



2040 Comprehensive Plan Update Advisory Committee Agenda
Wednesday, April 11, 2018
5:00 – 7:30 PM
Hopkins Fire Station – Conference Room

- 1. Arrival and Dinner**
 - Table discussions
- 2. Process Update**
 - Summary of planning process to date
- 3. Goals and Policies Summary**
 - Major focus areas
- 4. Implementation Plan**
 - Built Environment
 - Natural Environment
- 5. Role Playing Exercises**
 - Accommodating growth and gentle density
 - Sustainability and building and site design
- 6. Next Steps**
 - May 9: final Advisory Committee meeting – implementation plan part 2 (social and economic environments) and planning process wrap-up
 - May 24: Boards and Commission recognition dinner
 - June 2: open house at Artery grand opening event
 - Volunteers to participate in open house?
 - June 25: Planning Commission public hearing
 - Volunteers to speak at public hearing?
 - July: City Council action (date TBD)



MEMO

To: 2040 Comprehensive Plan Advisory Committee

From: Haila Maze, Senior Urban Planner and Jason Lindahl, City Planner

Date: April 11, 2018

Subject: Cultivate Hopkins Comprehensive Plan Update

Overview

The purpose of this meeting is to provide an overview of draft recommendations coming out of the Cultivate Hopkins planning process. As you know, the draft goals and policies being shared here are the same as were provided to the City Council and Planning & Zoning Commission at their meeting in March.

The 2040 Comprehensive Plan Advisory Committee has been tasked with using these goals and policies (with revisions) as a basis for the final element of the comprehensive plan document: the implementation plan. While the implementation of the comprehensive plan will be far too extensive to capture completely in this document, this element will lay out the highest level priorities – both in terms of importance, level of commitment on behalf of the city, and timeliness.

At this meeting, the committee will consider implementation priorities for the built and natural environments. At the May meeting, the committee will consider on priorities for the social and economic environments.

As you review this memo and attached information, please consider the following questions:

- Are the main topics we are focusing on the most important ones to the future of the City? Are we missing anything?
- What topics should be the top priorities for implementation? What should that implementation look like?
- How should the City measure results of implementation? Is it important (and achievable) to set specific quantifiable benchmarks?

The Story of Hopkins

While the plan is the sum of many different elements, in essence it is all about contributing to the vision of what makes Hopkins unique and valued. Below is an attempt to tell that story, and how the plan fits into this vision.

The story of the City of Hopkins is one of reinvention and renewal, while still maintaining the place's core identity and unique character.

Like many small towns, the first settlement in this location sprung up as a modest clustering of housing and businesses along a railroad line, serving local farmers and factory workers. The distinctive direction for Hopkins is that it chose to embrace change, without erasing its past. Decades of growth and investment have added a wide range of housing, commercial, industrial, and institutional uses to the original core settlement. However, the original layout and form of the traditional small town has remained at the heart, instead of being swept away in the name of progress. This has meant continual efforts to reinvent and renew older areas, so that they can accommodate change.

The result is a community that has managed to merge old and new, bringing together the classic charm of a small town with modern amenities. The faces of Hopkins reflect this continuum as well, with households tracing their history back to its origins (and indigenous people who originally inhabited this area) alongside those that are new to both the city and even the nation.

This experience and history translates into a built-in understanding of the principles and values of sustainability – a long term perspective of how to sustain a community successfully over time. As the past has shown, this process is a continuum, not a destination, and change will continue to happen even in places that remain essentially the same.

The 2018 Comprehensive Plan further explores the concept of sustainability – and the related concept of resilience – and what it means to plan for the future of the city with this in mind. As outlined below, this has implications for all elements of the community environment: built, natural, social, and economic. These concepts are summarized in the Cultivate Hopkins tagline: “Rooted. Vibrant. Connected. Resilient.”

