

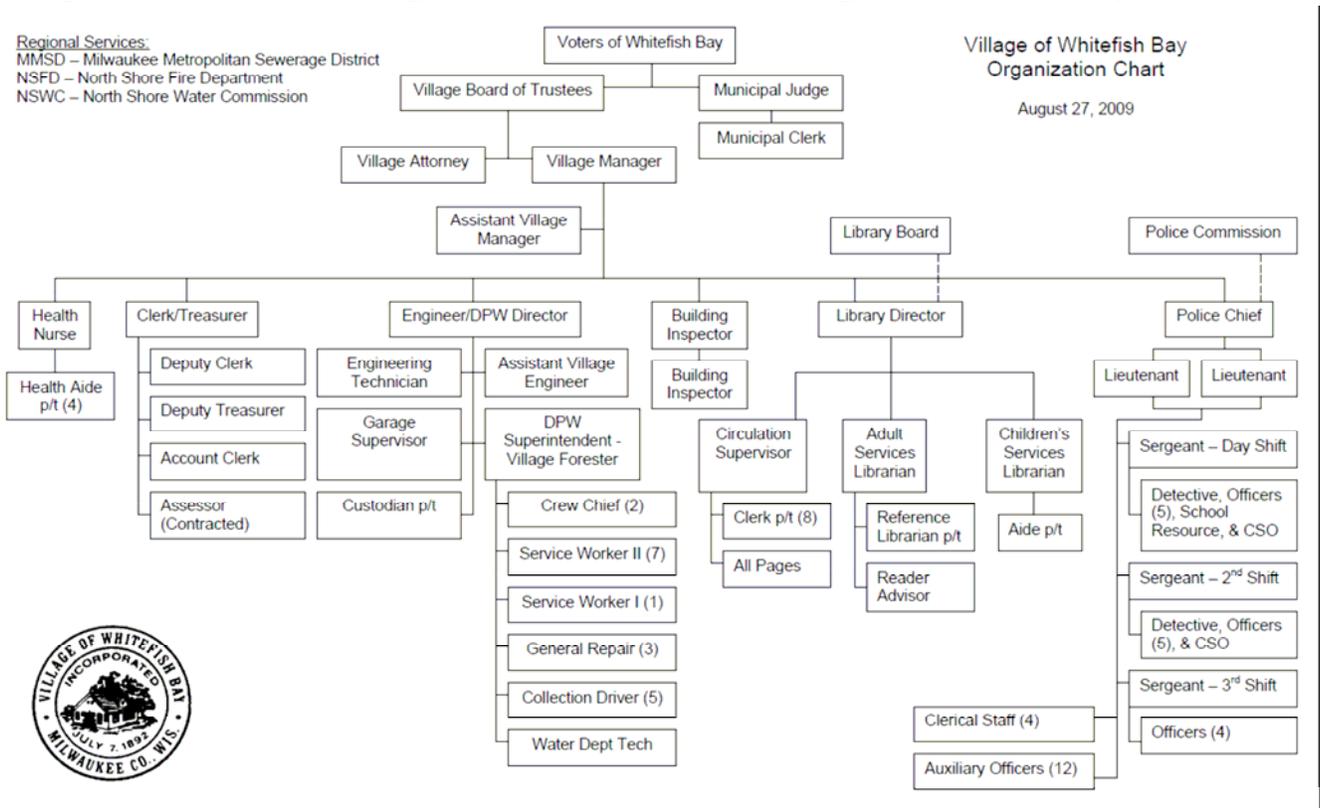
Chapter 4: Utilities and Community Facilities

This element of the Comprehensive Plan is a compilation of objectives, goals, maps, and programs to guide the future development of utilities and community facilities that serve the Village.

4.1 Community Facilities

The Village has a number of departments that provide services to the community through different facilities (Figure 4.1.1). Currently there are no on site wastewater treatment technologies, recycling facilities, power generating plants, and cemeteries located within the Village. Please see the following community facilities the Village does offer:

Figure 4.1.1 – Current Organization Chart for the Village of Whitefish Bay



Village Hall/Police

The Village Hall (Figure 4.1.2) contains the Village Board, Administration, Police Department, Inspections, Clerk/Treasurer, Public Works Administration/Engineering Department and the Northshore Dispatch Center. The Village Board is made up of a Village President and six Trustees who are elected at-large and are non-partisan. The Village Board serves in a policy-making role for the Village, and the day-to-day operations and general management are handled by the Administration comprised of the Village Manager who oversees the various departments that provide the services.

Figure 4.1.2 – Whitefish Bay Village Hall

The Inspections Department coordinates all building, electrical, plumbing, and other permits for residential and commercial construction within the Village. The Clerk/Treasurer provides for billing of property taxes and water bills, manages elections, oversees permitting and licenses, meeting management, special assessments, and front office staffing. The Department of Public Works/Engineering Administrative Staff provides oversight of the DPW operations and project management over capital improvement projects. There are approximately 12 employees that make up the Village Hall staff.

The Police Department occupies half of the Village Hall on first floor and part of the basement. There are currently 27 full time and 3 part time employees. This includes sworn officers, two community service officers, and various clerks to provide 24 hour, 7 days a week, 365 days a year police protection. The Department also has over 12 volunteers that serve as Auxiliary Officers helping to staff special events for traffic and crowd control. There is also a Municipal Court with an elected Judge and appointed Court Clerk that handles all municipal citations locally.

The Northshore Dispatch Center is located in the basement with the Police Department. They provide 911 dispatching services continually for different north shore communities (Intergovernmental Cooperation Element, 7.3.13). The other half of the basement is the Historical Room that contains numerous historical photographs, artifacts, and other records detailing the history of Whitefish Bay.

The Village Hall has been described as not optimal but functional for the Departments that exist within the space. At its current staffing level, there is adequate space for employees but storage continues to be a challenge, as document retention laws require the Village to store documents and other items for a certain number of years. While the facility is reaching its limits, the building continues to be adjusted to meet the needs of the departments.

Library

The Whitefish Bay Library has existed since 1956, but underwent a major remodeling in 2002 to upgrade the facility (Figure 4.1.3). The Library has approximately five full time staff with 11 part time staff that serve as librarians, circulation clerks, and shelvers. The expansion of the library provided for the opportunity to expand the book collection, provide opportunities for patrons to use new technology, and allow more space for different library and community programs.

