



The City Of Waterloo
Comprehensive Plan Update 2021 – 2030
Five Year Plan 2021 -2026

This Statutory Plan (Section 66.1001 (2)(i) update is the first addition to the original document adopted on August 7, 2008, reaffirming the vision statement, community health description, and future land use maps.

After the annual budget, the Comprehensive Plan is meant to be the second most important municipal document. This Plan will only have value if it is used, understood, and supported. To this end, efforts may include:

- Display the vision statement, community health description, and future land use maps in council chambers and the city's website
- Ensure materials are easily accessible on the city's website
- Encourage all city committees and staff to become familiar with and use the Plan in decision making process
- Incorporate Plan implementations in the annual budget
- Regularly present implementation progress to the City Council, Plan Commission, and Community Development Authority

This update contains key elements of the Comprehensive Plan, focusing on a limited number of top priorities and goals. The following information is provided in this five year plan update:

The City Of Waterloo A Green and Healthy Community

The City of Waterloo intends to become a Green and Healthy Community. Being a Green and Healthy community means taking a system-wide perspective for resolving community issues and promoting community growth and health. The color **green** is symbolic of growth. The following components of a Green and Healthy community are addressed and reinforced throughout this Comprehensive Plan. Advancing each of these components will be a long-term and on-going endeavor.

Environmental Health: Waterloo's viability relies on the health of its natural systems. The quality of water we drink, the air we breathe as well as the integrity of the soils, natural areas, and wildlife populations provide the essential foundation for economic, social and personal health. In Waterloo, environmental health also helps to define the community's sense of place. The City is defined, linked, and bounded by natural features like the wetlands, the Mauneha River, natural and wildlife areas, and wooded drumlines. Paying attention to how growth and development affects these resources, and how these resources are an asset to community growth, will contribute significantly to the achievement of Waterloo's future vision.

Economic Health: is defined by the availability of opportunities for residents to efficiently meet their day-to-day employment, service, shopping, and entertainment needs within the community by fostering the growth of existing businesses and encouraging the establishment of new, community-compatible businesses to broaden the tax base and provide reliable jobs.

Social Health: includes access to a range of affordable housing types, quality education, jobs, variety of transportation options, and healthy and affordable food. A socially healthy community is one that celebrates its local culture and fosters community interaction and involvement.

Personal Health: by fostering an environment that facilitates a healthy lifestyle for residents through physical activity, social interaction, and access to natural resources. The city will strive to increase opportunities for: outdoor activities, community events, community and neighborhood design techniques (such as mixing compatible land uses), and promoting safe and fun walking and cycling environments.

The principles of implementation to advance a Green and Healthy community remain:

- Connectedness – all aspects of a community should be thought of as connected
- Diversity – a variety in all things; housing, businesses, land use, recreation
- Adaptability – the city's ability to change and adapt over time; new strategies or goals

Note: This update will include only limited chart data as this information can be found online as needed with up-to-date information. Data included will be for specific reference and a means to monitor change for future updates and reporting.

City of Waterloo Goals:

Agricultural Resources:

Respect the agricultural character of the community.

Natural Resources:

Protect and enhance natural features and ecological systems in the City's planning area.

Cultural Resources:

Preserve, enhance, and promote Waterloo's small-town, historic character.

Land Use:

Promote a future land use pattern in and around the City that is in harmony with the natural landscape, helps maintain property values, encourages well-planned and attractive development, and minimizes land use conflicts.

Transportation:

Provide a safe and efficient transportation system that meets the needs of multiple users in and around the City.

Develop and maintain a comprehensive system of bicycle and pedestrian facilities in and around the City to encourage alternative transportation and a healthy, active lifestyle.

Utilities and Community Facilities:

Promote an effective and efficient supply of utilities, community facilities, and public services that meet the expectations of City residents and business owners.

Coordinate utility and community facilities planning with land use, transportation, natural resource, and recreation planning.

Ensure the provision of a sufficient number of parks, recreational facilities, and open space areas to enhance the health and welfare of City residents and visitors.

Housing and Neighborhood Development:

Provide a variety of housing types at a range of densities and costs to accommodate the needs and desires of existing and future residents.

