenosha County	Wisconsin
<b>Median Household Income</b>	\$63,062	\$46,601	\$46,970	\$43,791
<b>Per Capita Income</b>	\$22,000	\$22,226	\$21,207	\$21,271

Source: US Census of Population and Housing (STF 3A)

## Historical Population Change

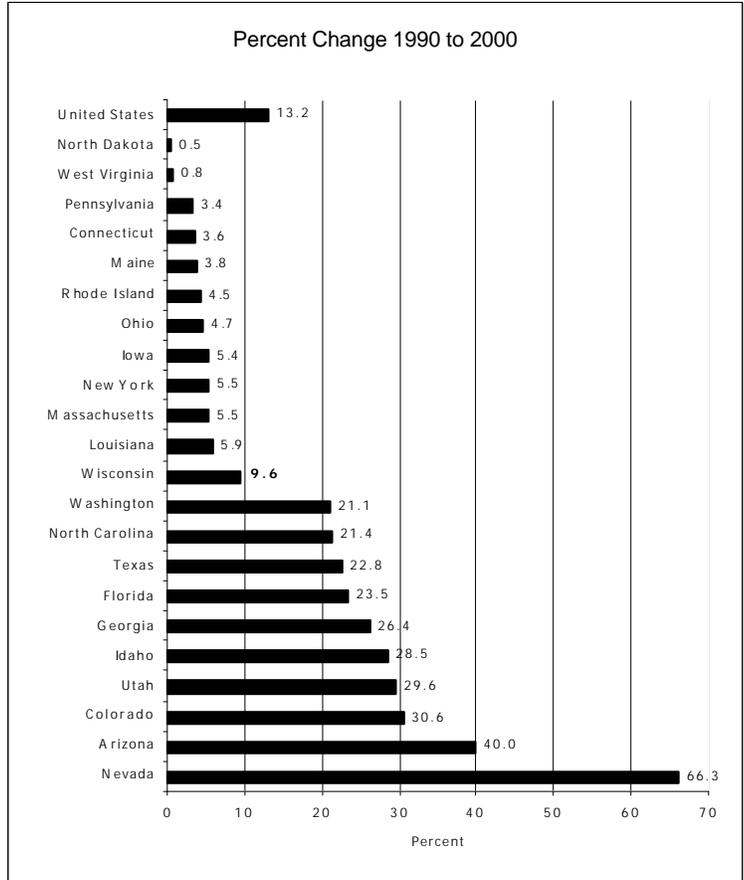
According to the 2000 census, there were 281.4 million people in the United States, representing a 13.2 percent increase since 1990. The addition of 32.7 million people over the previous decade represents the largest census-to-census increase in American history. While there was continued growth from births, the bulk of the increase came from immigration.

Over the last 50 years there has been a significant population shift in the United States from the Atlantic states and the Midwest to the West and South.

Between 1950 and 2000, the South's share of the population increased from 31 to 36 percent and the West increased from 31 to 36 percent (Exhibit C-7). In contrast, the Midwest's share declined from 29 to 23 percent and the Northeast fell from 26 to 19 percent.

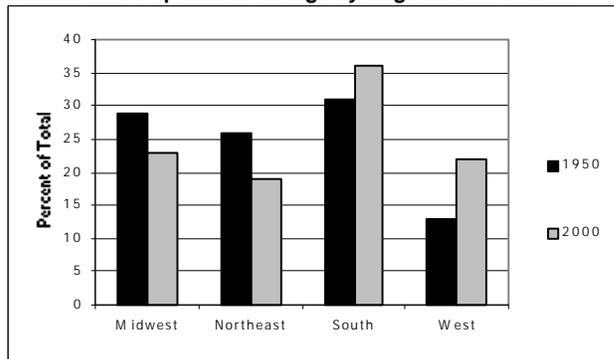
Exhibit C-8 shows the disparity in growth over the last decade between the 10 fastest growing states and the 11 states with the slowest growth.

**Exhibit C-8. Population Change; United States, 11 Slowest Growing States, 10 Fastest Growing States and Wisconsin: 1990 to 2000**



Source: U.S. Census Bureau

**Exhibit C-7. Population Change by Region: 1950 to 2000**



Source: U.S. Census Bureau

While total population in each of the 50 states grew, the rate of growth varies widely from 0.5 percent in North Dakota to over 66 percent in Nevada. Over that period, Wisconsin grew at a rate of 9.6 percent compared to an overall rate of 13.2 percent throughout the United States. This rate of growth placed Wisconsin as the 29<sup>th</sup> fastest growing state -- 28 states grew at a faster rate and 22 grew at a slower rate. Approximately, 472,000 persons were added to the state during this period bringing the state's total population to 5.36 million.

A closer analysis of the population figures over the last 20 years suggests the rate of population movement out of the Midwest and Northeast has been slowing as the economies in these regions continue to make the transition from old-line industries to high-tech and bio-tech industries.

Between 1990 and 2000, Kenosha County experienced a 16.7 percent growth rate, which was considerably higher than the overall state growth rate of 9.6 percent. Kenosha’s population of 149,577 in 2000 made it the 9th most populous county in the state.