The Library has a total circulation of approximately 309,752 with 175,000 visits per year (National Center for Education Statistics, 2005). This is an average of 12.6 visits per capita based on a population of 13,910. The primary funding for the Library is from local property taxes, and it is a member of the Milwaukee County Federated Library System (See Agriculture, Natural, and Cultural Resources Element, 6.4). The most recent expansion of this facility has provided adequate space for the library to expand gradually, and no new expansion is planned for the foreseeable future.

Figure 4.1.3 – Whitefish Bay Library



Fire Station

Prior to joining the North Shore Fire Department in 1994, the Village had staffed its own full time Fire Department (See Intergovernmental Cooperation Element, 7.3.3). As part of the transition to the regional fire department, the Whitefish Bay Fire Station would be rented by the NSFD as one of their satellite stations (Figure 4.1.4). This Fire Station currently has adequate space to house full time firefighter staff and emergency medical technicians with a paramedic ambulance whom are capable of serving the Village or surrounding member communities. The building itself was constructed in the 1950's, and continues to see additional maintenance needs typical for a building of this age. The future use of this building will depend on the preventative maintenance program identified by the Village, and the needs of the NSFD.

Figure 4.1.4 – Whitefish Bay Fire Station***DPW Garage***

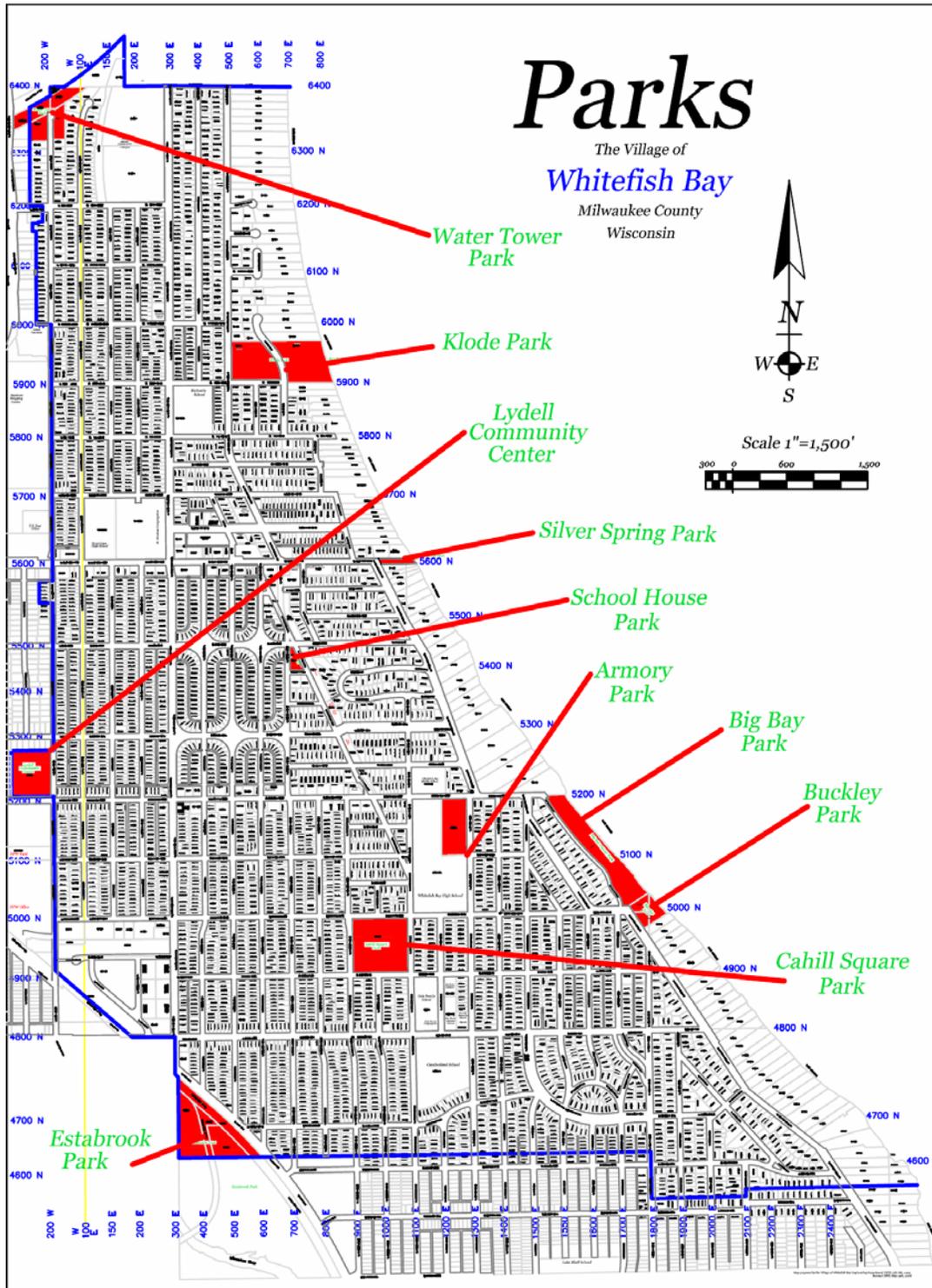
The Department of Public Works Garage is leased from a private company that is located in the City of Glendale (Figure 4.1.5). This garage is adjacent to Village owned property that housed the former Public Works facility. This current property serves as a storage yard for various materials. The operations conducted out of this facility include garbage/recycling collection, snow plowing and salting, mowing and landscaping, general water and sewer utility maintenance, vehicle maintenance services, street lighting maintenance, and other related public works services. While the current facility is at capacity for equipment and personnel, the use has been adequate combined with the adjacent outdoor storage on the Village owned property. There are 23 full time and 12 part time employees that work in this facility. The Village does own a half-acre of vacant land at the corner of Fairmount Avenue and Lydell Avenue that has been earmarked for a new Public Works Garage should the need arise. The Village also shares a number of services with neighboring communities as documented in the Intergovernmental Cooperation Element Chapter 7.

