

# 13. IMPLEMENTATION

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## INTRODUCTION

The implementation chapter is intended to carry out the vision and guiding principles that have been the context for this comprehensive planning process. To be most affective, the plan must serve both long term and more immediate needs. This chapter is organized around a series of general strategies which are filled out through more specific action steps. Strategies are continuous and have no defined start or end point - they emphasize use of the plan as an everyday planning tool. Action steps are specific projects that have a defined start and end point and result in a tangible product or capital investment.

It is important to recognize this plan as a living and breathing document. The plan provides the flexibility to adapt to unforeseen changes which may include new development products in the market place, shifts in the regional, national or global economy, technological advances and political decisions that force us to rethink our vision from time to time. On a smaller scale, individual property owners' decisions and needs also force change. Small incremental changes must be carefully reviewed and evaluated according their role in achieving Anoka's vision and guiding principles.

Implementing the Comprehensive Plan is a collective effort between the Anoka City Council, the various boards and commissions that advise the Council, City Staff, and citizen volunteers.

The following sections highlight community strategies and action steps.

### VISION AND GUIDING PRINCIPLES:

The ideas embodied in Anoka's vision statement establish the overall goals for the implementation strategies and action steps.

1. Lasting Community Character
2. Civic Vitality
3. Sound Development
4. Environmental Resources
5. Strong Service

The guiding principles serve as a commission to Anokans, directing City-wide action toward maintaining, expanding, and inspiring the community.

- Invoke a sense of place
- Invest in the public realm
- Amplify the mix of uses
- Enhance connectivity
- Insure that buildings support broader city development goals
- Amplify existing strengths
- Sustain and strengthen heritage resources
- Promote the use of public spaces



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## COMMUNITY STRATEGIES

### ***Periodically Review and Understand Community Development Tools and Programs***

Many of the tools available to the City of Anoka for community planning and development are enabled by state laws such as: zoning and subdivision ordinances, infrastructure ordinances, ability to create or establish tax increment financing districts, to use tax abatement or other financing mechanisms, and environmental reviews. These are only a few of the important implementation tools available to the City.

A key strategy for Anoka is to regularly review state laws to stay abreast of changes that might favorably or adversely affect the City's ability to implement its plan. Updates from such organizations as the League of Minnesota Cities (LMC), Minnesota Chapter of the American Planning Association (MnAPA), Metro Cities or the Economic Development Association of Minnesota (EDAM) are vital to staying connected to state-wide opportunities and best practices.

### ***Conduct Regular Reviews of the Comprehensive Plan***

Anoka will continue to redevelop and change over the next 20 years. As this growth continues to occur, data will emerge through evaluation of development projects and planning analysis that will help with understanding the impacts on the community. The Comprehensive Plan should be reviewed on a regular basis (annual or biannually) to assess progress on attaining the community's goals and objectives and to continue a dialogue about the community's future. The review should focus on both the successes and failures of the Plan. The review should be informed by development projects, observations of change and technical analysis. GIS mapping should be maintained and annual adjustments to population, household and employment projections should be carefully

evaluated in collaboration with the Metropolitan Council.

### ***Establish a Set of Community Indicators to Measure Progress***

Community indicators are an effective measurement tool to assess how Anoka is progressing towards its goals and objectives identified throughout the plan. "In essence, indicators are measurements that reflect the interplay between social, environmental, and economic factors affecting a community's well-being (American Planning Association)." The City of Anoka should establish a series of indicators to evaluate the progress and success of this plan. This is a long term strategy that will provide the City of Anoka with a wealth of information to help guide future decision making.

The list of community indicators can be quite lengthy and exhaustive. This is why the process is as important as the product. What gets measured and how it gets measured must be a product of a community dialogue. The following list is a starting point of some possible indicators relevant to Anoka. This list is developed based on past community input and recent planning trends:

TABLE 13-1: COMMUNITY INDICATORS FOR MEASURING PROGRESS

Land Use Efficiency	density of new residential development
	ratio of commercial building square feet to gross land area of new construction
	total acres of new development absorbed on an annual basis
	total acres of projects zoned as a Planned Unit Development
Economic Development	number of existing businesses visited by City Staff or economic development agency
	number of new businesses developed in the community
	number of new jobs created (private vs. public)
	number of new start up businesses
	vacancy rates of commercial and industrial space
	unemployment rates
	valuation trends of commercial and industrial businesses
	size of local/regional labor force
	the ratio of jobs to the number of housing units
Housing	number of new affordable housing units developed
	number and value of permits pulled for housing maintenance (siding, roofing, mechanical, windows, etc...)
	number and value of permits pulled for new housing construction (by type--detached SF, attached MF, stacked MF)
	number and value of permits pulled for housing remodeling/expansions
	number of real estate transactions of owner occupied housing
	vacancy rates
	dollars invested in assisting with housing maintenance
Government Services	number of candidates filing for government offices
	number of complaints logged at city offices
	average timeliness of city resolution
	number of city employees per 1,000 residents
	number of police calls by type/area or location
	number of fire calls by type/area or location
	average response times of each call
	number of joint service agreements or public private partnerships
	satisfaction rating change over time
Environment and Energy Conservation	water quality of key lakes and the Mississippi River
	air quality measurements taken at key locations in the community
	number of new storm water treatment systems installed or volume of storm water treated
	acres of sensitive natural resources protected
	number of new buildings LEED certified
	number of vehicles in the city fleet that operate on alternative fuel sources (i.e. bio-diesel, solar, hybrid)
	volume of waste generated per capita
	percent of waste stream recycled per capita
carbon footprint measurement	