Economic Development:

Retain and attract businesses that can capitalize on Waterloo's regional position, enhance the City's character and appearance, strengthen and diversify the non-residential tax base and employment opportunities, serve the day-to-day needs of residents, and help create a desirable place to live, work, and visit.

Support the long-term growth and expansion of existing businesses.

Intergovernmental Cooperation:

Develop and maintain mutually beneficial relationships with adjacent governments, counties, and the School District.

5 Year Priorities

This update will serve as the priorities for the next five years, focusing on three main elements and outcomes. However, this does not discard or exclude the other elements of the Plan, rather this puts more focus on the priorities and current department plans as listed in the attachments. Each chapter listed in the Plan has several overlapping goals; addressing an issue in one chapter may also accomplish a goal in another.

1) Economic Development

- a. Downtown W. Madison Street – Tax Increment Funding (TIF) #2
- b. Portland Road/Hwy 19 Corridor – TIF #3
- c. Sheehy Land – New TIF possibility

2) Land Use, Housing and Neighborhoods

- a. Single family, multi-family, senior housing
- b. Remedy of blight within the city (businesses, housing, roads)

3) Utilities & Community Facilities

- a. Continue to invest in Firemen’s park; advancing park & recreational facilities, programming (Waterloo Youth Sports Organization & Fund 80); increase connectivity/paths; expand access to the Mauneshia River
- b. Supporting utility upgrades & creative funding options

This information provides the basis for all subsequent information in the plan.

Community needs:

- Maintain small-town atmosphere, quaint & quiet charm
- Preserve natural resources and open spaces
- Restore and preserve Waterloo’s historic downtown
- Connect Firemen’s Park, a significant and attractive asset, with the downtown
- Housing stock and neighborhoods should be a blend of single family, townhouses, and condos; with pedestrian friendly bike paths and sidewalks
- Design standard/appearance for commercial and residential properties supported, along with trees and well-maintained roads and sidewalks
- Supports industrial development
- Focus on daily needs; grocery store, laundromats, restaurants, specialty shops, entertainment

Key planning issues:

- Community Character: Firemen’s park and Mauneshia River significantly contribute to Waterloo’s character. City’s image, aesthetics and health have declined. Benefits would include a unified vision or theme
- Land use: Identify appropriate locations for business, ensure new developments adhere to design guidelines, protect public places and open spaces
- Pace of Development: Improve the aesthetics of downtown, increase business diversity, and increase connectivity between downtown and the community

- Environment: Protect natural resources, river cleanliness, wetlands, stormwater flow
- Housing: Need greater diversity, concern with aesthetics of neighborhoods
- Economic Development: Downtown commercial redevelopment; condos upper levels, community building, and efforts to beautify downtown
- Transportation: Roadway resurfacing and streetscaping; lighting and trees
- Facilities and Services: Leadership in organizing community events (Parks & Library) for all ages and a unifying theme for all city facilities and buildings

Supporting Information

Figure 1: Population

Municipality	Comp Plan 2000	Plan Projected 2020	Census 2010	Final Est 2020	Percent Change
Waterloo	3,259	3,868	3,333	3,341	.024%

Reference: https://doa.wi.gov/Pages/LocalGovtsGrants/Population_Estimates.aspx

Goal #1: Economic Development

Goals (Reference 2008 Plan, Chapter 2)

- Engage in proactive economic growth (pg 41)
 - 333 Portland Rd TIF 3
 - Redevelop Portland Rd/Hwy 89 – expand TIF 3
 - Revitalize downtown (empty store fronts 2021 =9)
- CDA, equip with professional support, utilize TIF for development

Supporting Information

Figure 2: Downtown 1st Floor Occupancy Rates Over Time

DOWNTOWN 1ST FLOOR OCCUPANCY RATES OVER TIME					
As Of	1st Fl. Commercial (Cnt)	Vacant (Cnt)	Occupied (Cnt)	Occupancy %	Vacancy %
4/28/2021	45	9	36	80%	20%
3/23/2018	45	10	35	78%	22%
9/15/2016	45	12	33	73%	27%