Figure 4.1.5 – Whitefish Bay Public Works Garage

Parks

The Village currently has seven locally maintained parks and two parks maintained by Milwaukee County (Figure 4.1.6). Additional information can be found in the Agriculture, Natural, and Cultural Resources Element under Chapter 6.4.

Figure 4.1.6 – Map of Parks Located within the Village



- Water Tower Park – Located at the end of N. Lydell Ave. near the 6300 block, the primary use for this park is for little league baseball. There are three baseball fields and one small soccer field. The little league also maintains the fields voluntarily through a private company to keep up with their standards for play. At its current capacity, it does not allow for any expansion in the future as there is no adjacent vacant land and the property is bordered by Glendale on the west and north property lines.
- Klode Park – Located on Lake Michigan at Lake Drive and Day Avenue, this park serves many different uses. A majority of the park sits on top of the bluff, and there is public beach with access to Lake Michigan available at the bottom. A majority of the park is open space, but there is playground equipment and two tennis courts available. The park also serves as the venue for the July 4 celebration hosted by the Civic Foundation that includes food, beverage, children’s game, and fireworks. It also can be used in the winter to flood an ice rink to provide for outdoor ice-skating. There is no availability for expansion as the property is surrounded by residential properties.
- Silver Spring Park – This park is located on Lake Michigan where Lake Drive meets Silver Spring drive, and is a small facility serving mainly as an overlook to Lake Michigan (Figure 4.1.7). There is no availability for expansion as the property is surrounded by residential properties.

Figure 4.1.7 – Overlook at Silver Spring Park



- Old Schoolhouse Park – Located across from the Library on Marlborough Drive, this park is small with mostly open space and small landscaped area with a fountain. This is the site of the Great Pumpkin Festival hosted by the Civic Foundation that includes pumpkin carving, children’s activities, food, and beverage. This is also the location of Community Band concerts in the Summer where residents can enjoy music from a band composed of local residents.

There is no availability for expansion as the property is surrounded by residential properties.

- Armory Park – This park is located adjacent to the High School at Henry Clay Street and Ardmore Avenue. The current use of the park is as an open space for soccer. This location was the former site of the 32nd Division Armory until 2004. Future development of the park includes the installation through private donations a Veteran’s Monument and Memorial Gardens to pay tribute to veteran’s of all wars and honor their service (Figure 4.1.8). It is anticipated that funding for this project will be completed through private donations. Additional information on the Veterans Memorial at Whitefish Bay Armory Park can be found on their website at armorypark.org. There is no availability for expansion as the property is surrounded by residential properties.

Figure 4.1.8 Conceptual drawing of proposed Veteran’s Monument and Memorial Gardens at Armory Park (<http://armorypark.org>).



- Buckley Park – This park is located on Lake Michigan adjacent to the much larger Big Bay Park owned by Milwaukee County. This park is primarily used as a scenic overlook to Lake Michigan. The only availability for expansion would be if the Village took over control of Big Bay Park from the County, which is not expected in the foreseeable future.
- Cahill Square Park – This park is located near the high school along Marlborough Drive. The amenities at this park include playgrounds, community all purpose building, tennis courts, basketball, baseball, softball, and soccer. This park has the highest volume of use due to its proximity to the School District. The School District does voluntarily maintain many of the grounds at this park with the Village being responsible for the larger maintenance or replacement needs. The building is used as a polling place for elections, rented by residents for private functions, and used for summer camps. The park can be used in the winter to

flood an ice rink to provide for outdoor ice-skating. There is no availability for expansion as the property is surrounded by residential properties.

- **Boulevards and Other Right of Way** – The Village has very prominent boulevards located on the entire two-mile length of Santa Monica Boulevard, the one-mile stretch of Hampton Avenue, Bartlett Drive, Cumberland Boulevard, and Lexington Boulevard. There are open spaces on corner parcels at Wilson Drive/Courtland Place (Figure 4.1.9), Kimbark Place/Marlborough Drive, Wilshire Road/Glendale Avenue, and Courtland Place/Wildwood Avenue.

Figure 4.1.9 – Corner Parcel Open Space on Wilson Drive and Courtland Place



- **Lydell Community Center** – This facility is owned and operated by the Whitefish Bay School District (Figure 4.1.10). Formerly a school, the building now houses the Recreation and Community Education Department as detailed in the Intergovernmental Cooperation Element, 7.39. There is a small gym, offices for the department, adjacent playground and field for outdoor activities. This property was formerly annexed from the City of Glendale, and would revert back to Glendale if it were ever to be used for anything other than for school purposes. There is no availability for expansion as the property is surrounded by the neighboring Glendale and residential properties in Whitefish Bay.

Figure 4.1.10 – Lydell Community Center*Health Care Facilities/Day Care*

The community is served by regional and local facilities including:

- Medical Facilities – There are a small number doctor's offices, dentists, chiropractors, pharmacies, and other practices located on Silver Spring Drive in the business district as well as other isolated locations in the Village. Aurora Advanced Healthcare is expected to complete construction of their new clinic on Silver Spring Drive in the fall of 2009 making them the largest provider of medical services in the Village (Figure 4.1.11). The Village is also well served by regional medical centers in the Metropolitan Milwaukee area, and there is no need for expansion. The Village Health Department is shared a shared service with the Village of Shorewood, and their offices are located at the Shorewood Village Hall.

Figure 4.1.11 – Aurora Advanced Healthcare Clinic

- Day Care Facilities – There are some day care services at the religious institutions in the Village, most notably at the Jewish Community Center, Holy Family Church, and other after school programs. Day care is also offered at the

Lydell Community District through a private company. No other known private institutions exist in the Village for day care facilities and there are no plans for expansion.

Schools

The Whitefish Bay School District operates two elementary schools PK-5, a middle school with grades 6-8, a four-year high school (Figure 4.1.12), and a recreation department. The near decade since the turn of the century has seen continued growth and sustained excellence in the Whitefish Bay School District. Building on a legacy of quality, staff, students, families and the community have constantly strived to reach higher levels of excellence and broaden horizons of opportunity for students in the Whitefish Bay School District. Following is a small sampling of continued high performance and growing excellence in southeastern Wisconsin's premier public school district:

Figure 4.1.12 – Whitefish Bay High School



- The average ACT College Entrance score in Whitefish Bay surpassed 25.0 on a 36-point scale for the first time in the 1998-99 school year and has remained above 25.0 for the subsequent decade. Meanwhile, participation in the ACT grew from 180 students to 215 students while the size of classes remained relatively stable. Few, if any, other Wisconsin schools have attained this high benchmark.