Purpose of the Plan

The purpose of this plan update is to provide long range guidance for growth, development, and investment in the City of Hopkins. It will replace the City’s current comprehensive plan which was adopted in 2009. This comprehensive plan envisions the growth and change the community will see by 2040, and creates a framework for what the City needs to do to get there. To do this, the plan interweaves guidance from City-established goals, public comments and feedback, past plans and initiatives, and analysis of data and trends.

As a community within the seven county Twin Cities metropolitan region, Hopkins is required by state statute to update its comprehensive plan every ten years, as part of an overall regional planning cycle managed through the Metropolitan Council. This plan will fulfill all requirements of this cycle.

Over the next ten years, the City will make numerous decisions related to development, infrastructure, public services, budgeting, and many other topics that need to be aligned with its overall goals. This plan provides a framework for this decision making process – to ensure consistency, and progress toward longer range goals.

Vision and Goals

The foundation for the citywide vision guiding this plan is found in the 2018 Hopkins City Council Goals and Strategic Plan, adopted by the City Council in 2017 at the start of the comprehensive plan update

process. While these goals do not provide detailed guidance for every area covered by the plan, they focus attention on the most important elements for consideration and action.

The mission for the City is “Inspire. Educate. Involve. Communicate.” The vision and goals provide a picture of the city as a place that people can call home, connect with one another, and explore on foot, bicycle, or transit. It focuses on inclusion of everyone – in community events, governmental services, and decision making processes. This spirit has been modeled in the planning process for the comprehensive plan, as well as its goals, policies, and priorities.

What’s New?

The vision and goals also contributed to the decision during the planning process to go over and above what is required in a comprehensive plan, to include some new elements not previously featured. These sections, detailed on the following page, will include:

- New element on quality of life in Hopkins, facilitated through cross-sector and cross-discipline collaboration, including safety and emergency preparedness, community facilities and infrastructure, and public health
- New element on sense of community, exploring equity, race, and social connectedness, and the role of the city in addressing disparities and encouraging engagement and connections.
- New details related to natural resources and environmental responsibility, including renewable energy, climate change and resilience, and sustainable building practices.
- Expanded focus on economic competitiveness, including community economic development, business development, education, and disparities.

Sustainability Framework

The vision for Hopkins is that of a sustainable community – defined as one that meets the needs of the present without compromising the ability of future generations to meet theirs. It is also envisioned as a resilient community – defined as one that is able to respond to social, economic, and environmental changes and disruptions while maintaining its integrity and purpose.

The City of Hopkins consulted several best practice materials to shape and inform the framework for the comprehensive plan update. The primary source was **Sustaining Places: Best Practices for Comprehensive Plan** (American Planning Association, 2015). This document details national best practices for creating a sustainable, resilient and complete community. Traditionally, comprehensive plans were developed from a top-down approach with separate stand-alone chapters focused primarily on land use and physical development. By comparison, Hopkins is using the Sustaining Places document to further enhances the City’s existing work and ensure the new comprehensive plan fully embraces the topics of resilience, system thinking, community engagement, equity, adaptation and measurable implementation practices. To supplement this framework, the following resources are being used to provide more detailed information, implementation strategies and performance matrix in specific topic areas.

- **STAR Community Rating System.** The Sustainability Tools for Assessing and Rating Communities (STAR) system, developed by STAR Communities, is used to rate community performance on a range of topics related to promoting local sustainability.
- **GreenStep Cities.** Minnesota GreenStep Cities is a voluntary program for cities that helps them achieve goals in sustainability and quality of life.
- **Regional Indicators Initiative.** Hopkins has participated in the Regional Indicators Initiative, which helps participating communities to benchmark their status on a range of metrics, to measure progress against itself and peer communities.
- **Climate Resilience Workshop Series.** In early 2017, Hopkins participated with six other cities in a workshop series designed to identify opportunities to build resilience related to local climate change.
- **Mainstreet – Keeping It Real.** In 2016, the City undertook a planning process to explore directions, opportunities, and ideas for downtown Hopkins. This report summarized the recommendations coming out of that process.
- **Amazing Place.** Smart Growth America produced a report in 2016 on a series of places using a new and more inclusive approach to community economic development.
- **Smart Growth Fixes for Climate Adaptation and Resilience.** The EPA’s 2017 report provides a range of changes for land use, building codes, and policies to prepare for climate change.