Figure 3: Major Employers Over Time

Employer	Product or Service	# of Employees 2008	# of Employees 2021
Trek Bicycle	Bicycle Manufacturing	175	900
Waterloo School District	Education		135
Sussek Machine Corporation	Manufacturer	110	125
Van Holten's Inc	Pickle Production	75	105
McKay Nursery *	Nursery, Landscaping	70	70
Piggly Wiggly	Groceries		60
Municipal Government	Government		50
Lipari Foods	Cheese Manufacturing		40
F&M Bank	Financial		32
Kwik Trip	Convenience store/gas		25
Regius Rubber	Rubber Manufacturer		20
Ab E Manufacturing	Egg Products		13
Avestar	Financial		12
Custom Plastic	Plastic Fabrication		10
Metal Worx/Technicut	Metal		7
EVO	trucking		Closed 2021
Briess Industries	Producer of Malt	15	Closed 2021
Sheehy Mail Contractor	Trucking	150	Sold to EVO
Pallet One	Pallet Manufacturing	95	Closed 2019
*seasonal workers			

Goal #2: Land Use, Housing and Neighborhoods

Goals (Reference 2008 Plan Chapters 6 and 9)

- Minimize land use conflicts where family homes abut industrial properties, primarily along Hwy 19 & 89 and the rail corridor, through thoughtful planning, implementation, and strategic redevelopment
- Plan for adequate amount of land to accommodate a variety of uses; residential, industrial, commercial and community facilities
- Direct new development to surrounding existing development
- Utilize existing infrastructure and utilities wherever practical
- Require all new development in the city to connect to sanitary sewer and public water systems, discourage development outside city limits until services are available
- Promote walkability, road, paths, sidewalks, parks, and trail connections between existing and new development
- Provide sidewalks or walking paths along all streets throughout the neighborhood; add where absent to address safety needs

- Downtown; increase access to the Maunasha River by promoting more rear building and yard uses and entries, capturing small open space connections, and promoting rear façade rehabilitation
- Avoid rezoning any area designated for General Industrial development until public sanitary sewer and water service is available, and a specific development proposal is offered, or the city approves a business/industrial park layout and/or covenants
- Consider reserving future sites for public facilities by identifying these areas on an official map
- Encourage a blend of housing options, including waterfront condominium developments
- Encourage tree planting along new streets

Supporting Information

Figure 4: Building Permits Issued (1995-2019)

Type	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Single Family Homes	29	18	15	10	2	7	15	7	9	6	3	7	2	3
Duplexes	2	2	2	2	0	1	1	3	1	0	2	1	1	2
Multi-Family	0	0	2	4	2	0	0	0	0	0	0	0	1	0
Community Based Residential Facilities	1	1	1	0	0	0	0	0	0	2	0	0	0	0
Commercial	3	1	0	0	1	1	1	1	1	1	0	3	0	1

Type	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	Total
Single Family Homes	2	5	2	1	2	3	0	1	2	2	3	133
Duplexes	0	0	0	0	0	0	0	0	0	0	0	20
Multi-Family	0	0	0	0	0	0	1	0	0	0	0	9
Community Based Residential Facilities	0	0	0	0	0	0	0	0	0	0	1	5
Commercial	0	0	0	0	0	0	2	0	0	2	0	14

Figure 5: Housing Types

	1990 Units	1990 %	2000 Units	2000 %	2010 Units	2010 %	2019 ACS estimate	2019 Est.
Single Family (detached & attached)	686	66%	861	66%	911	61%	979	65%
Multi-Family	267	26%	338	26%	397	27%	424	28%
Mobile Home	78	8%	96	8%	180	12%	111	7%
Totals	1031	100%	1295	100%	1488	100%	1514	100%
* 2010 US Selected Housing Characteristics								

Goal #3: Utilities and Community Facilities

Goals (Reference 2008 Plan Chapter 8)

- Advance park and recreational facilities and programming in collaboration with the School District
- Expand facilities, activities, and events in Firemen’s Park and build a trail to downtown
- Provide quality accessible park, recreation, library & open space facilities & services for all age groups
- Invest in Firemen’s Park, increase community-wide use of the Park for events, and identify ways to further capitalize on this significant community asset
- Improve and expand access to the Mauneshia River without impairing the river ecosystem
- Support utility upgrades, and creative funding options, to meet the needs of current and future residents and businesses and to facilitate economic growth
- Coordinate utilities and community facilities with land use, transportation, natural resources, and recreation planning
- Ensure that basic public services are available to all residents