Table 4.1.1 – Comparable Average Student ACT Scores

District	Students Tested		Composite Score
	Number	Percentage	
Cedarburg	247	82.6%	23.9
Germantown	237	72.5%	23.3
Grafton	126	72.8%	22.8
Mequon-Thiensville	378	86.3%	25.1
Nicolet	276	77.5%	24.5
Port Washington-Saukville	146	64.6%	23.5
Whitefish Bay	199	84.0%	25.7
State	39,947	57.0%	22.2
Nation	N/A	N/A	21.1

*Source: 2006-2007 Whitefish Bay School District Performance Report

- The lowest quartile of Whitefish Bay student scores on the ACT College Entrance Exam exceeds the state average for all students despite Wisconsin's ranking among the highest in the nation on ACT performance.
- The number of Advanced Placement Exams taken by Whitefish Bay students has grown from 263 exams in the 1999-2000 school year to 530 exams in 2008-09, more than doubling this decade. Meanwhile, the average score obtained by Whitefish Bay students has remained at 4.0 on a five-point scale.
- The array of co-curricular opportunities available to high school students has grown from 59 in 2003 to more than 75 in 2008-09. Meanwhile, the number of students participating in co-curricular activities has grown to over 80% of the high school student body.
- Whitefish Bay students score in the advanced range on both the math and reading portions of the 2007-08 Wisconsin Knowledge and Concepts Exam at a rate higher than any other K-12 district in all of Southeastern Wisconsin. Scores have consistently been in or near this range for a decade.
- Energy saving efforts during this decade has resulted in \$1.1 million of cost avoidance, allowing the school district to go five years with no increase in the utility budget, despite increasing energy costs. Further, no increase in the utility budget is projected for the 2009-2010 school district budget.
- The school district carried more than \$14 million of long-term capital debt and prior service liability in December 31, 1999. Today the debt is just \$1.2 million and will be completely retired in 2010.
- Enrollment projections made in 2000-01 predicted a decline of 8% or 200 students by the middle of the decade. However, eight years later student enrollment has actually increased by 3% or 80 students despite no significant new housing construction. The two largest sources of enrollment stability and increase have been families with school-aged children moving into the school district and transfers from local private and parochial schools. From a financial perspective, the swing from a projected decrease of 200 students to an increase of 80 students' accounts for an increase of state allowed annual revenue of \$3,150,000 per year.
- The District continues to have success while maintaining moderate levels of pupil to staff ratios versus its comparable districts (Table 4.1.2).
- Teachers employed with the district are not required to live within Whitefish Bay helping the district to maintain a low employee turnover rate.

Table 4.1.2 – Comparable Public Staffing Ratios

District	Full Time Employees				Pupil to Staff Ratios			
	Licensed Instructors	Admin	Aides/Support Others	Total	Licensed Instructors	Admin	Aides/Support Others	Total
Cedarburg	209.04	12.45	123.58	345.07	14.86	249.48	25.13	9.00
Fox Point	75.08	5.00	28.73	108.81	12.55	188.40	32.79	8.66
Germantown	274.42	12.68	121.32	408.42	14.23	307.97	32.19	9.56
Glendale-River Hills	68.86	3.50	37.75	110.11	14.97	294.57	27.31	9.36
Grafton	155.96	9.90	74.04	239.90	13.32	209.90	28.07	8.66
Mequon-Theinsville	283.41	12.00	79.66	375.07	13.85	327.17	49.28	10.47
Nicolet	96.40	8.00	62.81	167.21	13.78	166.00	49.28	7.94
Port Washington-Sauk.	175.75	11.40	82.74	269.89	14.99	231.05	21.14	9.76
Whitefish Bay	216.34	11.75	80.59	308.68	13.45	247.57	36.10	9.42
State	67,742.58	3,648.08	31,798.36	103,189.02	12.92	240.00	27.53	8.48

*Source: 2006-2007 Whitefish Bay School District Performance Report

In addition to the public schools, the area also supports three parochial schools all affiliated with the Roman Catholic Church. Holy Family Parish and St. Monica operate elementary schools, and Dominican High School operates a college preparatory high school. The United Methodist Church also offers the North Shore School for Seniors that offers similar lifestyle, recreational, and informational programs that are conducted through the Senior Coordinator in the School District Recreation Department.