Transportation/Traffic/Mobility	lane miles of congested roadways (LOS E or F)
	number of traffic crashes by type
	number of lane miles of new roadways built (and dollar value)
	number of lane miles of streets reconstructed (and dollar value)
	traffic volumes on major streets
	number of pot-holes repaired or volume of fill on an annual basis
	volume of transit ridership from the City and destinations
	number of cars per household
	miles of paths constructed by type (sidewalk or multi-purpose trails)
	miles of bike lanes constructed
	household trip patterns (bike, walk, drive, transit)
percent of households within walking distance of key destinations	
Parks and Recreation	participation in active recreation programs
	dollar value of investments in existing parks
	hours spent on park maintenance
	number of new parks developed
	change in programming over time
Community Infrastructure	miles of new sanitary sewer pipes and number of lift stations
	volume of inflow and infiltration
	miles of new trunk water mains and number of new city wells
	volume of unaccounted for public water usage
	per capita useage of water by land use
	number of wells
volume of water treated	

## FINANCIAL RESOURCES & THE CAPITAL IMPROVEMENT PLAN

Implementation of the Comprehensive Plan requires a combination of public and private actions, many of which require public investment. While money is finite, there are a variety of financial resources available to implement the Comprehensive Plan.

The City's Capital Improvement Program (CIP) (available on the City's website) is a flexible plan based upon long-range planning and financial projections, which schedules the major public improvements that may be incurred by the City over the next five years. Flexibility of the CIP is established through annual review and assures that the program will become a continuing part of the budgetary process and that it will be consistent with changing demands as well as changing patterns in cost and financial resources. Funds are appropriated only for the first year of the program, which is then included in the annual budget.

The CIP serves as a tool for implementing certain aspects of the City's Comprehensive Plan; therefore, the program describes the overall objectives of City development, the relationship between projects with respect to timing and need, and the City's fiscal capabilities.

The CIP can help assure:

- A systematic approach to planning and initiating capital projects affording the opportunity to plan the location, timing and financing of needed public improvements.
- The development of a realistic program of capital spending within the City's projected fiscal capability to finance such projects, avoiding sharp change in the tax levy or bonded indebtedness.

- The coordination of public and private improvement projects permitting adequate time for design and engineering to eliminate duplication of effort and expense.
- The expenditure of public funds that are compatible with the City's adopted Comprehensive Plan.
- That the public is kept informed of the proposed future projects and expenditures
- That private investors are aware of the City's long-range development program so that they may guide their development in a way that is compatible with the City's program.
- Aid in achieving federal, state and/or county participation by providing the necessary planning and lead time for successful application for grants.

The CIP is one of several financial tools that may be used to implement specific initiatives. However, financial tools of today may become outdated and should be reviewed on a regular bases. City staff and decision makers will need to retain a current working knowledge of all the tools that can be used.

### PROGRAM DESCRIPTIONS

In order to effectively plan for and manage the projects contained in the CIP, it is necessary to group similar activities in "Program Categories." The City of Anoka's activities are divided into four program categories: Utilities, Transportation, Parks, Cemetery and Aquatics, and General Public Buildings.

### **Utilities Program**

Program Description: The Utilities Program includes the Municipal water, sanitary sewer, storm sewer and electric systems.

Program Goal: Provide reliable, efficient and safe utility service to all parts of the city with a minimum of adverse effects on the environment.

- **Municipal Water System**

The water system provides clean water in sufficient quantities at sufficient pressure reliably and safely to all parts of the City to satisfy the normal demands of the general public, while also storing sufficient reserve in case of fire emergency or power outages.

- **Municipal Sanitary Sewer System**

The sanitary sewer system promotes a healthful environment by collecting all sewage from existing and projected development in a sanitary and economic manner.

- **Storm Sewer System**

The storm sewer system manages and controls surface and ground water in order to protect the man-made and natural environment in a safe and efficient manner. This includes preventing flooding or damage to property from erosion.

- **Electric System**

The electric system provides safe and reliable access to electrical power for current and future customers of the electric utility through proper infrastructure and facilities.

### **Transportation Program**

Program Description: This includes streets, sidewalks, traffic signs and signals, vehicular parking facilities and street lighting.

Program Goal: Provide for the safe and efficient movement of people and goods throughout the city.

- **Streets**

The goal of the street program is to provide safe, convenient, economic public streets to best facilitate the movement of vehicular traffic.

- **Sidewalks**

Sidewalks provide a safe and convenient system of pedestrian access with recreational, personal, and social benefits.

- **Signs/Signals**

Street signs and signals provide an efficient and orderly system of street and traffic wayfinding to facilitate safe, convenient travel throughout the City.