Supporting Information

Figure 7: Utilities and Community Facilities Timetable

Utility/Facility	Timetable	Comments
Solid Waste & Recycling Services	Ongoing	Consider waste reduction education programs and promote recycling as a way to advance the City’s goal of becoming a <i>Green and Healthy</i> community.
Stormwater Management	Ongoing	Continue to explore options for better city-wide management of stormwater infiltration into sanitary sewer lines for the purposes of managing peak flows within treatment plant capacity. Explore options for better city-wide management of stormwater infiltration into sanitary sewer lines for the purposes of managing peak flows within treatment plant capacity. Explore creating Stormwater Utility as part of the Public Works Department to the Utility District.”
Police Station	Ongoing	Continue annual squad car replacement program. Update equipment (e.g. radios, computers) as needed
Medical Facilities	Ongoing	Continue to cooperate with the private sector in providing these essential services.
Sanitary Sewer Service On-Site Wastewater Treatment (Septic) Systems	Ongoing	Continue program of replacement and enhancement of utility lines with street reconstruction projects.
Sanitary Sewer Service On-Site Wastewater	Ongoing	Ensure the proper ongoing maintenance of existing on-site wastewater treatment systems in the City, do not allow additional systems for new development in the City.
Water	Ongoing	Work to close loops in water mains. Continue program of replacement and enhancement of utility lines with street reconstruction projects.
Water	To Be Determined	Pursue the construction of a new water tower, likely on the existing site.

City Hall	--	City Hall facilities are expected to be sufficient through the planning period. Roof replaced in 2020.
Public Works, Police Station & Fire Department	--	Facilities are expected to be sufficient for planning period. Update equipment and vehicles using a multi-year planning approach
Library	--	Facilities are expected to be sufficient for planning period with possible drive-up service addition.
Schools	--	2020 Renovations completed
Park & Recreation Facilities	--	See Parks Comprehensive Outdoor Recreation Plan

Implementation And Follow-up

(Reference 2008 Plan Chapter 11)

- Plan for annual updates as needed with action and input from municipal boards, committees and commissions. New update due 2026.

Appendix. Additional Information

Supplemental Tables:

- Accomplishments since 2008
- Priorities carried forward
- Current department plans

PRIOR YEARS ACCOMPLISHMENTS

Item #	Category	Committee	Plan Recommendation	Year	Accomplishment	2008 Plan Page
2.01	Environment	Utilities	Quality Water	2019 thru 2021	Private Lead Line Service Loan Program	i
2.02	Economic Development	CDA	Environmental health, Recruit new business	2019	Clean Up of Brownfield Sites (333 Portland Rd)	ii/42
2.03	Redevelopment	CDA	Convenient downtown parking	2008 & 2021	2008: post flood, restructured dead-end, more parking 2021: 203 E Madison Street parking	18/39
2.04	Economic Development	CDA	Restaurants	2021	Facilitated re-use of former restaurant, 122 S Monroe, Monroe Street Pizza	18
2.05	Community Facilities & Services	DPW/PARKS	Take advantage of River & Firemen's Park	2000 +	Multiple paths follow the river, started 2000; 203 E Madison/Youker Park path planned 2022	18
2.06	Economic Development	CDA	Community Center	2017	Facilitated resale of Gauthier properties	18
2.07	Community Facilities & Services	WHS	Focused on Improving Aging School Facilities	2018 & 2019-20	August 14, 2018 Referendum passed, construction new gym and facilities 2019 - opened 2020	18
2.08	Community Facilities & Services	CDA	Develop City Park & Recreation department	2016	Hired Park Director March 1, 2016	18
2.09	Transportation	DPW/PARKS	Road Projects/utilities/paths	2008 & 2017	North Monroe Street (Hwy 89) Reconstruction - Madison Street (Hwy 19) Reconstruction (TIF 1 funds)	18
2.10	Community Facilities & Services	PARKS	Promote community events	on going	City website, Facebook pages, Park & Rec banners in city hall windows, newspapers	18
2.11	Redevelopment	CDA	Perry Judds Development	2013 - April 18th	Purchase & facilitated re-use: office building, Riverwalk Senior Living, additional housing options (plant area) TIF #3 Resolution 2013-09	18
2.12	Economic Development	CDA	Pro-active Business recruitment	2008 TIF #1 plus	Re-opening Briess Malting, Regius Rubber; Custom Plastic; Hometown Pharmacy; Dollar General; Ab E Manufacturing	18
2.13	Housing	CDA	Community Benefit/taxes	2019	Residential Development - Treyburn Farms, Hedtcke properties, DeYoung Farms, Find Your Path Here Program 2012	18
2.14	Community Character	CDA	Aesthetics; Building materials	2017	Facade grants, ongoing downtown use	18
2.15	Community Character	DPW/PARKS	Aesthetics; Landscaping	2019	Custom Downtown Streetscape Planters donation, 2020 Christmas decor donation, Wayfinding signs	17/18
2.16	Economic Development	CDA	Upgrade CDC to CDA	2019	Combined CDC to CDA only, annual budgets, professional support	33/42
2.17	Economic Development	CDA	Retail opportunities	2019	Coffee/sandwich shop, Florist, Ice Cream/Specialty shop (Photography studio, Auto repair - multiple)	40
2.18	Community Facilities & Services	PARKS	Support & sponsor community events	2016	Park Director taking on Chamber events along with other park festivities & concerts	83
2.19	Community Facilities & Services	PARKS	Community Facilities	2016	Implemented and formalized a Parks & Recreation department at City Hall	143
2.20	Community Facilities & Services	PARKS	Promote community events	2015	Volunteer inspired installation of community dog park located at Firemen's Park	18

