

Chapter 9

IMPLEMENTATION

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IMPLEMENTATION

It's important to have a sound idea, but the really important thing is the implementation. – Wilber Ross

What This Element Will Do

This plan element guides execution of planned outcomes, goals, and the overall policy framework established within *Destination 2040*. The foundation of this element is a belief that *Destination 2040* should be a document that is frequently referred to in City decision-making, a document that is responsive to ongoing change, and a document that cultivates community engagement.

This element will: describe programs, official controls, fiscal plans, and management strategies used to implement *Destination 2040*; define roles and responsibilities of entities responsible for plan implementation, and outline plan amendment procedures, and establishes a prioritized work plan, and establishes a prioritized work plan.

What Drives This Element

Destination 2040's vision is a perpetually sustainable, complete, and livable City for all people, seasons, and generations. Sought after results include:

- Making Belle Plaine a great, good place to live;
- Leaving the City better than we found it;
- Providing for our needs today without negatively impacting future generations;
- Cultivating a general feeling of successful economic well-being; and,
- Building a rightful and just City where every resident, employee, and business has equal access to resources, opportunities, and outcomes that improve quality of life and enable them to reach their full potential.

Plan Administration

Implementation of *Destination 2040* will generally occur through five mechanisms: policies/programs, local controls, capital improvement planning, partnerships/coordination, and additional targeted planning.

Policies and Programs

Policies consistent with the policy framework established in *Destination 2040* should ultimately drive day-to-day activities and strategic decisions at all levels of City of Belle Plaine government. Policies, formal or informal, should capture basic philosophies and intended outcomes of *Destination 2040* while simultaneously creating standard operating procedures that apply across the board unless changing circumstances or new information suggest that standing policies should be revisited.

Programs involve the routine activities of City departments and staff, as well as special projects and initiatives undertaken. In particular, existing City programs, programs identified in *Destination 2040*, and programs resulting from administration of *Destination 2040* will be important in furthering goals/objectives relating to: community health, wellness, resilience, housing, public safety, parks/recreation, and economic competitiveness.

As part of *Destination 2040* implementation, this mechanism may include initiating new or adjusting existing City policies or programs, expanding community outreach efforts, or providing specialized training to accomplish a priority objective more promptly and/or effectively.

Local Controls

The form and character of the City's built environment and the pace of development is driven by private investment decisions. Therefore, local controls including zoning and subdivision codes and, to a certain extent, engineering standards greatly influence *Destination 2040* implementation. Zoning and subdivision regulations can help ensure the form, character, connectedness, and quality development envisioned in *Destination 2040* become reality. Local controls should advance Belle Plaine's desire for quality development outcomes while recognizing economic factors. At the same time, local controls should not function as disincentives to development or interfere unnecessarily with appropriate new development or redevelopment that is consistent with Destination's planned outcomes.

Zoning Code

The City's Official Zoning Map and individual zoning district performance standards are fundamental to comprehensive plan administration. Following are the current official Map 9-1 and a zoning district dimensional standard matrix Table 9-1. The official map and certain performance standards will need to be updated within nine months of placing of *Destination 2040* into effect.

Map 9-1

In addition to establishment of zoning districts, general provisions, and performance standards, the zoning code also addresses: soil erosion and sedimentation control; preservation of natural drainageways, wetlands, trees and woodlands, bluffs, and groundwater; and stormwater management standards.

In order to ensure the Zoning Ordinance is consistent with Destination 2040 goals and objectives of this Comprehensive Plan the Planning Commission and Council will within nine (9) months after approving the Comprehensive Plan amend the zoning ordinance to ensure it is consistent with the comprehensive plan. This will include, but not be limited to:

1. Making any necessary changes to the zoning map to ensure consistency with the planned land use map contained in Destination 2040.
2. Update minimum lot size contained in the R-7 Mixed Housing District to accommodate higher densities.

Subdivision Code

The Subdivision Code regulates and governs the subdivision or platting of property in Belle Plaine. In addition to setting forth a review process the Subdivision Code contains engineering and design standards for lots, blocks, transportation facilities, utilities, and the like. Public land dedication standards provide for acquisition and development of parkland and park amenities. Review of public land dedication standards, block length standards, and public improvement design standards will assist with Destination implementation pertaining to park/open space needs, connectivity, and sustainable design.

Legend



Residential District

- Park
- A-2 Rural Residential
- R-1 Single Family - Low Density: (12,000 sf. minimum)
- R-2 Single Family - Low Density: (20,000 sf. minimum)
- R-3 Single and Two-Family - Low to Medium Density
- R-7 Mixed Housing - Medium to High Density
- R-MH Manufactured Housing