- **Parking Facilities**

Parking facilities should provide adequate public parking spaces for employers, employees, customers, and visitors.

- **Street Lights**

Street lights promote safe and convenient vehicular and pedestrian travel on City streets, as well as safety for pedestrians and users of active transportation.

### **Parks, Cemetery, Aquatics and Golf**

Program Description: This includes community parks, neighborhood parks, open spaces, recreational structures, and facilities and cemetery infrastructure.

Program Goal: Provide facilities for safe, stimulating and comprehensive leisure time activities for Anoka citizens and provide final resting places for residents of Anoka.

- **Neighborhood Facilities**

Neighborhood services provide convenient walking access to park sites with optimum recreational serviceability consistent with the preservation and enhancement of pleasing aesthetic qualities.

- Community Facilities

Community facilities are sites that serve the entire City and community-wide needs.

- Cemetery Infrastructure

Cemetery plots, access, and maintenance should be sufficient to meet the demands of the residents of Anoka.

- Golf Course

The City's 18-hole golf course should be maintained and upgraded for the enjoyment of residents, businesses and customers that participate in the sport of golf.

## GENERAL PUBLIC BUILDINGS

Program Description: This includes civic buildings and facilities for public services such as police, fire, maintenance, and administrative functions.

Program Goal: Provide facilities for the effective and efficient operation of City government and community services.

- Administrative Offices

Administrative offices provide for the efficient and safe conduct of legislative and administrative functions of the City.

- Maintenance Facilities

Maintenance facilities should accommodate the efficient and safe maintenance of City vehicles, buildings, and equipment.

- Senior and Aquatic Center

These community facilities should meet the social, recreational and cultural needs of youth and senior citizens.

## SUMMARY OF IMPACT ON MAJOR FUNDING SOURCES

### ***Building Capital Improvement Fund***

The capital improvement fund is the primary source for building improvements for City owned buildings. There is also land held for resale in this fund that is in the Commuter Rail Transit Village which was purchased in 2004 with Building improvement funds. The property is listed for sale. The proposed source of revenue for this fund is an annual transfer from Electric. Another source could be an annual transfer from the Sewer fund.

Completing identified projects will pay dividends with lower maintenance costs for deteriorated buildings, less operating costs with fewer buildings, freeing up tax exempt property for resale and expanding shared services with other cities.

At the end of 2016, this fund has a negative fund balance because of internal lending for projects. The negative fund balance will be eliminated with the sale of the property in the CRTV and transfers from Electric, eliminating the loan.

### ***Cemetery Fund***

The cemetery fund is the primary source for cemetery improvements and maintenance. The sources of revenue for this fund include cemetery fees and perpetual care fees.

At the end of 2016, this fund has approximately \$460,000 in available fund balance. It is projected that the fund will use fund balance for capital improvements but revenues will continue to cover annual maintenance for the cemetery's.

**Electric Fund**

The electric fund has unrestricted net assets of \$14 million at the end of 2016. About \$5 million of this is outstanding loans to other funds for redevelopment and land acquisitions. Another \$3 million is current outstanding receivables. The electric fund will transfer \$600,000 in 2017 to the Street Renewal fund for the additional street renewal project and \$425,000 to the Capital Improvement fund for improving property. Electric also transfers \$400,000 to the general fund to support general fund operations. In 2017 and 2018 Electric will lend \$2.6 million to TIF districts for redevelopment and improvements in those districts.

It is anticipated that approximately \$1.7 million will be spent on electric infrastructure improvements in 2017. Another \$2.5 million is expected to be spent in 2018. Net income after transfers in 2016 was \$700,000. Net income after transfers for 2017 is projected to be \$1.1 million. It is projected that the Electric fund will continue to use cash for lending purposes through 2020, at which time the cash balance will be about \$5 million.

Strategic rate adjustments will help pay for necessary infrastructure improvements along with covering operating costs and transfers.

Electric will continue to lend funds internally to pay for infrastructure or other improvements. These internal loans are beneficial for the entire city as they allow financing without the high cost of debt issuance. Internal financing also benefits the electric fund because the earnings on an internal loan are at a higher rate of return than is currently achievable thru investments. The loans are typically 10 to 20 years in length.

**General Fund Reserves/Current Revenues**

General fund reserves continue to be at a healthy balance of 43% of current operating expenditures. This is slightly above the recommended level of reserves in the general fund of between 25 - 40%.

The council budgeted to use (\$189,550) of its' fund balance in 2017. General fund capital items will need to be included in the overall budget process and levy decisions.

Included in this document are several items for early consideration. If all of the capital items proposed are approved, the city may need to increase the levy 6.3% or \$420,000 for capital spending. This is in addition to the approximately \$100,000 additional levy needed for increased operating costs and using approximately \$50,000 of reserves for a transfer to garage for equipment.

**Golf Fund**

Golf is currently an enterprise fund for the City of Anoka. Only golf operating revenues and expenses are recorded in the enterprise funds. All clubhouse activity has been transferred to the general fund under the Event Center department.

In 2017, there is a proposed development along the golf course which will encompass part of the existing golf course property. The course will receive its share of the sale of the property which will provide a source for some course improvements and equipment purchases.