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Comprehensive Plan Update
PRIORITIES CARRIED FORWARD FROM 2008
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Item	Category	Committee	2008 PLAN ITEM - CARRIED FORWARD	PURPOSE	2008 PLAN REFERENCE
4.01	Economic Development	CDA	Pursue a More Assertive Approach to Economic Development/Utilize TIF	Invest time and resources in a pro-active and assertive economic development programs, hire consultant	Ch 2 pg 42 & 46 - Item 2 & 7
4.02	Economic Development	CDA	Work with Existing Local Businesses to Promote Economic Growth	To facilitate and encourage growth at existing site or new sites in the city	Ch 2 pg 43 - Item 3
4.03	Economic Development	CDA	Encourage Entrepreneurial Efforts and Small Business Start-Ups	Foster new business creation	Ch 2 pg 44 - Item 4
4.04	Economic Development	CDA	Recruit New Businesses to Fill Unmet Local Needs	See updated land use map for targeted geographical areas. Options include laundry, car wash, sporting goods store/rental, optometrist etc.	Ch 2 pg 45 - Item 5, also Ch 1 pg 20-21
4.05	Economic Development	Plan Commission	Enforce High-Quality Design Standards	To ensure the development of non-residential and mixed-use projects	Ch 2 pg 47 - Item 8
4.06	Economic Development	CDA	Redevelopment of Underutilized Lands	Promote downtown empty storefronts, eliminate blight and other underutilized land to revitalize business growth	Ch 2 pg 50 - Item 9, also Ch 6 Land Use pg 87+
4.07	Housing	Plan Commission/ CDA	Limit Residential Development within the City's Extraterritorial Jurisdiction/Manage Development	Maintain "hard-edge" between City and countryside; Long range neighborhood growth (w/updated Map 5)	Ch 3 pg 55 Item 1-3, pg 56 Items 1-2
4.08	Community Character	Parks/DPW	Natural Resources	Protect & enhance environmental corridors, Maunsha River, Garman's Woods; linking city-wide trail	Ch 4 pg 63, 67 Goals
4.09	Environment	Parks	Take a Leadership Role In Promoting City-wide Environmental Health	Link the preservation of natural resources with recreational and economic opportunities for residents and visitors	Ch 4 pg 70-71, & 75, Items 4-5 & 10
4.10	Community Character	CDA	Preserve Historically Significant Buildings	Promote restoration and rehab of historic buildings	Ch 5 pg 81 Item 1
4.11	Facilities and Services	CDA/Staff	Promote Businesses and Services that Cater to Different Groups	Promote a diverse population; promote/support Public Library learning center	Ch 5 pg 81 Item p6, pg 82 Item 2
4.12	Facilities and Services	Parks	Support & Sponsor City Events	Build a Waterloo specific sense of community	Ch 5 pg 83 Item 3
4.13	Facilities and Services	Parks/CDA	Signage & Streetscaping features	Identify theme for wayfinding within the city for driving, walking, biking. Select streetscaping features; lighting, benches	Ch 5 pg 84-85 Item 4
4.14	Land Use	Plan Commission/ CDA	Promote land use that is in harmony with the natural landscape; maintains property values; preserves the communities predominantly residential character, encouraging well-planned and attractive development minimizing land use conflicts	Ensure adequate room to grow; desirable and varied residential opportunities. Promote compact new development that utilizes existing infrastructure and utilities wherever practicable.	Ch 6 pg 94-95 Goal
4.15	Community Character	DPW	Preserve Community Character	City should be walkable, with path, sidewalks, benches, landscaping, lighting, remain orientated around the downtown as the focal point/hub of Waterloo	Ch 6 pg 116 Item K
4.16	Transportation	DPW/Utilities	Continue to make upgrades to existing City roadways; Become a Bicycle Friendly Community	Maintain a five-year Improvement Program; consider path and bike lanes in designs	Ch 7 pg 131-133 Item 1 & 4
4.17	Transportation	CDA	Promote the Use of Railways for Local Use	Support rail spur extensions if demanded by potential users	Ch 7 pg 131 Item 3
4.18	Facilities and Services	Parks/DPW	Implement A Plan For the Old Mill Pond Area	Finalize bike/ped connectivity from downtown 203 E Madison to Firemen's Park via Youker Park	Ch 8 pg 146 Item 5
4.19	Facilities and Services	Parks/Plan Commission	Include School District in future planning decisions	Coordinate land use decisions, community needs	Ch 8 pg 146 Item 6