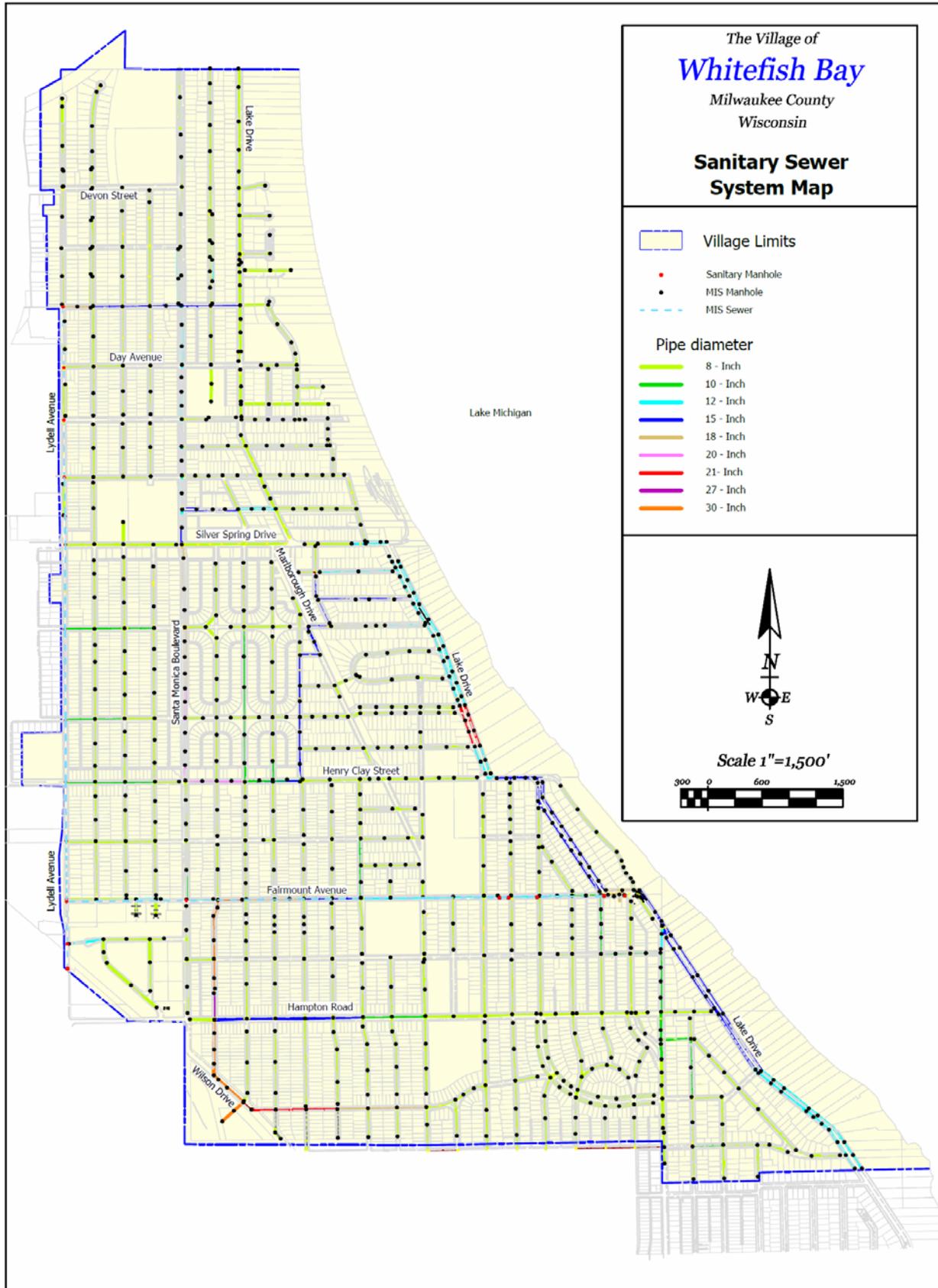
4.2 Utilities

The Village owns and operates sanitary sewer, water, and storm sewer systems throughout the Village. Most of the infrastructure, including the roads, storm, and sanitary sewers, water distribution system, and street lighting systems were installed in the mid-1920's. As a result, most of these systems are reaching the ends of their initially designed lives and present maintenance challenges in all likely hood will lead to aggressive capital improvement programs. The DPW is also responsible for the maintenance of all roads and the collection of all garbage, recycling, and yard waste. There are also various other utilities that provide service to the community outside the scope of the Village services.

Sanitary Sewer Service

The Village's sanitary sewer system is complete and provides service to all properties within the Village (Figure 4.2.1). The Village's sanitary sewer system is tributary to the Milwaukee Metropolitan Sewerage District's interceptor sewer system and the two wastewater treatment plants at Jones Island and South Shore (See Intergovernmental Cooperation Element, 7.3.5). Portions of the system have reached or are near the end of their useful lives. Inspection by televising visually provides Village Staff the ability to analyze the piping and manhole structures to determine what replacements, lining, and other spot repairs are needed as part of annual relay and replacement projects in the capital improvement program. Sanitary sewer billing is handled by the Village to account for charges for treatment from MMSD, capital improvement projects, wages and benefits from employees, and other expenses.