It is very difficult to project future revenue stability for the course because it is subject to weather conditions. Looking historically, the golf course operations show net losses for the last four years.



If historic trends continue, the golf enterprise fund will need support from another source to cover operations and capital.

### **Park Capital Improvements Fund**

The park capital improvement fund sources are derived from a multitude of sources. Historically the primary source of funding is from transfers from other funds including liquor store and general fund. Recently the water fund is also making transfers to the park capital improvement fund. Grants and other outside sources will be helpful in providing funding sources for desired park projects.

Over the last 5 years the city has invested over \$2.8 million in a variety of park improvement projects. That is equivalent to \$560,000 a year on park improvements. In 2017, improvements include the Enloe courts and playground improvements and improvements to the park trail way system. As a result of transfers from the general fund, the park capital fund will have over \$500,000 available fund balance by the end of 2017. There is a county grant for \$340,000 that is receivable in 2021 for funding of the Mississippi park trail. Planned park capital improvement projects for the near future will be smaller for a few years as a result of funding source limitations.

### **Sanitary Sewer Fund**

In 2014, the city increased the sanitary sewer rates to pay for current and future infrastructure and operating needs. Staff is recommending that the sanitary sewer rates be adjusted every year into the future to meet the rising costs of disposal and operations and also the future infrastructure costs.

In 2021, staff is anticipating a need to expand the sewer capacity in the northwest quadrant of the city. The lift station is projected to cost about \$5,000,000. It will be necessary to issue revenue bonds to help pay for the additional capacity.

As a result of all the street improvement projects

and the purchase of the tractor truck in 2016, the sewer fund is projected to need short term funding until rates can be raised enough to cover the capital and operating expenses.

### **Storm Sewer Fund**

Maintenance and infrastructure costs of the city's storm water systems continue to increase into the future. The city issued storm water utility bonds in 2016 to assist with cash flow for the many storm water projects in 2016 and 2017. An internal loan from Electric will be necessary to complete the storm water projects in 2018. Staff is recommending increases in the storm water utility fee for the next four years to provide funds to cover infrastructure, debt and operating costs. In addition to the annual storm water improvements in the streets, several parks needed to have drainage issues addressed.

### **Street Renewal Fund**

The city's Street Renewal fund has been put to very good use over the past several years. Investments in street projects total over \$18.8 million in the last 5 years, excluding utilities. This has been accomplished with transfers into the fund of \$7.5 million in the last 5 years. The city continues to invest in its' street renewal program with an anticipated additional \$14.3 million invested over the next 5 years in street renewal projects excluding the water, sewer and storm water infrastructure investments. This can only be accomplished with additional transfers into the fund or with a bond issue. Necessary transfers or a bond issue will need to total \$5 million.

The City Council is committed to improving street conditions throughout the city at an aggressive pace. Street Surface Improvement Projects (SSIP) extend the life of the existing street while improving the look and drivability of the road. SSIP projects will add an additional \$3,500,000 in expenses over the next five years.

The street renewal fund continues to generate revenues from a franchise fee and property

assessments. The last increase in the property assessment rate occurred in 2017. Staff is recommending increasing and continuing the franchise fee which sunsets in December 2019. Staff is also recommending that City Council consider assessing for a portion of the SSIP projects to offset the costs associated with extending the life of the road.

**Tax Increment Fund**

The city currently has four tax increment districts established for redevelopment. The HRA has three tax increment districts established for redevelopment.

The Enterprise Park TIF district continues to support the extinguishment of the existing debt in the Historic Rum River District (HRRD) with funds available from internal lending. This support is expected to last until 2033 with support diminishing as the years go by.

The HRRD will exist until 2032 at which time there should be enough funding for the final debt service payment in 2033 of \$564,435. This fund may need a general tax levy in 2026 through 2032 to help support the debt service payment requirements. The reason for a levy requirement in the future is a lack of development. Planned or proposed development did not occur in a timely manner nor in the planned value.

The Commuter Rail Transit Village (CRTV) will utilize TIF revenues to pay for the internal financing from the Electric fund for the Anoka Station ramp, and other redevelopment projects. Further development in the CRTV will require internal lending to accomplish goals of purchasing blighted properties, provide for cleanup of properties or improve infrastructure. This district could exist until 2038.

The South Ferry District will utilize TIF revenues to redevelop and pay back internal loans used to

purchase and clean up properties in this district. The goals of the City Council and its' constituents is to beautify the gateway to the city. This district could exist until 2034.

The Greens of Anoka District will utilize TIF revenues to implement the Greens of Anoka plan. There are existing future revenues available for a commitment of redevelopment in this area. This district could exist until 2039.

The oldest HRA TIF district funds can be utilized city wide on scattered site redevelopment or to assist in a particular redevelopment project area. This TIF district will be decertified on December 31, 2017, however the Central Business TIF district will continue to payback a loan for fire suppression improvements, thereby extending the district existence. The newest HRA district will support redevelopment one block off of Main Street. This district could exist until 2042.