The Four Environments

Sustainability may be new to comprehensive planning but not to Hopkins. The City Council Goals and Strategic Plan and many of the City’s existing practices and planning documents incorporated various aspects of sustainability. The Cultivate Hopkins 2040 Comprehensive Plan Update seeks to fit together the City’s existing vision, goals and policies with comprehensive planning best practices in a more relatable, interconnected and measurable comprehensive plan for the future of Hopkins. Rather than traditional individual chapters focused on land use and physical development, the Cultivate Hopkins plan looks at the community’s through four environments detailed below.

Built Environment

The built environment is defined as all human-made elements of a space where people live, work, and play. It includes sections on land use and development, multimodal transportation, and housing and neighborhoods. This is the most traditional element of city planning – and the land use map and supporting descriptions are at the hub of the planning framework.



Social Environment

The social environment is defined as human interaction and engagement in the community. It includes sections on public services and facilities, education, public health, community connections, equity, and arts and culture. Much of the content for this element is new to the Hopkins comprehensive plan this time around, motivated by the City's focus on related issues as citywide priorities.



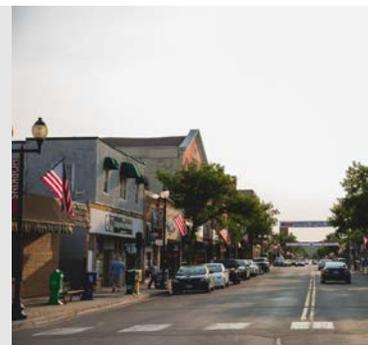
Natural Environment

The natural environment relates to natural systems and resources, including land, water, air, habitat, and ecology. In addition to addressing policies around these specific systems and resources, it includes direction for practices that are specifically aimed at protecting or improving the natural environment, including guidance for parks and open space, renewable energy, and climate change resilience.



Economic Environment

The economic environment covers the economy, jobs, businesses, income and poverty, and affordability. This section includes economic development and competitiveness, and guidance for Downtown Hopkins (as the city's economic hub). Issues related to affordability and poverty are covered in overlapping sections in the built environment (housing) and social environment (equity).



A Plan for the Whole City

As is traditionally the case for comprehensive plans, the task of developing the document is being led by the planning staff of the City. However, as this is a plan for the **entire** City, there are elements which apply to the work of all City leadership and staff. Ways this plan will be used across the entire City include:

- Provides support for any major new initiatives or investments
- Guides priorities for capital project budgeting
- Puts short term implementation in context of longer term goals
- Establishing a framework for making decisions

As such, we are meeting in advance with department heads across the City to ensure that the direction presented here adequately represents their area of expertise.

Meeting Discussion

There has already been significant outreach and research as part of the comprehensive plan update process, including regular meetings of the Advisory Committee. At this point, a set of draft goals and policies have been drafted that will form the main substance of the plan update – along with a full documentation of the existing conditions, trends and challenges, analysis of data, and public input that inform the development and refinement of these goals and policies.

The implementation steps included with these draft materials are preliminary. It is likely that not all will show up in the final plan – as they represent a significant amount of work and resources to implement. It is important that they not be so ambitious that they are unachievable. At the same time, as this plan is aspirational, they should go beyond “business as usual” – at least to an extent.

Paired with the implementation steps are some possible ways of measuring progress. Not all progress is easily quantifiable, but having measures helps both to show forward movement towards goals and promotes accountability. None of these have specific numeric targets, but those could be introduced if supported.

As the committee moves into the final stages of plan development, the following questions will shape our discussion:

- Are the main topics we are focusing on the most important ones to the future of the City? Are we missing anything?
- What topics should be the top priorities for implementation? What should that implementation look like?
- How should the City measure results of implementation? Is it important (and achievable) to set specific quantifiable benchmarks?