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 Comprehensive Plan Update
PRIORITIES CARRIED FORWARD FROM 2008
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Item	Category	Committee	2008 PLAN ITEM - CARRIED FORWARD	PURPOSE	2008 PLAN REFERENCE
4.20	Facilities and Services	Staff	Plan for a Board of Police & Fire Commissioners	Required when population reaches 4,000	Ch 8 pg 147 Item 8
4.21	Facilities and Services	Utilities	Upgrade Public Utilities as Needed	Coordinate utility growth with overall municipal growth; Update Chart 8.3	Ch 8 pg 147 Item 9
4.22	Housing	CDA/Plan Commission	Support the Provision of Affordable Housing	Promote the maintenance of older neighborhoods & programs to provide new affordable housing	Ch 9 pg 154 Item 1
4.23	Inter-governmental Cooperation	DPW/Staff	Pursue Intergovernmental Discussions with the Town of Portland; Coordinate with adjoining towns Medina & Waterloo	Examine difference between the two jurisdiction's plans; future development on the SW side access to Waterloo Road, Need agreements	Ch 10 pg 169 & 171, Item 1 & 4
4.24	Inter-governmental Cooperation	Staff	Remain Involved in Regional Initiatives	Maintain active and open dialogue with neighbors and the region	Ch 10 pg 171 Item 3
4.25	Inter-governmental Cooperation	Staff	Rigorously reference this update and follow prescribed implementation steps	Implementation follow up & review, per WI State Statutes requirements	Ch 11 pg 173-178