Figure 4.2.1 – Whitefish Bay Sanitary Sewer System Map

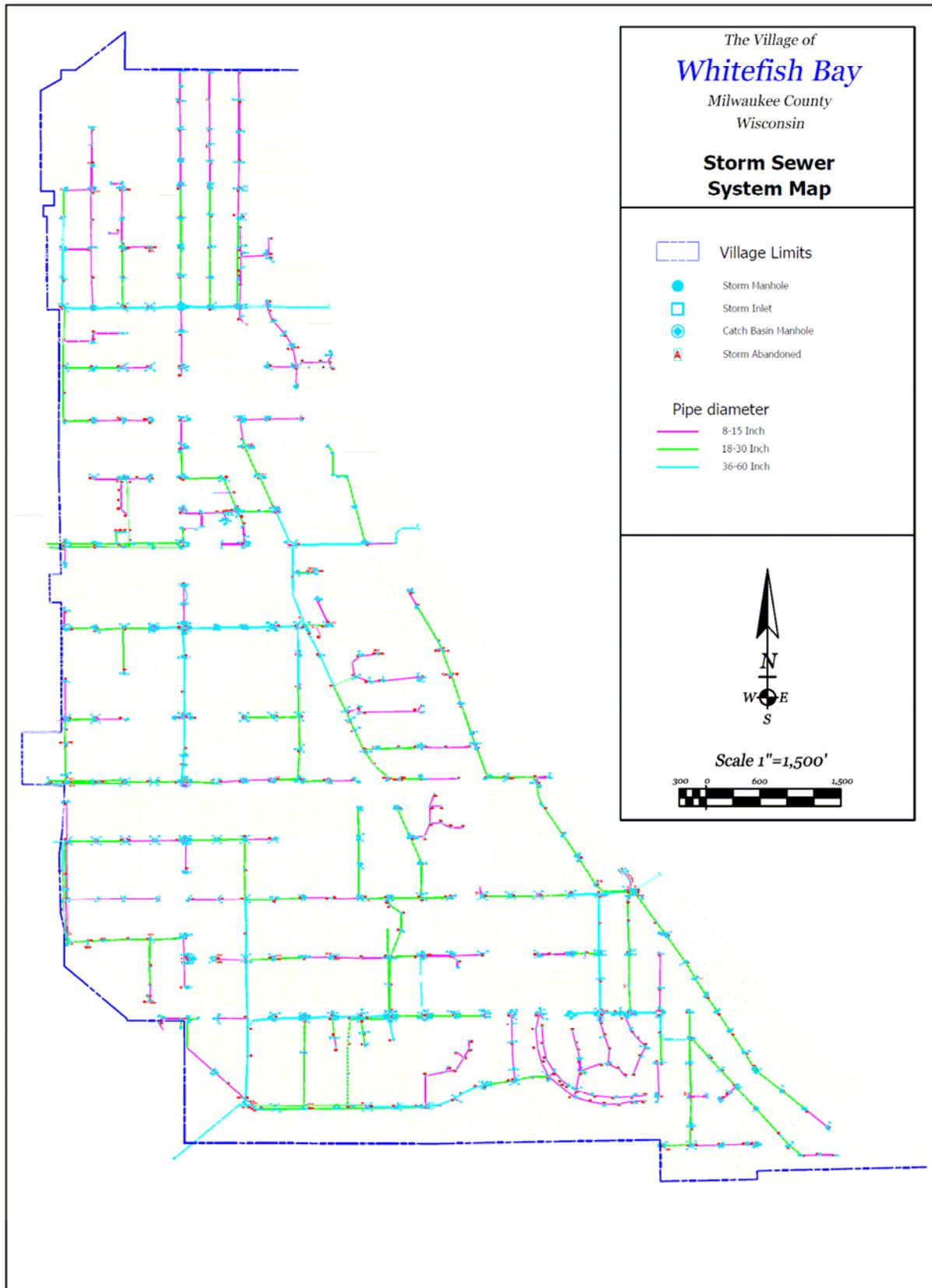


Storm Water Management

The Village operates a storm water system separate from the sanitary sewer system, as opposed to a combined system in portions of the City of Milwaukee and Village of Shorewood. Storm water entering the municipal system flows from the catch basins in the street to either the Milwaukee River near the southwest section of the Village or Lake Michigan on the entire eastern border via six major outfalls. Storm sewer connections are provided to locations where feasible and appropriate when the road is reconstructed as part of the capital improvement program. During heavy rainstorms, the flow of the sanitary sewer system may back up due to overwhelming volume in the MMSD conveyance, treatment, and deep tunnel system. When MMSD or local sanitary backups occur or reach the Village it is necessary to release the excess sanitary sewage into the storm sewer system through strategically placed and operated bypass locations. This practice is done in an effort to reduce or eliminate basement backups and the health, safety, and financial problems backups cause.

The Village annually works with the DNR to review the past years activities and makes recommendations on the next year to help reduce the effect the discharges have on the water ways they are flowing into. Whitefish Bay is a Phase 2 WPDES storm water discharge permitted community, and undertakes a number of actions in an effort to comply with the permit. Activities include storm sewer cleaning and maintenance, leaf and yard waste collection, street sweeping, road maintenance, clear water compliance, and other efforts. Continued public education along with replacement, and maintenance of the system is needed to continue to limit the negative effects the urban storm water runoff, in partnership with the sanitary sewer system has on the environment.

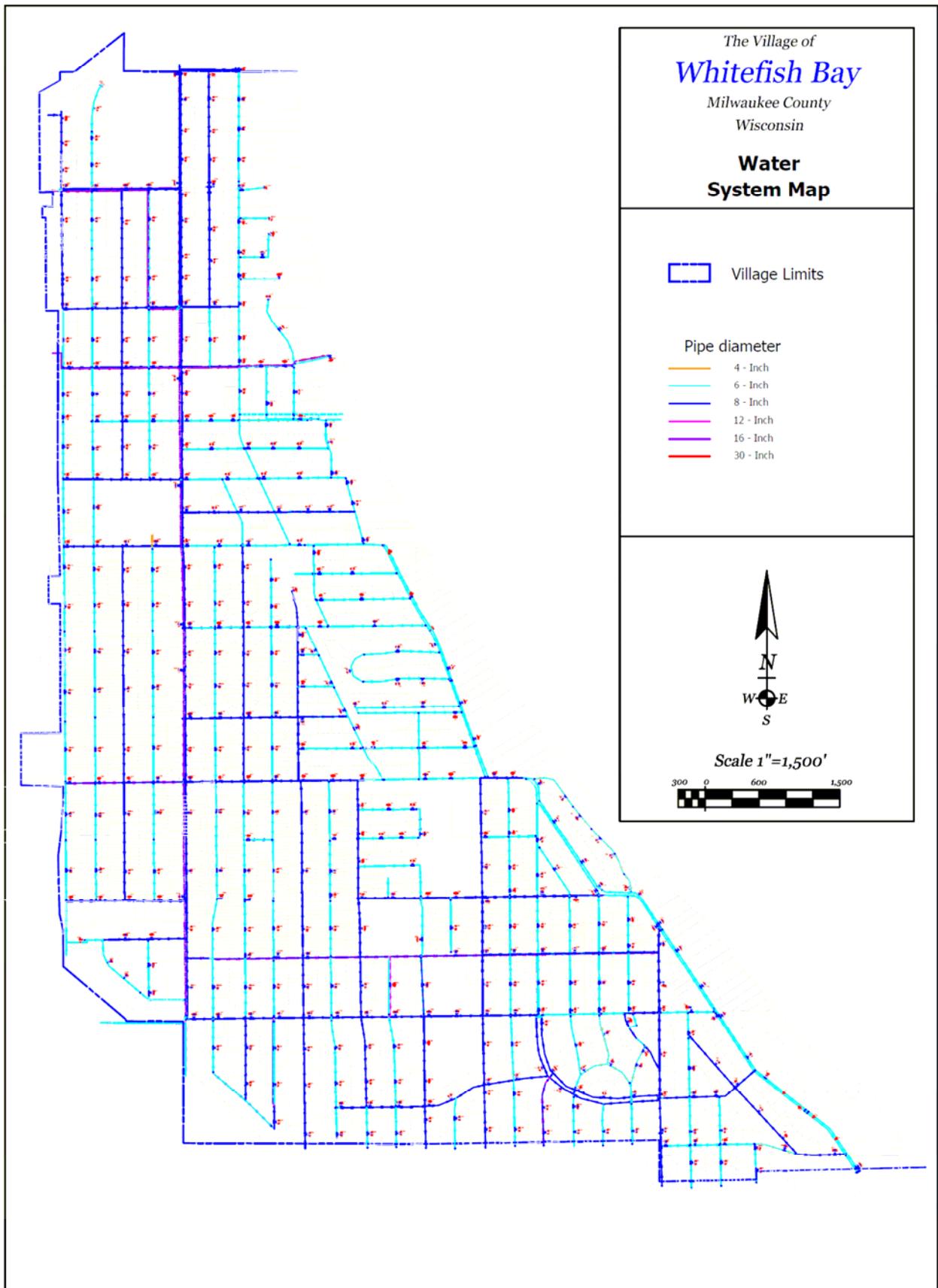
Figure 4.2.2 – Whitefish Bay Storm Sewer System Map