In addition to general feedback, we will have a couple more in-depth questions related to infill development and sustainable design, which will explore the multiple perspectives and positions that shape the policy debate on these topics.

Implementation Plan for Built and Natural Environment
4/6/18 DRAFT

Overall focus areas to keep in mind:	
Affordability	Downtown
Inclusive and connected community	Race and equity
Livable communities	Climate change
Sustainable buildings	Arts and culture

BUILT ENVIRONMENT

Element	Policy	<i>Potential Action Steps</i>	<i>Potential Indicators</i>
Land Use	LU #1: Accommodating Growth	<ul style="list-style-type: none"> • Rezone for increased density and larger scale of development at appropriate locations in designated nodes and centers, particularly near transit stations • Development review (ongoing) 	<ul style="list-style-type: none"> • New housing units and jobs added per year
	LU #2: Pedestrian Oriented Centers	<ul style="list-style-type: none"> • Rezone for mixed use centers in designated locations, particularly multifamily residential and neighborhood-serving retail and services • Pursue City-led redevelopment projects in targeted locations that support walkability and bikeability • Study parking requirements for development in locations with good multimodal connectivity, including transit access • Development review (ongoing) 	<ul style="list-style-type: none"> • New housing units and jobs added in mixed use, pedestrian oriented development
	LU #3: Employment Areas	<ul style="list-style-type: none"> • Rezone for more intensive development in existing lower intensity industrial/commercial areas • Increase minimum FAR requirements for industrial/commercial uses to accommodate 	<ul style="list-style-type: none"> • Net increase in jobs in employment areas

Element	Policy	<i>Potential Action Steps</i>	<i>Potential Indicators</i>
		<p>economic growth and support transit</p> <ul style="list-style-type: none"> • Guide locations for lower intensity and auto oriented uses in the city • Development review (ongoing) 	
	LU #4: Residential Areas	<ul style="list-style-type: none"> • Rezone to accommodate more intensity and variety of housing types citywide • Rezone to allow “gentle density” as infill in lower density neighborhoods, potentially including accessory dwelling units and small-scale multifamily • Development review (ongoing) 	<ul style="list-style-type: none"> • Net increase in residential units in lower density neighborhoods
	LU #5: Community Design	<ul style="list-style-type: none"> • Update zoning code to incorporate more pedestrian-oriented scale and site design • Development review (ongoing) 	<ul style="list-style-type: none"> • Percentage of city that is pedestrian scale urban form
	LU #6: Transition Areas	<ul style="list-style-type: none"> • When updating zoning code with more intensive uses in some areas, ensure adequate transition zones and buffering requirements between uses and surrounding lower density area • Consider impacts of institutional, commercial, and industrial areas on surrounding areas, and ensure zoning standards mitigate impacts and guide expansion of those areas • Ensure zoning code has adequate buffering and setback requirements between uses of differing scales and intensities • Development review (ongoing) 	<ul style="list-style-type: none"> • Reductions in conflicts reported between adjacent uses
	LU #7: Good Design and Scale	<ul style="list-style-type: none"> • Amend zoning code to strengthen standards related to design of development • Development review (ongoing) 	<ul style="list-style-type: none"> • Number of new developments meeting improved standards
Transportation	T#1: Roadway Network	<ul style="list-style-type: none"> • Explore specific new funding strategies for roadways, including nontraditional ones, to increase the level of resources available for facility maintenance and improvements 	<ul style="list-style-type: none"> • Percentage of road network in compliance with Complete Streets standards • Reduction in number of