**Water Fund**

The water fund has some major capital improvement projects within the next few years to improve water distribution and storage. Water utility rates were increased in 2016 to help offset rising operating and infrastructure needs. The next rate increase is projected to be in 2019. This will be needed to pay debt service on bonds to be issued to pay for necessary Well rehabilitations. The projected cost is about \$5.5 million.

The 2001 revenue bond was paid off in 2017. The final payment of this bond improves cash flow temporarily. Along with the well projects, infrastructure improvements are using available funds at a very rapid pace. Water rates overall, continue to be very competitive with other municipal utilities.

## OFFICIAL CONTROLS

Anoka's City Code, which contains its Zoning regulations, is the official regulatory tool to implement the Comprehensive Plan. The Comprehensive Plan provides the "nexus" to the specific laws in the City's ordinances and allows implementation of ideas that help the City reach the goals that are outlined throughout the plan. The City's existing zoning map is provided in Figure 11-2. According to Minnesota Statutes 473.865, Subd. 3, communities have nine months from the adoption of their comprehensive plan by the City Council to bring their local controls into alignment with the comprehensive plan. Anoka is already revising several of its residential zoning districts and will publish the new map once approved by City Council. Minor changes to the zoning code and zoning map districts will be required following adoption of the comprehensive plan. Specific areas of focus are addressed below:

- Rental housing management

Official controls and City policy will be instrumental in directing Anoka's housing stock toward a healthy, sustainable, equitable balance of owner-occupied and rental housing.

- Access management

Functionality of major road corridors can be greatly enhanced by the ability to regulate access onto roadways. Development of an access management ordinance strengthens the City's ability to implement and enforce access management strategies.

- Zoning map amendments

A limited number of areas with the community will be affected by the changes in land use guidance. These areas will need to be rezoned accordingly through the rezoning process

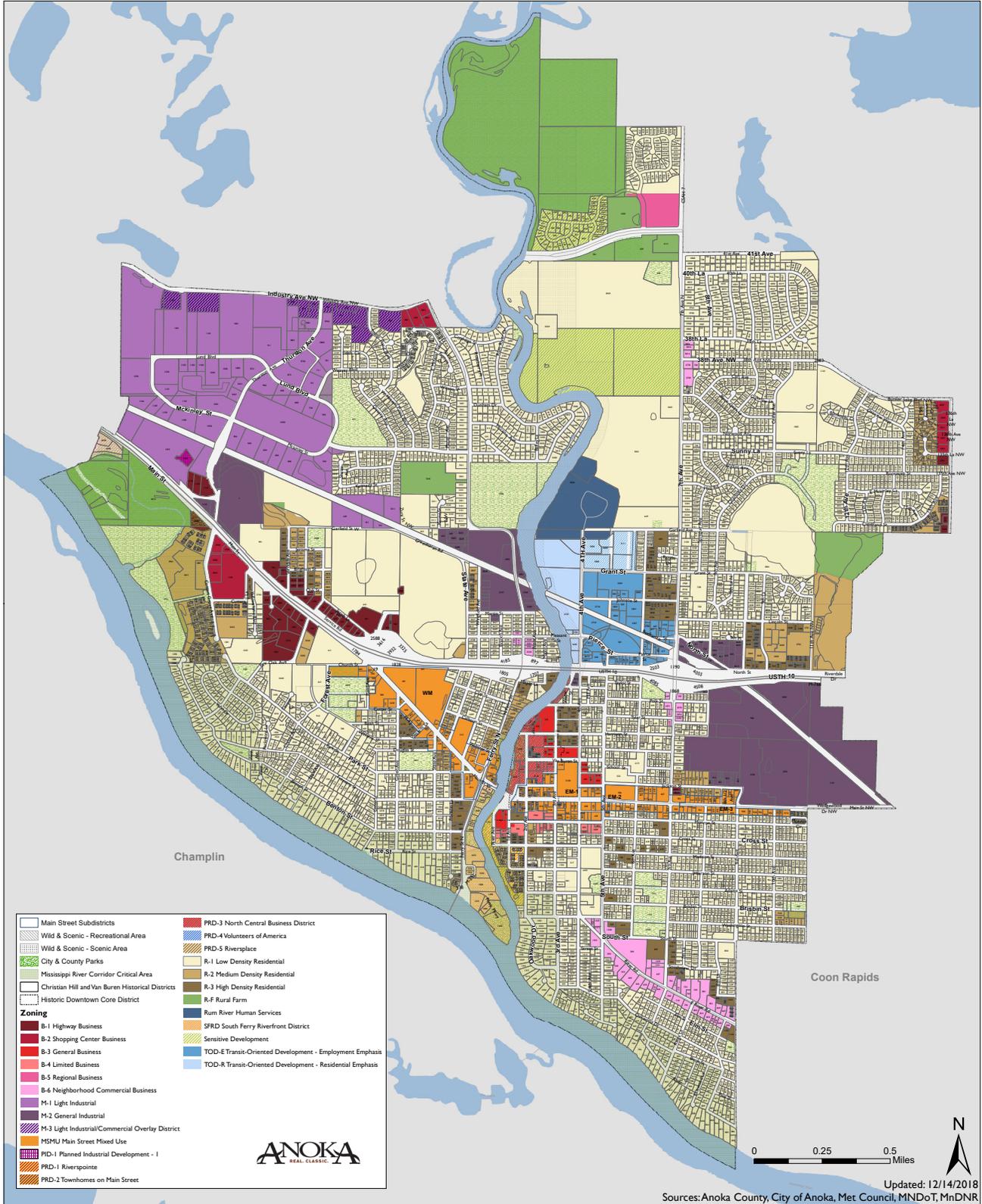
which requires a public hearing. Additionally, simultaneous with the production of this plan, residential zoning categories are being revised to better facilitate Anoka's Future Land Use plans.