Business District

- B-2 Highway Commercial
- B-3 Central Business District

Industrial District

- I-2 General Industrial
- I-C Industrial/Commercial

Special District

- PUB Institutional
- PUD Planned Unit Development
- PUD Overlay

- FP Flood Plain
- S-1 Shoreland

- MUSA 2040

- City Limits

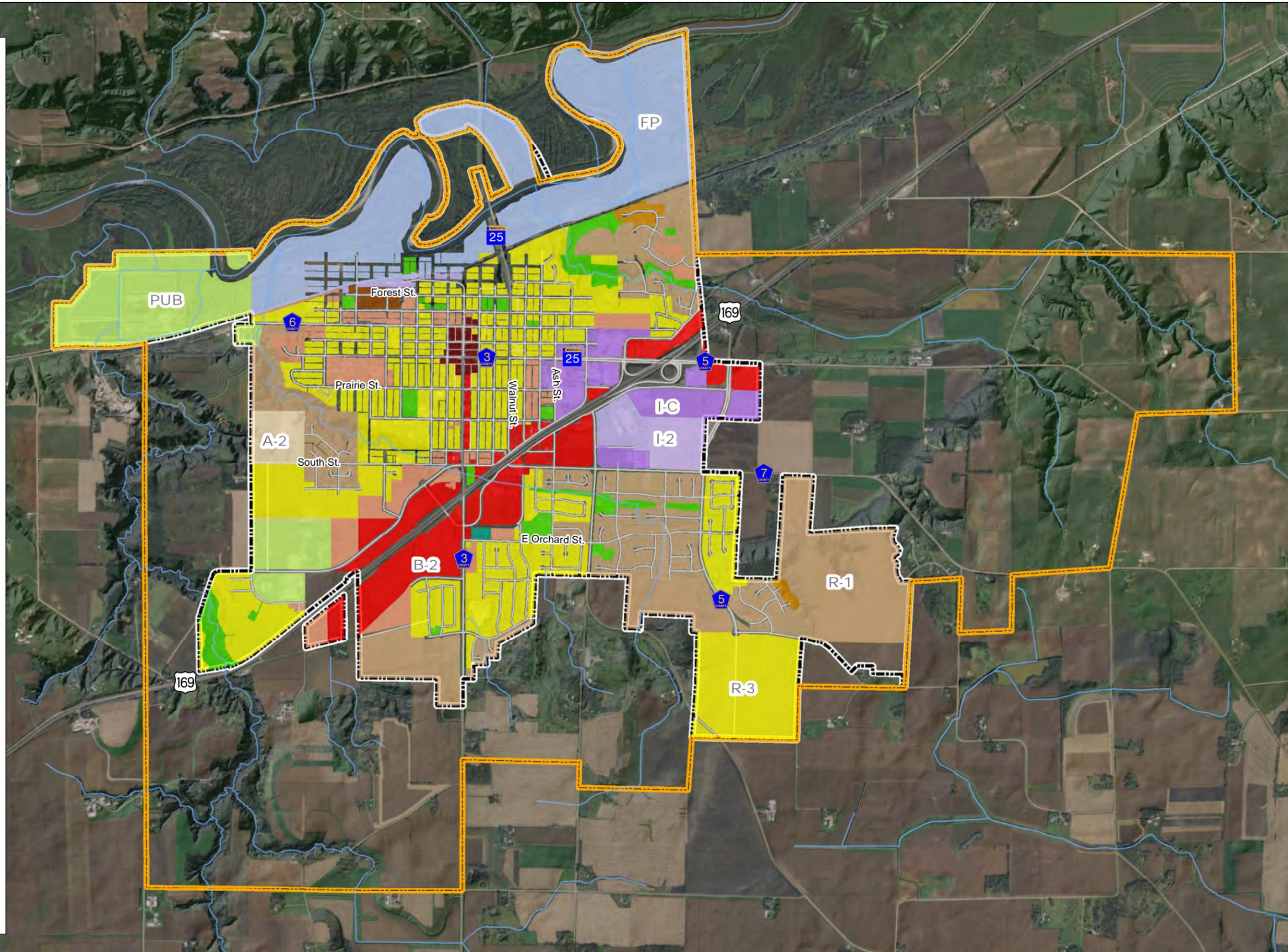
- Highway

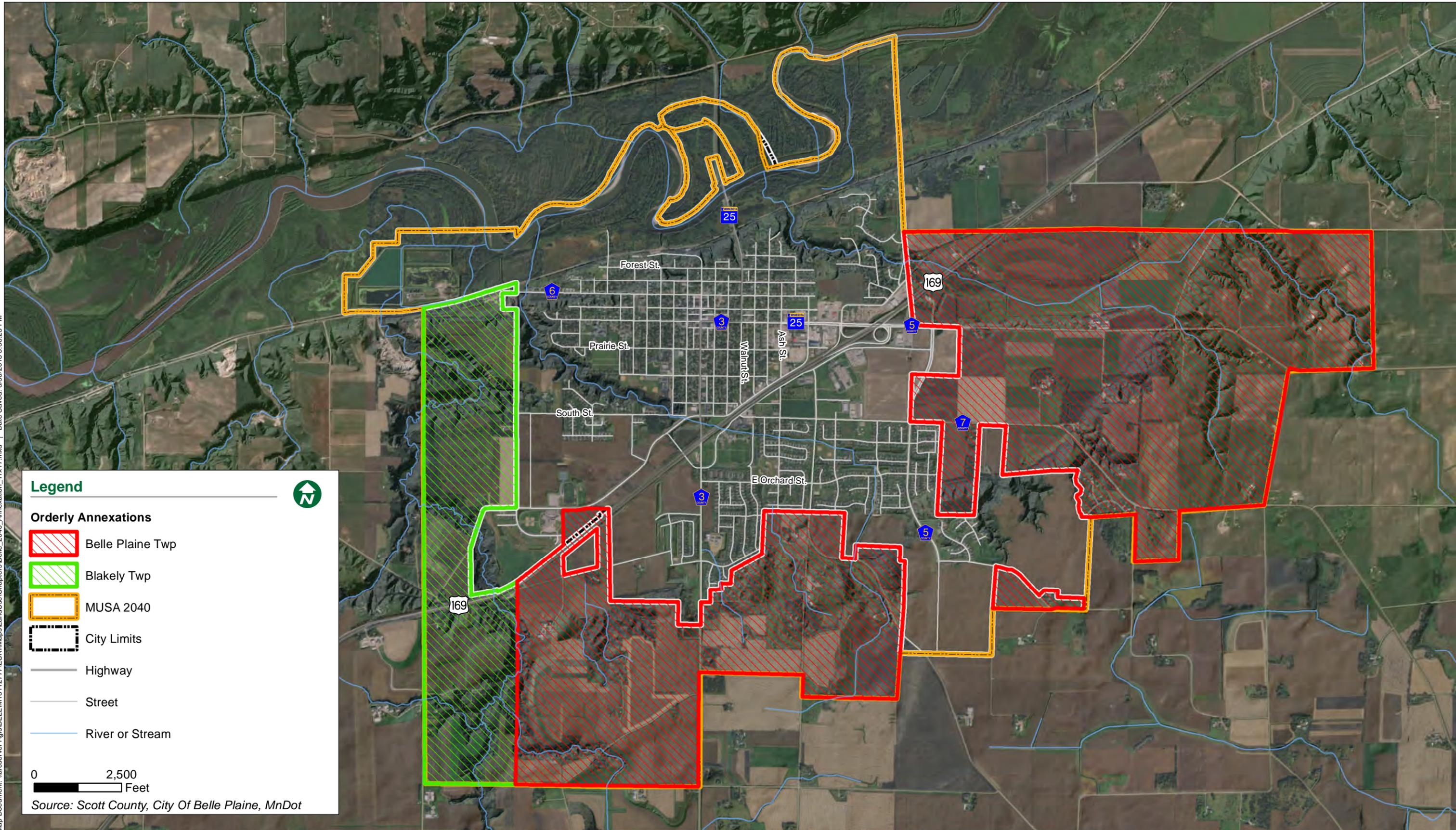
- Street

- River or Stream



Source: Scott County, City Of Belle Plaine, MnDot





Legend

Orderly Annexations

-  Belle Plaine Twp
-  Blakely Twp
-  MUSA 2040
-  City Limits
-  Highway
-  Street
-  River or Stream

0 2,500 Feet

Source: Scott County, City Of Belle Plaine, MnDot

Map Document: \\arcserver1\gis\BELL\M15112777\ESRI\Maps\LandUse\Chapter9\Belle_2040_Annexation_11x17.mxd | Date Saved: 3/30/2018 5:36:25 PM

Orderly Annexation Agreements: Blakeley and Belle Plaine Townships

The municipal urban service area (MUSA) defined in *Destination 2040* is coterminous with the boundaries of existing orderly annexation agreements with Blakeley and Belle Plaine Townships which are illustrated on Map 9-2. Both agreements are effective through December 31, 2023 unless extended further prior to the expiration date.

Map 9-2

Wellhead Protection Plan

A Phase II Wellhead Protection Plan was placed into effect in 2016. The Plan includes: a description of the public water supply system; a description/map of the drinking water supply management area (DWSMA); physical data pertaining to precipitation, geology, soils, water resources, utilities, surface and ground water quantity and quality; and, goals and an action plan for future water and land use. The DWSMA is incorporated in development and stormwater review; the action plan is implemented on an on-going basis.

Subsurface Sewage Treatment Systems (SSTS)

As alluded to in the water resources element, the City has an agreement with Scott County to monitor existing subsurface sewage treatment systems.

Housing Action Plan

The housing element includes a description of public programs, fiscal devices, and other specific actions that will be used to meet the existing and projected housing needs including the City's share of affordable housing.

Capital Improvement Planning

Continuing to anticipate and annually budget for major capital projects will be essential to implementing *Destination 2040*. The City employs a five-year capital improvement plan (CIP) program to identify and budget