2021-2025 Plan
UPDATE (draft)
CURRENT DEPARTMENT PLANS

ITEM	DEPARTMENT	EXISTING DEPARTMENT PLAN ITEM	PURPOSE	COMP PLAN REFERENCE	SOURCE
3.01	Electric Utility	Installation of Hwy O Electric Substation	Electric service redundancy meeting expectations of business owners	Pg. 105 Goal: promote efficient supply of utilities... that meeting expectations of City residents and business owners	Waterloo Utilities
3.02	Electric Utility	Electric Service Pole Replacements; Electric Meter Replacements and Funding Transportation Fund	Maintain electric system infrastructure	Pg. 105 Goal: promote efficient supply of utilities... that meeting expectations of City residents and business owners	Waterloo Utilities
3.03	Electric Utility	Funding Transportation Fund	Maintain Waterloo Utilities service fleet	Pg 106 Policy 1: "maximize the use of existing utilities and plan for order expansion of utilities	Waterloo Utilities
3.04	Electric, Water & Sewer Utility	Repair/reconstruct existing municipal utilities in coordination with multi-year Street & Utility Schedule	Maintain water, sewer and electric system	Pg 106 Policy 1: "maximize the use of existing utilities and plan for order expansion of utilities	Waterloo Utilities
3.05	Sewer Utility	Upgrade waste treatment plant to size for future and comply with state/fed wastewater standards	Upgrades sewer system and treatment plant	none	Waterloo Utilities
3.06	Sewer Utility	Replace remaining lead public water laterals in coordination with municipal property owner assistance programs	Eliminate 100% of public lead water laterals	Pg. 105 Goal: promote efficient supply of utilities... that meeting expectations of City residents and business owners	Waterloo Utilities
3.07	Clerk/Treas	Manage/operate municipal programs to aid private property owners in removal of private lead water lines	Eliminate 100% of private lead water lines	Pg. 105 Goal: promote efficient supply of utilities... that meeting expectations of City residents and business owners	Clerk/Treasurer
3.08	Water Utility	Well improvements	Well improvements as projected by engineer	Pg. 105 Goal: promote efficient supply of utilities... that meeting expectations of City residents and business owners	Waterloo Utilities
3.09	Parks and Recreation	Firemen's Park (a) Develop master plan and strategic improvement plan; (b) develop programs and events to bring the community together and engaged; and (c) Sand Volleyball Court development and camping area	Multiple		Parks & Rec Dept Comprehensive Outdoor Recreation Plan
3.10	Parks and Recreation	Waterloo Regional Trailhead – (a) Design and locate appropriate signage for the Trailhead and Park; (b) Fundraising for park improvements; and (c) Educational opportunities	Multiple		Parks & Rec Dept Comprehensive Outdoor Recreation Plan
3.11	Parks and Recreation	Morrison Field – (a) Morrison Way street and parking improvements; (b) Bleacher and spectator improvements; (c) Field improvements; (d) Restrooms; (e) North side pavilion, parking and play structure; (f) Pedestrian path through park	Multiple		Parks & Rec Dept Comprehensive Outdoor Recreation Plan
3.12	Parks and Recreation	Veteran's Memorial Park – (a) Improvements to Maunsha Business Center; (b) Connection to city parking lot; (c) Improvements to existing memorial and stage	Multiple		Parks & Rec Dept Comprehensive Outdoor Recreation Plan
3.13	Parks and Recreation	Youker Park -- (a) Mowing of interpretive path; (b)improve street parking; design and implement interpretive nodes; and (c) design & building bridge connecting to City Hall	Multiple		
3.14	Parks and Recreation	DeYoung Farms -- (a) Clearing of invasive plants; (b) connecting paths to internal mulch paths; (c) path grading and re-mulching improvements; and (d) design and implement interpretive nodes, (e) design & implement entrance signs	Multiple		
3.15	Library (KJML)	In a world of rapidly changing technology, KJML will provide access and training for devices, programs and tools to meet the various information needs of the community	Access to educational tools		Karl Junginger Memorial Library 2017-2020 Strategic Plan
3.16	Library (KJML)	The KJML will provide comfortable and inviting space for leisure, technology access and work	Access to educational tools		Karl Junginger Memorial Library 2017-2020 Strategic Plan
3.17	Library (KJML)	The library will set about doing the hard work of community coordination, acting as an ambassador not just for the library but for the larger Waterloo community.	Promote Social Health		Karl Junginger Memorial Library 2017-2020 Strategic Plan
3.18	Library (KJML)	KJML will seek intentional interaction through educational, language and cultural exchanges that will encourage Hispanic community members to more fully use the library and feel safe and truly part of the larger Waterloo community.	Promote Social Health		Karl Junginger Memorial Library 2017-2020 Strategic Plan
3.19	Library (KJML)	The library will provide diverse opportunities for learning, engagement and exploration for all community members.	Promote Social Health		Karl Junginger Memorial Library 2017-2020 Strategic Plan