- MRCCA ordinance

Amend existing Mississippi River Corridor Critical Area ordinance / overlay district for consistency with the goals and policies of the MRCCA plan and with Minnesota rules, part 6106.0070, Subp. 5 – Contents of Ordinances.

The entire comprehensive plan will be evaluated to ensure the official controls are aligned with one another. If changes to the official controls are needed, the City will proceed with the appropriate process required by state law.

# City of Anoka Zoning Map (Official)



Map 13-1: Zoning in the City of Anoka

## SPECIAL TOPICS

### ***Transportation (Right-of-Way Preservation)***

The transportation plan has identified a series of roadway improvements that are needed to meet local and regional needs over the next 20 years. Implementing these improvements could be one of the most challenging efforts as each one will have an infrastructure cost associated to them. The recommended improvements at this time do not have a funding source associated with them. However, it is important to continue to plan for these improvements as infrastructure and land costs continue to rise. This in turn enhances the importance of right-of-way preservation.

The City's strategy for preserving right-of-way (ROW) for long term transportation projects is to work collaboratively with property owners to ensure that development projects take into consideration both short and long term transportation needs. This may require the City taking a more proactive planning role, engaging regional agencies (Anoka County and MnDOT) and affected land owners in more detailed master planning and system planning efforts. The City will continue to work with the County, Minnesota Department of Transportation and the Metropolitan Council to determine the appropriate planning and funding mechanisms for constructing roadway improvements.

### ***Housing***

The housing chapter has identified a series of action steps that need to take place in order to meet local and regional housing needs. From those action steps, the City will need to continue to explore ways to stabilize Anoka's housing stock and balance owner-occupied housing with rental. The City will work to reduce the barriers to home-ownership, simultaneously working to address issues with rental housing such as non-compliant land-lords and the quality of rental units. As of the consideration of this plan, the City is already amending the City

Code to enact a rental license density cap and a ban on new multi-family rental development.

### ***Economic Development***

The City's economic development strategy includes a continued partnership with the business community through participation in local and regional organizations coupled with innovation in the retail experience. The significance that community development has on a city's ability to foster a strong economic development climate suggests that economic development cannot be solely focused on business recruitment and retention. Instead, a strong economic development program must include an integrated planning environment that focuses on improving Anoka's overall quality of life, attracting a diverse and ample labor force and providing the services and amenities that businesses, employers and employees look for when deciding to locate in a community. Anoka has tremendous assets to promote a strong economic climate including a diversity of housing types, quality park and recreation system, connections to regional transportation systems, the Mississippi and Rum Rivers and natural resource areas nearby, proximity to an International Airport and proximity to the Twin Cities.

### ***Public facilities***

The age and continued redevelopment of the City of Anoka brings unavoidable challenges to government services through changing requirements for building permits, community development resources, streets, utilities, stormwater, police and fire protection, park and recreation programming and general administrative responsibilities. Such demands require the City to renew the facilities and equipment that keep these services efficient and effective. These include administration (City Hall), park and recreation facilities, police, fire, and public works. Facility and equipment improvements are projected in the Capital Improvement Plan.

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## POLICIES, STRATEGIES, & ACTION STEPS

This implementation plan presents a number of policies, strategies, and action steps that together have the potential to positively shape growth and change in the City. Since resources are usually limited, it is unrealistic to assume that the City can undertake all of them simultaneously. Therefore, it will be necessary to focus on those that have the greatest potential to accomplish stated goals or those that respond to issues or problems that have been identified within the comprehensive plan.

In order to measure the progress of each action step an implementation matrix has been developed and can be seen in Table 13-2. This tool will allow the City to track each action with associated priority level. The Implementation Matrix - especially the Action Steps - serves as the “to-do list” for the City. As the City and its advisory boards develop annual goals in goal setting workshops, they should consult the to-do list as a starting point. As a number of action steps are completed, the plan should be updated to refresh the action steps and, using the community indicators, establish new action steps.

The action steps highlighted in the following table are developed based on the goals and policies identified in the plan and the broader community strategies identified within the Implementation Chapter.