Table 9-2

Belle Plaine Capital Improvement Plan - 5 Year						
2018- 2023						
Project	Year	Est. Cost	Source of Funding			
			Cash Amt.	Fund	Other's \$	Debt Amt.
Water Utility Projects						
Upper Pressure Water Main	2023	\$ 1,200,000				1,200,000
Well #5	2023	\$ 500,000				500,000
WTF Reverse Osmosis	2023	\$ 2,000,000				2,000,000
Subtotal Water Projects		\$ 3,700,000	\$ -	0	\$ -	\$ 3,700,000
Sewer Utility Projects						
Sewer Infrastructure	2023	\$ 1,700,000			\$ 500,000	1,200,000
WWTF - Expansion	2023	\$ 7,000,000			Sewer /Debt	7,000,000
Subtotal Sewer Projects		\$ 8,700,000	\$ -		\$ 500,000	\$ 8,200,000
Stormwater Projects						
Blaha Ravine	2018	\$ 135,000		209	\$ 135,000	
Buffalo Ravine	2018	\$ 280,000		209	\$ 280,000	
MS4 Cities	2023	\$ 250,000		209	\$ 250,000	
Subtotal Stormwater Projects		\$ 665,000	\$ -		\$ 665,000	\$ -
Street/Sidewalk/Trail Projects						
2018 Street Project	2018	\$ 2,200,000				2,200,000
Handicap Curb Cuts	2018	\$ 15,000	\$ 15,000			
Sealcoating	2018	\$ 90,000	\$ 90,000	General		
Handicap Curb Cuts	2019	\$ 15,000	\$ 15,000	General		
Parks - Trail	2019	\$ 25,000	25,000	Park Fund (205)		
Sealcoating	2019	\$ 90,000	\$ 90,000	General		
2019 Street Project	2019	\$ 2,200,000				2,200,000
2020 Street Project	2020	\$ 2,000,000				2,000,000
Handicap Curb Cuts	2020	\$ 15,000	\$ 15,000	General		
Sealcoating	2020	\$ 90,000	\$ 90,000	General		
2021 Street Project	2021	\$ 2,000,000				2,000,000
Handicap Curb Cuts	2021	\$ 15,000	\$ 15,000			
Sealcoating	2021	\$ 90,000	\$ 90,000	General		
2022 Street Project	2022	\$ 2,100,000				2,100,000
Handicap Curb Cuts	2022	\$ 15,000	\$ 15,000			
Sealcoating	2022	\$ 100,000	\$ 100,000	General		
2023 Street Project	2023	\$ 2,100,000				2,100,000
Handicap Curb Cuts	2023	\$ 15,000	\$ 15,000			
Sealcoating	2023	\$ 100,000	\$ 100,000	General		
Subtotal Street/Pedestrian Projects		\$ 13,275,000	\$ 675,000	\$ -	\$ -	\$ 12,600,000
Equipment/Vehicles						
Park - Light Towers Refurb (LED)	2018	\$ 55,000	55,000	General/Capital		
Library- Furnace/ AC (2)	2018	\$ 20,000	20,000	General/Capital		
Fire- Rescue Van	2018	\$ 100,000	100,000	General/Capital		
PW- Chipper	2018	\$ 45,000	45,000	General/Capital		
PW- Refurb Vactor	2018	\$ 40,000	40,000	Sewer/Storm Sewer		
PW - Plow	2018	\$ 190,000	190,000	General/Capital		
PW - Pick-up	2018	\$ 55,000	55,000	General/Capital		
PW - Sweeper (Lease)	2018	\$ 34,300	34,300	General/Capital		

for significant purchases and projects, including phased projects and those coordinated with or dependent on development. The CIP includes: street, drinking water, wastewater, and stormwater improvements (those which are not the responsibility of developers); public building improvements/new facilities; public park, trail, and recreation improvements; and land, vehicle, and large equipment purchases.

Following is the 2018 – 2022 CP, Table 9-2 as adopted by the City Council. Some large projects slated for 2022 are dependent on the form and pace of development and are routinely carried over to the next fifth-year cycle.

Partnerships and Coordination

Inclusive and productive partnerships and coordination of processes are important components of healthy communities. Community initiatives, capacity building, connectivity gains, development character, and many other goals identified in *Destination 2040* cannot be accomplished by City government on its own. Most require robust community engagement, development of social capital, and tapping into the inherent creativity of Belle Plaine residents and business owners. Others require direct coordination, intergovernmental agreements, or funding support from other public entities or levels of government. Still others will require potential public/private and public/non-profit partnerships to advance our policy agenda.

Partnerships and necessary coordination from a City perspective should be vertical and horizontal in nature. Vertical in that the City should actively partner and participate with different levels and types of governments to further broad policy goals and programming. Horizontal in that the City should nurture and grow links between city government, community members, institutions, and the private sector as a means of creating alliances around goals and tasks to further *Destination 2040*'s planned outcomes.

Additional Targeted Planning

Several *Destination 2040* goals, especially those related to capital investments, a complete transportation network, historic preservation/community character, and park, trail, and recreation system development will require more detailed study and planning. Such studies will involve targeted planning, engineering, and engagement at 'ground level' to a much higher level of detail than is appropriate for comprehensive planning purposes. As such, parts of *Destination 2040* will be implemented with additional planning or special studies to clarify next steps and associated costs and considerations.

Comprehensive Plan Review and Revision

Comprehensive planning is and should be a dynamic process capable of acknowledging changeable existing conditions 'on the ground' while not losing site of the ultimate community vision, planned outcomes, goals, and strategic direction. As such, *Destination 2040* should be considered a flexible document that allows for adjustment to changing conditions over time. Shifts in economic, physical, technological, and social conditions, and other unforeseen circumstances may influence and change the priorities and fiscal outlook of the City.