Element	Policy	<i>Potential Action Steps</i>	<i>Potential Indicators</i>
		<ul style="list-style-type: none"> • Implement the City’s Complete Streets Policy in a way that balances the needs of all modes, but prioritizes bicycle and pedestrian improvements • Capital improvement plan (ongoing) • County/MnDOT partnerships (ongoing) 	<ul style="list-style-type: none"> • crashes on Hopkins roadways
	T#2: Travel Demand Management	<ul style="list-style-type: none"> • Increase and enforce city requirements for traffic impact analysis associated with new development • Provide incentives (such as density bonuses) for TDM improvements by developers or employers • Support subsidy of transit passes for residents and employees in Hopkins to encourage transit ridership • Evaluate standards regarding pick up and drop off zones to accommodate ride sharing services • Development review (ongoing) • County and MnDOT partnerships (ongoing) 	<ul style="list-style-type: none"> • Percentage shift in travel mode away from single occupant automobile
	T#3: Green Line Extension	<ul style="list-style-type: none"> • Prioritize city infrastructure and public services investments around transit station areas • Prioritize city development assistance around transit station areas • County/Metro Transit partnership around Green Line planning and construction (ongoing) • Capital improvement plan (ongoing) 	<ul style="list-style-type: none"> • LRT ridership projections met or surpassed • Number and value of improvements around transit stations • Amount of new development around transit stations
	T#4: Metro Bus Service	<ul style="list-style-type: none"> • Advocate for expanded or more frequent bus service • Strengthen zoning requirements or incentives for development to incorporate or accommodate transit facilities, such as locations for transit stops • Participate in planning for Highway 169 BRT corridor project 	<ul style="list-style-type: none"> • Increases in transit ridership on bus routes in Hopkins

Element	Policy	Potential Action Steps	Potential Indicators
		<ul style="list-style-type: none"> • Metro Transit partnership around service planning and provision (ongoing) 	
	T#5: Demand Responsive Transit	<ul style="list-style-type: none"> • Assist with outreach/needs assessment to determine demand for service among seniors, people with disabilities • Metro Transit partnership around service planning and provision (ongoing) 	<ul style="list-style-type: none"> • Increase in usage of demand responsive service in Hopkins
	T#6: Bicycle/ Pedestrian Network	<ul style="list-style-type: none"> • Implement priorities for bike/ped facility development based on citywide bike/ped plan • Implement program to install sidewalks and curbs on all roads meeting certain criteria • Add more detailed guidance to Complete Streets Policy regarding priority corridors for bike/ped improvements • Continue to participate in Safe Routes to School programs where appropriate • Capital improvement plan, including non-city funding sources (ongoing) • County/MnDOT partnerships on developing and maintaining regional trails (ongoing) 	<ul style="list-style-type: none"> • Increase in miles of sidewalk • Increase in miles of bike paths and lanes • Reductions in number of bike/ped gaps • Increases in bike/ped volumes and mode shares
	T#7: Aviation	<ul style="list-style-type: none"> • Monitoring and required reporting (ongoing) 	<ul style="list-style-type: none"> • None noted
	T#8: Freight	<ul style="list-style-type: none"> • Revisit truck route prohibitions on area streets to determine if any changes should be made to mitigate impacts on adjacent uses, particularly residential • Pursue quiet zone status for rail crossings in city • Capital improvement plan, including non-city funding sources (ongoing) • County/MnDOT partnerships (ongoing) 	<ul style="list-style-type: none"> • Reduction in crashes involving heavy freight vehicles
Housing	H#1: Grow Housing Supply	<ul style="list-style-type: none"> • Rezoning for more multifamily housing options in locations guided for growth 	<ul style="list-style-type: none"> • Increases in number of housing units