**Table 13-2 Implementation Matrix**

Topic	Initiative	Policy, Strategy, or Action Step?	Timeframe (Ongoing, Short-term, Mid-term, or Long-term)
<b>Land Use</b>	Goal LU-1: Consider physical development within a community-wide framework which recognizes the unique aspects of the City’s setting and ensures top quality design of new construction and development.		
	Promote the application of urban design considerations which define and enhance the City’s unique character.	Policy	Ongoing
	Support programs and activities that foster community spirit and identity.	Policy	Ongoing
	Improve the image and appearance of existing commercial and industrial areas, with particular emphasis on the appearance of buildings, signage, and landscaping.	Strategy	Ongoing
	Ensure that commercial, industrial, and residential sites and buildings are adequately maintained, and that corrective maintenance is undertaken as required.	Policy	Ongoing
	Goal LU-2: Encourage a land use balance within the City to promote the efficient provision of City services, the generation of revenues to cover the cost of those services, and a mix of employment and housing opportunities.		
	Ensure that public properties are maintained in a timely manner.	Policy	Ongoing
	Improve and upgrade older public utility and infrastructure facilities through a program of scheduled improvements.	Strategy	Ongoing
	Continue to expand and continue to diversify the economic base.	Strategy	Ongoing
	Encourage the provision of life cycle housing.	Policy	Ongoing
	Goal LU-3: Assure that the City’s land development regulations provide for efficiency, compatibility, compliance, variety, flexibility, and innovations.		
	Grant zoning changes only when it can be demonstrated that rezoning will result in a community or neighborhood benefit that outweighs any potential adverse impact upon surrounding properties.	Policy	Ongoing
	Incorporate performance standards, where appropriate, into land development regulations and criteria.	Policy	Ongoing

<b>Land Use</b>	Periodically review City ordinances and development regulations and amend, if necessary.	Policy	Ongoing
	Goal LU-4: Protect and maintain the stability and diversity of the City's neighborhoods.		
	Involve affected neighborhoods and property owners in proposed land use, development, and capital construction projects.	Policy	Ongoing
	Recognize and support the unique physical character and development patterns of neighborhoods.	Policy	Ongoing
	Ensure zoning changes in neighborhoods are compatible with the scale and physical character of the neighborhood.	Strategy	Ongoing
	Encourage discussion between developers, the neighborhood, and the City, where appropriate, as part of the process of determining land use changes in neighborhoods.	Policy	Ongoing
	When reviewing master plans and rezoning requests, consider the impact on nearby neighborhoods, including neighborhood integrity, change in traffic volumes and patterns, changes in surface drainage, the effect of lighting and noise levels, and other changes that produce a clearly undesirable effect.	Policy	Ongoing
	Goal LU-5: Promote, reinforce and maintain the Central Business District as the heart of the City and as a center for business, government, culture, arts, and special community events.		
	Preserve, maintain, and enhance the historic character of the Central Business District as an important and irreplaceable community asset.	Policy	Ongoing
	Invite pedestrian activity, exhibit visual and physical quality in design to attract visitors and residents, and support economic vitality.	Policy	Ongoing
	Promote easy access to the Central Business District from all parts of the City.	Strategy	Ongoing
	Strengthen the circulation and parking system in the Central Business District to provide safe and convenient vehicular travel that complements and enhances pedestrian movement.	Strategy	Ongoing
	Encourage rehabilitation of buildings that are in disrepair.	Strategy	Ongoing
	Further link and utilize the riverfront in and near the Central Business District.	Strategy	Ongoing

<b>Land Use</b>	Continue landscaping, beautification, and maintenance efforts in the public areas of the Central Business District.	Strategy	Ongoing
	Goal LU-6: Develop the Commuter Rail Transit Village		
	Consider economic development, housing needs, and other land use needs in the city when developing the plans and determining future land use of these areas.	Policy	Ongoing
	Provide a compatible mix of land uses that support and complement transit oriented development near the station area.	Policy	Ongoing
	Concentrate a mix of complementary, well integrated land uses within walking distance of the transit station.	Policy	Ongoing
	Provide uses of a density and configuration that will capitalize on the presence of commuter rail service.	Policy	Ongoing
	Encourage a mix of commercial/office/light industrial uses that will create new jobs, generate tax revenue, attract new residents, and provide new amenities.	Policy	Ongoing
	Encourage development of higher-density housing options.	Policy	Ongoing
	Encourage and provide access to the riverfront.	Policy	Ongoing
	Incorporate standards for security (CPTED).	Policy	Ongoing
	Use urban design to enhance the community identity of the station area and make the area attractive, safe and convenient.	Policy	Ongoing
	Develop a marketing strategy to enhance the use of the Northstar light rail that will bring value to City property.	Strategy	Mid-term
	Goal LU-7: Evaluate future use of City-owned lands.		
	Periodically update the City Council on City owned land that is under-utilized and could be used for future economic development where appropriate.	Policy	Ongoing
	Consider the citywide benefit of selling/developing City owned land.	Policy	Ongoing
	Goal LU-8: Set responsible protections around Anoka's renewable solar energy resources in order to enable Anoka residents and employees to maximize solar energy.		
	Incorporate solar energy technology into existing and new residential, industrial, and commercial development;	Strategy	Long-term
	Increase energy resilience of critical public facilities such as police, fire, and emergency and hazard response centers;	Policy	Ongoing