The Planning Commission and City Council should carefully review proposed changes and their implications and actively seek citizen comment on such proposals. If changes are found to be appropriate, they should be formally added to the Plan by legal amendment. Legal amendment involves public hearing by the Planning

Commission, review by the City Council (super-majority vote needed to approve), and authorization by the Metropolitan Council to place the plan amendment into effect.

A forecast future plan amendment pertains to acreage within St. Lawrence Township that abuts the corporate limits. The City does not currently have an orderly annexation agreement in place with St. Lawrence Township, therefore, the area while considered within *Destination 2040* for planning purposes is not included within the MUSA. Development within St. Lawrence Township in close proximity to the corporate limits is expected to be urban in nature when it occurs. The City should be prepared to update *Destination 2040* to accommodate future development in St. Lawrence Township pursuant to annexation discussions.

Implementation Roles and Responsibilities

Destination 2040, a typical comprehensive plan, is relatively general in nature but still a complex policy document that accounts for interrelationships among various systems, interests, and policy choices. As such, principal groups responsible for implementing the plan including the City Council, Planning Commission, City Administrator, and City Department Heads should be on the same page in regard to priorities, responsibilities, and interpretations. Identification of roles and responsibilities of each group will assist in plan implementation.

City Council

The City Council should assume the lead role in implementation of *Destination 2040*. The Council's key responsibilities are to decide and establish priorities, to schedule timelines for plan priority implementation, and to determine the budget for plan priorities. In conjunction with the City Administrator the Council should ensure effective coordination of various groups, stakeholders, and departments. The City Council should be the lead entity:

- Adopting and amending *Destination 2040*, following recommendation by the Planning Commission.
- Advocating for the vision, goals, policies, and plans contained in *Destination 2040*.
- Establishing implementation priorities.
- Considering and approving funding for implementation priorities.
- Placing into effect updated local controls designed to implement the plan.
- Providing policy direction to the Planning Commission, other appointed City boards and commissions, and City staff.

Planning Commission

The Planning Commission makes recommendations to the City Council. The Commission functions in planning, legislative, and regulatory capacities. In its planning capacity the Commission will make recommendations to the Council regarding comprehensive plan adoption, implementation, and amendment. In its legislative capacity the Commission will make recommendations to the Council regarding updates to local controls designed to implement *Destination*. In its regulatory capacity the Commission will make recommendations to the Council regarding proposed development/redevelopment projects and consistency with *Destination 2040*.

City Staff

City staff will manage the day-to-day implementation of *Destination 2040*. The City Administrator, department heads, and specialists are responsible for carrying out policy goals and systems plans. Staff will:

- Draft new or amended local control language and manage review and approval of code amendments in support of *Destination 2040* implementation.
- Make recommendations, conduct studies, manage consulting contracts, and coordinate review of targeted plan/studies recommended in *Destination 2040*.
- Implement the capital improvement plan.
- Review development/redevelopment applications for consistency with *Destination 2040*.
- Administer collaborative programs, community engagement, and public/private partnerships and ensure open channels of communication.
- Coordinate plan amendments and updates.

Action Agenda

The vision and plan outcomes contained in *Destination 2040* will ultimately be furthered through specific actions. The action agenda included below does not include every goal or recommendation contained in *Destination 2040*, instead it details a shorter list of strategic priorities, what entity is responsible for initiating action item, and potential timeline for implementation. Implementation timeline is immediate, mid-range, or long-term. The action agenda is separated by plan element.

Figure 8-6

Natural Resources

	Action Item	Responsible Party	Implementation Timing
1	Emphasize ecological, cultural, and scenic assets in public information and marketing plans.	CDD Staff	Immediate
2	Cultivate environmentally conscious businesses.	EDA, Council, City Administrator, CDD	Immediate
3	Undertake a public information campaign to highlight requirements of land and water preservation standards included in the City Code.	CDD Staff	Immediate
4	Strive to attain Step 5 in the GreenStep Program.	Planning Commission, Council, CDD Staff	Mid-range
5	Strive to attain Gold status as a SolSmart community.	Planning Commission, Council, CDD Staff	Long-term
6	Join Regional Indicators Initiative (RII) and monitor community-wide energy use (gas and electric) and vehicle transportation energy.	Planning Commission, Council, CDD Staff	Long-term
7	Make Belle Plaine “EV-ready” by incorporating electric vehicle charging stations in public parking lots.	Council, EDA, Planning Commission, Staff	Mid-range
8	Increase fuel economy of City vehicle fleet.	City Administrator, Department Heads, Council	Immediate
9	Become a decisive leader in the region in regard to environmental stewardship, sustainability, issues identification, regional efforts, and hazard mitigation.	Council, Planning Commission, CDD Staff	Immediate
10	Dedicate a portion of The Bridge and social media posts on a regular basis to highlighting recycling, solid waste minimization and reduction efforts.	CDD Staff	Immediate
11	Increase walking, cycling, and shared transportation platforms through infrastructure development as a means of promoting community health, lowering the use of non-renewable resources, and decreasing energy consumption.	Park Board, Public Works Committee, Council, City Administrator, Public Works Superintendent	Immediate
12	Support Scott County’s informational campaigns and outreach efforts pertaining to disposal of hazardous waste and reduction/proper disposal of solid waste.	City Administrator, CDD Staff	Immediate
13	Take the National Wildlife Federation’s “Mayor’s Monarch Pledge” to raise awareness of and demonstrate a commitment to creating habitat for the Monarch Butterfly and pollinators.	Council	Immediate
14	Continue annual ‘recycling day’ event.	Administration Staff	Immediate