Water Supply

Potable water is available to all properties (Figure 4.2.3) within the Village and is provided by the North Shore Water Commission (NSWC) (See Intergovernmental Cooperation Element, 7.3.4). Glendale, Fox Point, and Whitefish Bay share in the water pumping and purification of Lake Michigan water at the Glendale plant, and each community is responsible for their own infrastructure. The Village does all the water billing for its own residents. Water billing is handled by the Village to account for charges for treatment from NSWC, capital improvement projects, wages and benefits from employees, and other expenses. The Public Service Commission (PSC) monitors this process. The water system is continually monitored for maintenance and replacement needs to service its residents.

Figure 4.2.3 – Whitefish Bay Water System Map

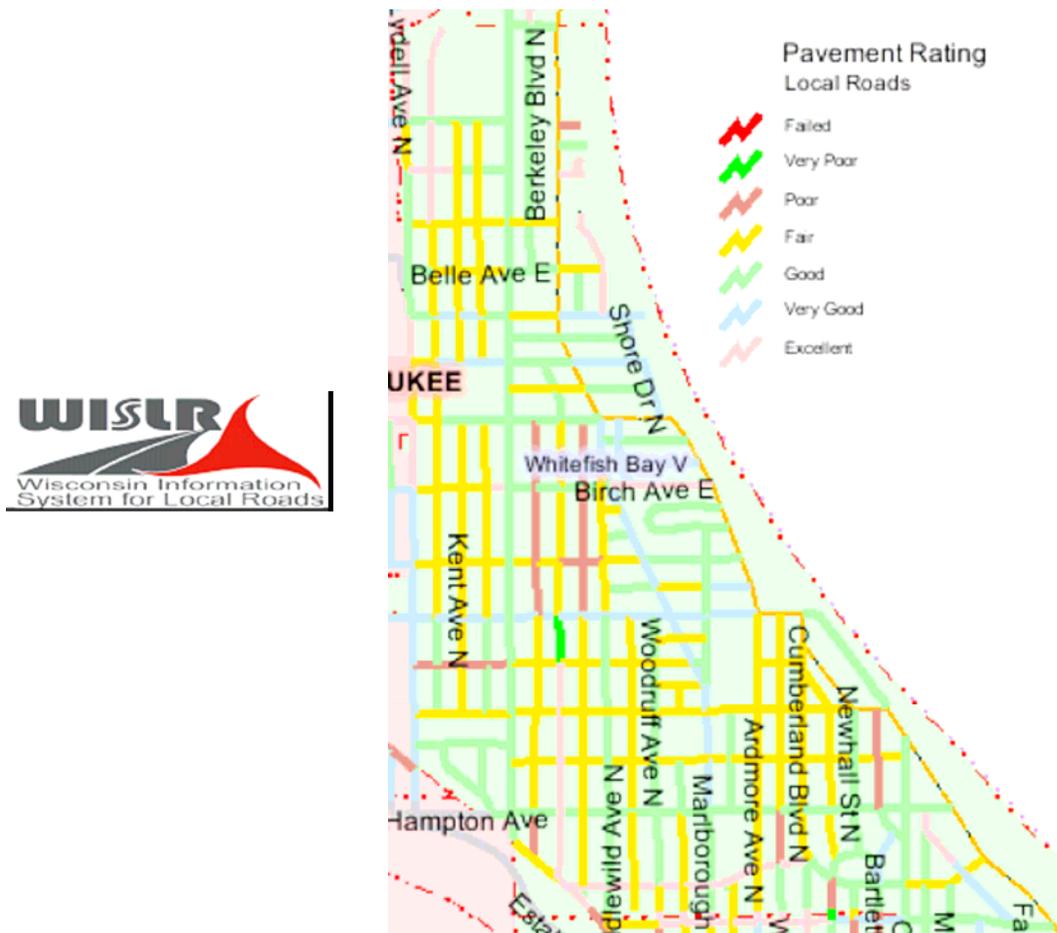


Road Conditions

The Village is a fully urbanized community with either an asphalt or concrete surface with all roads having curb and gutter. General maintenance is given to the roads annually to fix trouble spots through pothole patching, a mill and overlay program, and total reconstruction. The mill and overlay program began in 2009 with multiple projects designed to improve the road condition while not interfering with the reconstruction schedules of the other utilities.

This program was deemed a priority to begin as the road condition on many Village streets had been deteriorating for many years, and needed improvement. The Village participates in the Wisconsin Information System for Local Roads (WISLR) through the Wisconsin Department of Transportation. This system brings together data regarding the roads in a pavement rating system (Figure 4.2.4). This information is used to set maintenance options for roads based on their rating. This system continues to be more utilized as the Village continues with its general maintenance, mill and overlay, and road reconstruction projects in the future to improve its overall road rating.

Figure 4.2.4 – Whitefish Bay Road Ratings Map (2005 Rating) – Since 2005, a number of different streets have been either reconstructed or provided with mill and overlay. Additional poor and fair streets are scheduled to be addressed in future capital improvement programs.



Pedestrian travel along the Village roads is also a critical area of development for the Village. Sidewalks have been installed at all properties within the Village with a few exceptions. This provides for safe pedestrian travel off the road throughout the Village.

Crossing the streets has been another challenge, and the Village has been altering typical construction procedures to provide additional safety for pedestrians. With the assistance of a Safe Walk to Schools Grant from the Federal Government, the Village is installing bumpouts at the intersection of Cumberland Boulevard and Oakland Avenue. This area serves as a critical crossing for students on the southeast side trying to get to either the grade school, middle school, or high school located more in the center portion of the Village. These bump outs will narrow the road to slow the traffic on Oakland Avenue, and provide a shorter distance for the pedestrian to cross. This was also used on Silver Spring Drive at Shoreland Avenue and Berkeley Boulevard. It is anticipated that these types of structures will also be installed in the neighborhood adjacent to Bayshore Towne Center to help calm traffic in those areas (See Land Use Element, 8.4.2). These types of improvements can be added in other locations as is applicable to enhance pedestrian safety and traffic calming.