Element	Policy	<i>Potential Action Steps</i>	<i>Potential Indicators</i>
		<ul style="list-style-type: none"> • Rezoning/zoning amendment to allow small scale multifamily within single family neighborhoods • Development review (ongoing) 	
	H#2: Affordable Housing	<ul style="list-style-type: none"> • Pursue new City affordable housing funding, including through grants, partnerships, innovative financing, local direct funding, or other means • Review City policies and development fees for ways to reduce regulations and decrease the cost and difficulty of constructing affordable housing • Pursue inclusionary zoning standards that require percentage of new units to be affordable under certain conditions • Implement density bonuses or other affordable housing incentives to encourage developers to produce or maintain more affordable units • Implement Hopkins HRA programs (ongoing) • Participate in County/Met Council programs, funding, and partnerships (ongoing) 	<ul style="list-style-type: none"> • Increases in number and percentage of affordable units • Reductions in waitlists for affordable units • Meet Met Council affordable housing goals
	H#3: Housing Choice	<ul style="list-style-type: none"> • Plan for a range of lifecycle housing • Rezone in areas guided for residential or mixed use to allow for more housing options and choices • Support both rental assistance and homeownership assistance programs • Implement Hopkins HRA programs (ongoing) • Participate in County/Met Council programs, funding, and partnerships (ongoing) 	<ul style="list-style-type: none"> • Expansion of range of available housing opportunities
	H#4: Housing Quality and Character	<ul style="list-style-type: none"> • Ordinance amendment to revise or strengthen standards for housing maintenance, including owner-occupied and rental properties • Expanded programs for owner assistance with property maintenance 	<ul style="list-style-type: none"> • Reduction in number and percentage of housing units not meeting minimum standards of maintenance

Element	Policy	Potential Action Steps	Potential Indicators
		<ul style="list-style-type: none"> Housing inspections, nuisance, and rental licensing regulations and programs (ongoing) Development review (ongoing) 	

NATURAL ENVIRONMENT

Element	Policy	Potential Action Steps	Potential Indicators
Sustainability and Natural Resources	SN#1: Building Design and Location	<ul style="list-style-type: none"> Expanded regulatory requirements or incentives for sustainable building and site design practices Management of lighting regulations to reduce light pollution and encourage energy efficient fixtures Requirements for sustainable elements in City facilities and operations Development review (ongoing) 	<ul style="list-style-type: none"> Number of buildings implementing sustainable design practices Number of city facilities meeting sustainable site standards
	SN#2: Renewable Energy	<ul style="list-style-type: none"> PACE program Expanded regulatory requirements or incentives for renewable energy Requirements for City use of renewable energy City benchmarks/targets for renewable energy usage City budget and operations (ongoing) 	<ul style="list-style-type: none"> Percentage increase in usage of renewable energy sources Reduction in per capita non-renewable energy usage
	SN#3: Water Conservation	<ul style="list-style-type: none"> Innovative/pilot programs to expand best practices City initiatives to promote water usage reduction Capital improvement plan (ongoing) 	<ul style="list-style-type: none"> Reduction in per capita water usage
	SN#4: Stormwater Management	<ul style="list-style-type: none"> Innovative/pilot programs to expand best practices Expanded district/regional stormwater initiatives Capital improvement plan (ongoing) Development review (ongoing) 	<ul style="list-style-type: none"> Number and type of best management practices implemented
	SN#5: Wastewater	<ul style="list-style-type: none"> Innovative/pilot programs to expand best practices 	<ul style="list-style-type: none"> Number and type of best management

Element	Policy	<i>Potential Action Steps</i>	<i>Potential Indicators</i>
		<ul style="list-style-type: none"> • Capital improvement plan (ongoing) • Development review (ongoing) 	<ul style="list-style-type: none"> practices implemented
Environmental Quality	EQ#1: Open Space and Natural Resources	<ul style="list-style-type: none"> • Develop a plan to protect and restore natural resources through land conservation, corridor connectivity, and restoration of biological integrity and function • Coordinate City land use policies and regulations with watershed district wetlands, streams, and shorelines regulations • Partner with watershed districts, adjacent jurisdictions, state and federal agencies, and local or regional nonprofit organizations to advance land conservation and restoration efforts • Sponsor activities to increase ecological literacy and knowledge about natural resource protection • Adopt land use strategies to incentivize permanent land conservation • Study local and market-based financing strategies to acquire land or development easements, or fund restoration and maintenance activities • Restore, maintain, and monitor conserved natural lands to increase natural resource resilience, adaptability, and biological integrity 	<ul style="list-style-type: none"> • Acres of protected land per capita • Reduction in presence of invasive species or tree diseases
	EQ#2: Waste Minimization	<ul style="list-style-type: none"> • City initiatives supporting increased recycling and waste reduction • City sponsored expansion of recycling opportunities • City waste and recycling operations (ongoing) 	<ul style="list-style-type: none"> • Percentage of waste stream that is recycled • Reductions in waste produced per capita
	EQ#3: Water Quality	<ul style="list-style-type: none"> • Partnerships with County/WMO • Innovative/pilot programs to expand best practices • Capital improvement plan (ongoing) 	<ul style="list-style-type: none"> • Improvements in water quality per NPDES goals