Community Health, Wellness, and Resiliency

	Action Item	Responsible Party	Implementation Timing
1	In conjunction with regional partners, conduct public information campaign to promote awareness of mental health issues, including, but not limited to, acknowledging mental illness are real, can be screened, diagnosed, and treated effectively in affordable ways.	CDD Staff	Mid-range
2	Join area elected officials in advocating for immediate and lasting action to create a broadly available, functional, and comprehensive mental health service delivery system including adequate resource funding, program integration, and coordination of services.	Council, City Administrator	Long-term
3	Promote preventative health initiatives which include public information and education regarding current health issues.	CDD Staff	Immediate
4	Lead the development of a “Healthy Living Guide” for public distribution with participation from regional jurisdictions, local health care providers, educational partners, and businesses.	CDD Staff	Mid-range
5	Embrace seven characteristics of resilient systems (as defined by 100 Resilient Cities).	Council, City Administrator, Dept Heads	Long-term
6	Identify and invest in opportunities for staff, appointed officials, elected officials, and the public to learn about and grow awareness of community resiliency concepts.	Council, Appointed Officials, City Administrator, Dept Heads	Immediate
7	Support increasing employer/work site initiatives offering nutrition education, weight management, stress reductions and/or wellness programs, including physical activity.	EDA, CDD Staff	Immediate
8	Promote tobacco-free environments.	Planning Commission, CDD Staff	Immediate
9	Support safe and sanitary housing conditions through enforcement of codes and regulations to reduce presence of radon and lead hazards, carbon monoxide poisoning, infestation by pests/rodents, and other environmental health concerns.	CDD Staff	Immediate
10	Encourage the presence of specialty outpatient medical services in Belle Plaine.	CDD Staff	Mid-term

Community Health, Wellness, and Resiliency Continued

	Action Item	Responsible Party	Implementation Timing
11	Identify and tell narrative story (marketing/ communication) about cultural strengths, physical or place-based assets, wisdom that has grown out of struggles, and shared histories, achievements and meaning which are foundations of community capacity.	Design Committee, CDD Staff	Immediate
12	Build capacity through group education and training, action-oriented learning opportunities, and network building with key organizations and potential agents of change.	City Administrator, CDD Staff, Elected & Appointed Officials	Mid-term
13	Increase food production and access to healthy food and meals in residential settings by encouraging backyard gardening, authorizing community gardens on public property, and expanding the range of allowable urban farming activities.	Planning Commission, CDD Staff	Mid-term
14	Allow edible and pollinator friendly landscapes on residential property.	Planning Commission, CDD Staff	Mid-term
15	Purchase healthy foods from local businesses when catering events, meetings, and other gatherings.	City Staff	Immediate
16	Purchase healthy foods from local businesses when catering events, meetings, and other gatherings.	EDA, Planning Commission, Council, CDD Staff	Immediate
17	Review proposed development to promote provision of adequate police and fire protection.	Planning Commission, CDD Staff	Immediate
18	Administer site design and development standards to decrease and minimize the possibility of flooding and instability of bluffs and steep slopes.	City Council, Planning Commission, CDD Staff	Immediate
19	Invest in creative placemaking to grow community fabric and entrepreneurship.	EDA, Design Committee, Planning Commission, CDD Staff	Immediate
20	Invest in community “coaching” (i.e. community organizing) as a means of getting people to work together to solve their own problems, promote leadership, nurture life skills, and positively affect positive.	CDD Staff	Mid-term

Land Use and Community Character

	Action Item	Responsible Party	Implementation Timing
1	Ensure minimum community-wide density of three to five dwelling units per acre.	Council, Planning Commission, and CDD Staff	Immediate
2	Pursue infill development to maximize return on previous public investment in streets and utilities.	Council, Planning Commission, EDA, Staff	Immediate
3	Encourage redevelopment of underutilized or vacant buildings and sites to induce additional private investment and improve tax base.	Council, Planning Commission, EDA, Staff	Mid-term
4	Invest in high-density residential uses in close proximity to Downtown.	Council, Planning Commission, EDA, Staff	Mid-term
5	Provide for mixed use development through appropriate land use and subdivision standards.	Council, Planning Commission, EDA, Staff	Immediate
6	Encourage mixed housing types as a means of integrating neighborhoods and addressing the very real need for a complete housing stock.	Council, Planning Commission, EDA, Staff	Mid-term
7	Pursue walkable and well-connected mixed commercial/industrial uses in employment centers and the commercial corridor fringe as a means of accommodating multi-faceted businesses and complementary uses.	Council, Planning Commission, Staff	Mid-term
8	Accommodate a variety of approaches development including, but not limited to: traditional neighborhood design, natural amenity protection/open space preservation design, transit oriented development, mixed housing development, and special amenity development.	Council, Planning Commission, CDD Staff	Immediate
9	Support and provide for development of cohesive commercial nodes and centers as opposed to lineal single-tier commercial strip development.	Council, Planning Commission, CDD Staff	Immediate
10	Purposefully manage the look, feel, and character of individual planning areas in Belle Plaine to be sympathetic in form to what is existing and mindful of urban design improvement priorities relating to connectivity and vibrancy.	Council, Planning Commission, CDD Staff	Immediate