Solid Waste Disposal/Recycling

The Village picks up garbage every week and recycling once a month with its own collection employees. The garbage is delivered to a shared Transfer Station in the Village of Shorewood where it is picked up by a private waste disposal company to be shipped to a landfill. Residents of Whitefish Bay are also allowed to use this site for other special drop offs as part of the partnership.

Recycling is picked up as part of a single stream sorting process through another private disposal company. This was a recent switch from a dual stream recycling process the Village was a part of with the City of Milwaukee. The private vendor is able to sort the recyclable material and sell it as a commodity. Up until October 2008, it was believed that the Village could see revenue in the disposal of the recyclables as opposed to an expense. However, the economy has changed that theory and while the Village has not received any revenue from the sale of the recyclables, it still is not being charged anything either. While the garbage collection service is adequate at once per week, continued analysis is necessary regarding the need for recycling collection greater than once per month. Adding another recycling collection date would substantially increase the cost based on the need for additional employee time leading to wages and benefits as well as the capital expense of purchasing and maintaining a new truck.

Figure 4.2.5 – Whitefish Bay Garbage Truck



Capital Improvement Program (CIP)

Annually as part of the next year's budget process, the Village reviews all of its utilities and infrastructure to determine what work is needed for the upcoming year. The Capital Improvement Program is typically planned out for five years the work that is needed with respect to alleys, building and grounds, Community Development Block Grant (CDBG) funded projects, equipment, parking lots, parks, sanitary, sidewalks, streets, street lights, storm sewer, and water. The last five-year plan expired in 2008, and the Village has undertaken an annual CIP in 2009 and 2010 as it prepares for the development of a new five-year program.

These projects are typically funded through borrowed money through the General Fund, Water Utility, Sewer Fund, Tax Increment District, special assessments paid by residents directly affected by the project, and other sources as available. In 2008, the Village spent \$5,043,837 on various projects and again in 2009 it is projected to spend \$6,154,557. The funding for the 2009 program was budgeted at \$10,310,105; however, some large projects within the plan were unable to be completed due to additional preparation work that needed to be completed prior to the construction starting. The 2010 CIP (Figure 4.2.6) is proposed at \$10,399,382 including those projects that were not completed in 2009, and taking on new projects in alleys, street lighting, and street reconstruction.

Other Utilities – The following utilities are offered to Village residents, but not operated by the Village:

- Electricity – Provided by WE-Energies.
- Natural Gas – Provided by WE-Energies.
- Telephone – Provided by ATT.
- Cellular Telephone – Multiple providers of this service. Private companies have also installed antennas on the Village Water Tower and the High School.
- Cable Television – The Village has a franchise agreement with Time Warner Cable; however, recent State legislation has extended the same rights to ATT to operate with the Village right of way to provide similar service.
- Internet Service – Provided by Time Warner Cable as well as multiple other providers.

4.3 Utility Service to Potential Development

There are five undeveloped parking lots within the business district. Two of the parking lots are private and three are public. These are the only areas that can be considered for future new development as opposed to redevelopment of any existing parcels.

Because the properties are primarily impervious to existing conditions as parking lots, it is anticipated that storm water runoff flows would not increase with the development of these parcels, and not cause adverse effects to the storm sewer system. Current regulatory requirements for runoff volume and quality would need review at the time of development.

Water and sanitary utility service exists adjacent to these properties and should be sufficient to serve them. An analysis of minimum fire flows and available downstream sanitary capacity would need to be done at the time of any development proposals, to insure utility services of these and area tributary properties would meet all applicable regulatory requirements.

4.4 Utility and Community Facility Goals

The Village has a wide array of community facilities to serve its residents in many different ways. The following are general goals to promote and enhance these facilities:

- Maintain or enhance where possible Village services to residents through the use of its facilities.

- Investigate opportunities to achieve greater efficiency in the delivery of Village services.
- Work cooperatively with the School District to maintain and enhance the quality of the school district, and continue to work together to meet common goals.
- Continued support of local programming offered to youth, adults, and seniors through the Library, Recreation Department, and School District.
- Maintain and enhance community events held within community facilities (i.e. parks, etc.) in association with the Civic Foundation, Business Improvement District, and other local groups.

In general, the Village's utility system is capable of supporting existing and future development. The following are general goals to be considered for providing adequate service:

- Continue to monitor system integrity through televising, modeling, and other practices through the Engineering Department.
- Coordinate sanitary sewer efforts with the MMSD on existing infrastructure and future development connections.
- Promote repair and replacement of the existing utility systems to meet the service needs of residents.

4.5 Utility and Community Facility Implementation Strategies

Implementation strategies are the basic tool used to achieve the goals identified above. The implementation strategies here are both specific to identified elements of the plan and general to address future needs.

- Develop a preventative maintenance plan for all community facilities to maintain the structures in good condition and repair.
- Annually evaluate the services provided by the Police Department and the NSFD in order to ensure prompt and efficient response to emergencies.
- Through the use of the annual capital improvement program, continue to plan the general maintenance, replacement, and reconstruction of existing aging and failing utilities within the storm sewer, sanitary sewer, water distribution, street lighting, and road systems.
- Review and develop a mapping system to aide in the management of the utility infrastructure.

- Work with organizers for Armory Park to help implement the design of the memorial for local veterans.
- Continually meet with the MMSD and DNR to adhere to standards for the sanitary sewer and storm sewer systems.
- Implement an annual program for evaluating capacity, maintenance, operation, and management of utility systems.
- Continued development of the gateways into the Village to make the entrances more prominent through signage, landscaping, or other aesthetically pleasing elements.
- Explore cooperative agreements with other units of government in the area to determine the possibilities for cost savings and improved service delivery.
- Assign representatives from the Village and School District to serve as active liaisons between the Village and the School District to address issues of mutual concern.
- Review the functionality of the building and appropriate future location of the Department of Public Works Facility.
- Review the adequacy of the building and appropriateness of the location of the Village Hall and other facilities.