In Table C-5 the growth rates between 1990 and 2000 for various municipalities located in Kenosha County are shown. The city of Kenosha experienced a growth rate of slightly more than 12 percent during this period with the addition of 9,926 residents. Among the villages, Pleasant Prairie grew by 4,099 residents, representing an increase of 34 percent. Of the four villages in the county, Twin Lakes ranked third in the percent change in the population.

Among the various towns there was a wide range of growth – from declines to healthy gains. The town of Paris experienced a -.607 loss in population (9 residents) while the town of Salem experienced the greatest percentage increase in all of Kenosha County with a 38.13 percent increase, or 2,725 residents. The town of Randall had the third highest percentage increase among the seven towns in the county.

**Table C-5. Population Change; Selected Municipalities, Kenosha County, and Wisconsin: 1990 to 2000**

Cities	Population <sup>1</sup>		Numeric Change <sup>2</sup>	Total Percent Change <sup>2</sup>	Annual Rate of Change <sup>2</sup>
	1990	2000			
Kenosha	80,426	90,352	9,926	12.34	1.09%
<b>Villages</b>					
Paddock Lake	2,662	3,012	350	13.14	1.16%
Pleasant Prairie	12,037	16,136	4,099	34.05	3.01%
Silver Lake	1,801	2,341	540	29.98	2.65%
Twin Lakes	3,989	5,124	1,135	28.45	2.51%
<b>Towns</b>					
Brighton	1,264	1,450	186	14.71	1.30%
Bristol	3,968	4,538	570	14.36	1.27%
Paris	1,482	1,473	-9	-.607	-5.38%
Randall	2,395	2,929	534	22.29	1.97%
Salem	7,146	9,871	2,725	38.13	3.38%
Somers	7,748	9,871	2,128	27.46	2.43%
Wheatland	3,263	3,292	29	.088	.78%
<b>Kenosha County</b>	128,181	149,577	21,396	16.7	1.10%
<b>Wisconsin</b>	4,891,769	5,363,675	471,906	9.65	0.93%

Source: US Census of Population and Housing

1. As of April 1

2. Between 1990 and 2000

**Expected Population Change**

The rate of population growth depends on many factors – some of which the Town and Village can influence in varying degrees. Consistent with the overall approach of this plan as expressed in the goals, objectives and policies, the Town and Village envision growing at rates of 1.9 percent and 2.0 percent, respectively over the next 20 years. This means the projected populations in 2022 will be 4,444 residents in the town of Randall and 7,753 residents in the village of Twin Lakes, representing a total increase of 3,766 residents in these two communities (Table C-6) over the next twenty years.

**Table C-6. Population Estimates and Projections; Town of Randall & Village of Twin Lakes: 2003 to 2022**

	Year	Town of Randall	Village of Twin Lakes	Total
<b>Population</b>	2003	3109	5322	8431
	2007	3261	5761	9022
	2012	3462	6361	9823
	2017	3676	7023	10,699
	2022	3902	7753	11,655
<b>Population Added</b>	2003 to 2007	152	439	591
<b>During Period</b>	2008 to 2012	201	600	801
	2013 to 2017	214	662	876
	2018 to 2022	226	730	956
	2003 to 2022	793	2431	3224

Mid-America Planning Services, Inc.

## Employment Projections

Table C-7 shows the anticipated number of new jobs resulting from additional commercial and industrial development in the future. It should be noted that the projections are based on an average employment rate per acre. While the factors may not hold true for every new commercial employer, it is believed over the long term, the factor is reasonable.

**Table C-7. Employment Projections: 2003 to 2022**

Land Use	2003 to 2007	2008 to 2012	2013 to 2017	2018 to 2022	2003 to 2022
<b>Town of Randall</b>					
Commercial	71	71	71	71	284
Industrial	9	9	10	10	38
<b>Village of Twin Lakes</b>					
Commercial	71	71	71	71	284
Industrial	9	9	10	10	38

Source: The Economy of Twin Lakes, Wisconsin-An Analysis and Appraisal.

Over the course of the past five years the village of Twin Lakes has also contracted with two different firms to prepare economic analyses to assist them with their future deliberations and guide them in the preparation of the economic development component of their comprehensive planning process. These reports and recommendations include the *Village of Twin Lakes – Economic Analysis*, prepared in February 1999 by Economics Research Associates (ERA) and *The Economy of Twin Lakes, Wisconsin – An Analysis and Appraisal* prepared in September 2001 by Advanced Planning Concepts. These reports should be reviewed to obtain opinions and recommendations that in some cases support this planning report, while in other cases offer recommendations that perhaps are leading in other directions. The Village may want to consider those reports to obtain other opinions for future development in the area. In either case, it is important to recognize that this Smart Growth Comprehensive Plan also has the benefit of more recent and timely data and information, and as importantly, extensive public participation.

## ■ **Goals, Objectives, Policies and Recommendations**

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The goals, objectives, policies and recommendations for this element are found in Chapter B.