Land Use and Community Character Continued

	Action Item	Responsible Party	Implementation Timing
11	Actively, and firmly communicate desire for new development concepts that by design enable people to walk or bike to work, school, day-care, shopping, and recreation venues.	CDD Staff	Immediate
12	Invest in design elements that enable people to walk or bike or access transit options to get to/from work, school, shopping, and recreation venues.	Elected and Appointed Officials, Staff	Immediate
13	Adopt a “Living Street” policy that provides for multiple modes of transportation and street design that reduces environmental impacts by reducing impervious surface, managing stormwater, and providing shade.	Council, Public Works Committee, Staff	Mid-term
14	Be mindful of the needs of persons of all ages and abilities when conducting development review.	Planning Commission, CDD Staff	Immediate
15	As development/redevelopment occur, encourage protection and restoration of bluffs, ravines, prairies, wetlands, water resources, and the river corridor.	Planning Commission, CDD Staff	Immediate
16	Provide meaningful spaces for community members to connect to nature.	Park Board, Council, Staff	Immediate
17	Set aside and invest in development of meaningful contemplative spaces which are professionally designed to be serene and calming and which may feature expansive natural areas, panoramic viewsheds, untouched clearings, and expansive views of the sky.	Park Board, Council, Staff	Mid-term
18	Insist on purposeful urban design which encourages active-living and getting people moving whether walking, biking, playing, or swimming.	Elected and Appointed Officials, Staff	Immediate
19	Update zoning map to ensure consistency with Destination 2040 planned land use map.	Elected and Appointed Officials, Staff	Immediate
20	Update R-7 Mixed Housing District minimum lot size to accommodate higher densities	Elected and Appointed Officials, Staff	Immediate

Economic Competitiveness

Action Item	Responsible Party	Implementation Timing
1 Monitor and update buildable lands inventory to ensure adequate short and long-term supply of improved industrial and commercial land.	EDA, CDD Staff	Immediate
2 Strongly represent City interests at county and regional levels relative to multi-modal transportation systems, business recruitment/expansion, and equal opportunity.	Council, EDA, City Administrator, CDD Staff	Immediate
3 Redefine the image of Belle Plaine as business friendly community.	Council, EDA, Staff	Immediate
4 Continue to nurture, fortify, and develop long-term and active working relationships between business organizations (especially the Chamber of Commerce), community groups, public agencies, and elected leadership.	Elected and Appointed Officials, City Administrator, Staff	Immediate
5 Re-imagine Belle Plaine as a City of creative and innovative entrepreneurs. Tap into and nurture creativity and entrepreneurial spirit in unconventional ways.	Council, EDA, Staff	Long-term
6 Work with Scott County First Stop Shop to investigate the potential for a public incubator facility that fosters innovation and business startups.	EDA, CDD Staff	Immediate
7 Position Belle Plaine as welcoming and conducive to starting a new business.	Council, EDA, City Administrator, Staff	Immediate
8 Expand tourism attractions and destinations: Capitalize on the presence of Tatiana Fields in Belle Plaine; capitalize on the presence of the Minnesota River; improve signage to various attractions in the community; market cultural and historic attributes on website listings that cater to outdoors, river fishing, river boating, camping, off-beat, unique, and unusual attractions.	EDA and CDD Staff	Long-term
9 Support and participate in countywide and regional efforts to ensure business employment needs and trends are in line with educational curriculums.	Council, EDA, City Administrator	Long-term

Economic Competitiveness Continued

Action Item	Responsible Party	Implementation Timing
10 Make information on work skills development and available jobs accessible to all community members at no cost.	CDD Staff	Immediate
11 Identify gaps in talent needs of local businesses. Collaborate with interested partners to develop strategies fill said gaps.	EDA, Council, CDD Staff	Long-term
12 Invest in a catalyst project that can serve as an additional Downtown anchor.	Council, EDA, Staff	Long-term
13 Improve wayfinding to and within Downtown.	Council, Design Committee, Staff	Immediate
14 Address barriers to ‘lingering’ in the Downtown such as lack of benches, interesting storefronts for viewing, and special interest features (e.g. bring back the ‘giraffe’).	EDA, CDD Staff	Mid-term
15 Embrace a regional approach to promoting the development/preservation of freight modes and connections to provide effective movement of goods within the region and fluid access to national and international markets.	Council, City Administrator	Long-term
16 Support regional airport facility investments to keep pace with market needs and maintain the region’s economic vitality.	Council, City Administrator	Long-term
17 Set aside and invest in development of meaningful contemplative spaces which are professionally designed to be serene and calming and which may feature expansive natural areas, panoramic viewsheds, untouched clearings, and expansive views of the sky.	Park Board, Council, Staff	Mid-term
18 Insist on purposeful urban design which encourages active-living and getting people moving whether walking, biking, playing, or swimming.	Elected and Appointed Officials, Staff	Immediate