Element	Policy	Potential Action Steps	Potential Indicators
	EQ#4: Air Quality	<ul style="list-style-type: none"> • City initiatives and investments to support mode shift from single occupant vehicles (SOVs) • City usage of electric vehicles as part to fleet • Partnerships with County/State agencies with regulatory authority (ongoing) 	<ul style="list-style-type: none"> • Improvements in air quality at monitoring sites • Shift in mode share away from SOVs
	EQ#5: Brownfields Remediation	<ul style="list-style-type: none"> • Pursue City involvement in brownfields redevelopment projects • Partnerships with County/State agencies regarding funding and site cleanup 	<ul style="list-style-type: none"> • Number of brownfield sites cleaned and redeveloped
	EQ#6: Noise Pollution	<ul style="list-style-type: none"> • City ordinance enforcement regarding noise violations (ongoing) • Pursuing quiet zone status for railroads • Expanded buffers on highways 	<ul style="list-style-type: none"> • Reduction in noise related complaints • Reduced volumes measured by noise monitors
	EQ#7: Tree Canopy	<ul style="list-style-type: none"> • New tree management plan • New tree replacement standards • City benchmarks/targets for tree canopy expansion • Development review (ongoing) • Park and boulevard maintenance (ongoing) 	<ul style="list-style-type: none"> • Percentage increase in tree canopy coverage citywide
Resilience	R#1: Climate Change	<ul style="list-style-type: none"> • City general operations and budget • Conduct community vulnerability assessment • Measure climate impacts of city decisions on development and operations • Develop City mitigation and adaptation strategies in response to potential for increased heat, drought, and/or flooding 	<ul style="list-style-type: none"> • Completion of vulnerability assessment
	R#2: Hazard Management	<ul style="list-style-type: none"> • Expand emergency response plans to cover long term recovery strategies • Emergency management operations and programs (ongoing) 	<ul style="list-style-type: none"> • Completion of emergency response and recovery plan
	R#3: Holistic Approach	<ul style="list-style-type: none"> • Pursue sustainable purchasing policies for City operations • Evaluate City budget based on sustainability objectives 	<ul style="list-style-type: none"> • General citywide goals for carbon reduction, reduced

Element	Policy	Potential Action Steps	Potential Indicators
		<ul style="list-style-type: none"> • Designate staff or advisory committee for City on sustainability and resilience 	greenhouse gas emissions
Parks	P#1: Recreation, Leisure, Active Living	<ul style="list-style-type: none"> • Implement Park Reinvestment Plan priorities • Updated dynamic parks information on website • Parks operations, maintenance, and budget (ongoing) • Partnerships, with County, Schools, Minnetonka, Met Council (ongoing) 	<ul style="list-style-type: none"> • Increased usage of parks and recreational facilities by residents • Survey of satisfaction levels regarding parks and recreation
	P#2: Equity and Accessibility	<ul style="list-style-type: none"> • Implement targeted improvements for underserved populations or geographies • Parks operations, maintenance, and budget (ongoing) • Partnerships, with County, Schools, Minnetonka, Met Council (ongoing) 	<ul style="list-style-type: none"> • Survey of satisfaction levels regarding parks and recreation
	P#3: Natural Environment and Ecology	<ul style="list-style-type: none"> • Expanded natural areas and functions in parks and open space • Parks operations, maintenance, and budget (ongoing) • Partnerships, with County, Schools, Minnetonka, Met Council (ongoing) 	<ul style="list-style-type: none"> • Increases in park areas fulfilling natural functions in addition to recreational functions