Parks, Trails, and Recreation

Action Item	Responsible Party	Implementation Timing
1 Continue prioritizing the creation of a system of neighborhood and community parks within walking distance (e.g. six blocks) of all residents.	Council, Park Board, City Administrator, CDD Staff	Long-term
2 Use NRPA suggested guideline of ten-acres of neighborhood/community parks and ten additional acres of active/passive parks/openspace as a benchmark for level of service understanding the standard is not prescriptive.	Council, Park Board, City Administrator, CDD Staff	Immediate
3 Work with developers to identify additional park opportunities in developing and redeveloping areas, especially near the Chatfield on the Green and Farmer's Ridge developments.	Park Board, City Administrator, CDD Staff	Immediate
4 Develop meaningful access and physical connections to the Minnesota River through partnerships with other jurisdictions and acquisition of shoreland area.	Council, Park Board, City Administrator	Mid-term
5 Identify and budget for park access improvements to neighborhood park classifications, including accessibility within parks and pedestrian routes leading to parks.	Council, Park Board, City Administrator, Finance Director	Long-term
6 Where appropriate and economically feasible, develop and operate and/or partner with other entities to provide special interest recreational facilities such as a community center, aquatic center, hockey facilities, etc.	Council, Park Board, City Administrator, Public Works Superintendent, Finance Director	Mid-term
7 Position Belle Plaine as welcoming and conducive to starting a new business.	Council, EDA, City Administrator, Staff	Immediate
8 Expand tourism attractions and destinations: Capitalize on the presence of Tatiana Fields in Belle Plaine; capitalize on the presence of the Minnesota River; improve signage to various attractions in the community; market cultural and historic attributes on website listings that cater to outdoors, river fishing, river boating, camping, off-beat, unique, and unusual attractions.	EDA and CDD Staff	Long-term

Parks, Trails, and Recreation Continued

Action Item	Responsible Party	Implementation Timing
<p>9 Develop standards for trails, including: criteria facilitating trail safety and security; furnishing of trail systems with appropriate supporting trailhead improvements including interpretive, directory, mileage signage and rules/regulations for trail use; and location of benches, bike racks, dog waste stations, trash containers, lighting, and the like.</p>	<p>Park Board, City Administrator</p>	<p>Immediate</p>
<p>10 View the Minnesota River as an overlooked recreational, entertainment, cultural, and educational amenity. Capture some of the myriad of opportunities afforded by the river through careful planning, collaboration with other public entities, and acquisition of access points.</p>	<p>Park Board, City Administrator</p>	<p>Immediate</p>
<p>11 Promote the health benefits of proper use of leisure time and healthy/fit City efforts.</p>	<p>Staff</p>	<p>Mid-term</p>
<p>12 Create effective and efficient methods of acquiring, developing, operating, and maintaining facilities and programs that accurately distribute costs and benefits to public and private interests. Consider joint efforts with public and private agencies including the school district, Scott County, MnDNR, local non-profits, and civic organizations.</p>	<p>Council, Park Board, City Administrator</p>	<p>Long-term</p>

Housing and Complete Neighborhoods

Action Item	Responsible Party	Implementation Timing
1 Improve walkability to schools, parks, the Downtown, neighborhood commercial areas, places of assembly, and other neighborhoods through sidewalk and trail construction.	Council, Park Board, Staff	Mid-term
2 Remove impediments to walkability including overgrown trees, walkway impairments, lighting challenges, and by promoting safe crossings at intersections.	Council, Park Board, Staff	Immediate
3 Improve connections and promote opportunities for bike trails and bike lanes.	Council, Park Board, Staff	Mid-term
4 Enhance the public realm by encouraging tree planting, establishing a program for public art, and encourage neighborhood cleaning/greening.	Park Board, Design Committee, Staff	Immediate
5 Educate policy makers and the community at large on affordable housing issues and as a means of dispelling stereotypes associated with affordable housing.	Elected and Appointed Officials, Staff	Mid-term
6 Participate in Scott County SCALE 30 By 50 collective impact project.	Council, City Administrator	Immediate
7 Work with tax credit housing developers to identify and proceed with a development in Belle Plaine.	Council, EDA, City Administrator, Staff	Immediate
8 Implement recommendations contained in the Maxfield Research's "2016 Comprehensive Housing Needs Update for Scott County".	Council, City Administrator, CDD Staff	Long-term
9 Investigate establishment of a housing trust fund.	Council, EDA, City Administrator	Long-term
10 Investigate adaptive reuse of vacant commercial structures in mixed use (residential commercial) districts to determine suitability for housing.	Council, Planning Commission, EDA, CDD Staff	Immediate
11 Continue the residential rehabilitation grant program.	EDA, Council, CDD Staff	Immediate
12 Monitor and evaluate homeless and other special needs populations in order to document needs and design assistance programs.	Elected and Appointed Officials, Staff	Long-term