<b>Land Use</b>	Incorporate specific conditions into the conditional use permits to address impacts of solar and wind generation facilities within the City.	Strategy	Ongoing
	Amend Zoning Ordinance to exempt solar energy systems from applicable coverage and setback provisions;	Action Step	Short-term
	Review City Code and future development plans for opportunities to implement requirements and incentives encouraging the use of solar technology;	Action Step	Short-term
	Engage in regulatory and financing best practices and solar energy programs such as the Department of Energy’s SolSmart program and PACE financing.	Policy	Ongoing
<b>Housing &amp; Community</b>	(Additional discussion of strategies, resources, and tools can be found in Chapter 4. “Housing”)		
	Goal H-1: Enhance the quality and value of the existing single family and multifamily housing units in the City of Anoka.		
	Continue to provide home renovation programs.	Strategy	
	a. Encourage participation in the CHORE program, paint-up/fix-up programs such as the Metro Paint-A-Thon Program and the Community Fix-up Fund.	Strategy	Ongoing
	b. Continue to hold clean-up/pick-up days for appliances and furniture and the annual home improvement show.	Strategy	Ongoing
	c. Continue to offer HRA home renovation loans and rebates.	Strategy	Ongoing
	d. Continue to provide access to Construction Management Advice and education residents on the benefit of this service for renovation projects.	Strategy	Ongoing
	Support the removal of blighted housing in residential areas to increase home and neighborhood value.	Strategy	Ongoing
	a. Continue the Scattered Site Replacement Program.	Implementation	Ongoing
	b. Promote volunteer programs and partnerships to facilitate exterior renovations to prevent deferred maintenance of homes.	Strategy	Ongoing
	c. Continue to enforce the zoning ordinance that limits the number of vehicles that may be parked on a residential property.	Strategy	Ongoing

<b>Housing &amp; Community</b>	Encourage homeowners and developers to incorporate energy efficiency and sustainability in home renovation and new construction.	Strategy	Ongoing
	a. Educate residents on energy rebates available through utility companies.	Strategy	Ongoing
	b. Provide access to resources for improvements to homes that use green building techniques.	Strategy	Long-term
	c. Evaluate the potential for providing specific rebate or loan programs for home renovations utilizing green building methods.	Strategy	Short-term
	d. Explore regulations to stabilize and enhance the value of single-family neighborhoods.	Strategy	Mid-term
	Goal H-2: Sustain quality living conditions for all residents through the enforcement of ownership and rental housing maintenance codes and housing programs.		
	Encourage the continued and timely enforcement of all maintenance codes.	Strategy	Ongoing
	a. Provide education to residents regarding maintenance expectations.	Strategy	Ongoing
	b. Continue the City “PACE” program for proactive identification of code violations.	Strategy	Ongoing
	Encourage code compliance of homes prior to resale.	Strategy	Ongoing
	a. Explore the costs and benefits of establishing a truth-in-housing or point-of-sale program in the City.	Strategy	Mid-term
	Continue to monitor and inspect rental properties.	Strategy	Ongoing
	a. Increase communication with landlords on current codes and good rental practices.	Strategy	Ongoing
	Promote rehabilitation of rental properties.	Strategy	Ongoing
	a. Create a rental rehabilitation program with a focus on older rental properties through the City.	Action Step	Mid-term
	Monitor properties in foreclosure.	Strategy	Ongoing
	a. Create a foreclosure plan with a focus on housing maintenance and a process to encourage resale of homes.	Action Step	Mid-term
	Goal H-3: Encourage and promote the expansion, redevelopment and renovation of older, smaller homes.		
	Promote design ideas associated with smaller home renovation.	Strategy	Ongoing

<b>Housing &amp; Community</b>	a. Explore options to provide architectural assistance and ideas to residents and builders.	Strategy	Mid-term
	b. Provide design and renovation information to assist in historic home renovation.	Strategy	Ongoing
	Promote use of city, county and state renovation loan programs such as the fix-up funds for home renovation.	Strategy	Ongoing
	Evaluate lot combinations where small, non-conforming homes exist for replacement with move-up and higher value housing.	Strategy	Ongoing
	Goal H-4: Promote home ownership of all housing types and values.		
	Provide workforce housing options in the City that are targeted to first-time home-buyers and young families.	Strategy	Ongoing
	a. Promote the value of quality affordable homes near established city services and schools.	Strategy	Ongoing
	b. Promote community benefits including parks, trails, recreational opportunities, small community downtown and good schools.	Strategy	Ongoing
	Create a plan to link new jobs to existing and new housing in the City.	Action Step	Mid-term
	Identify opportunities to develop higher valued housing for move-up housing that allows people to live and work in the City.	Strategy	Short-term
	a. Encourage development of owner-occupied condos and housing co-ops.	Strategy	Ongoing
	Promote increases of density allowances for housing projects that provide community benefits.	Strategy	Ongoing
	Goal H-5: Promote opportunities for older residents to remain living in the City.		
	Explore methods for older adults to age in place and/or transition to alternate housing.	Strategy	Ongoing
	a. Support the transition of seniors leaving existing homes and selling to new young buyers.	Strategy	Ongoing
	b. Identify resources and services available for home maintenance and renovation that assist older adults in maintaining their homes so that they can age in place.	Action Step	Short-term
	c. Explore opportunities to develop cooperative homes for older adults with shared centralized services.	Action Step	Short-term

<b>Housing &amp; Community</b>	Goal H-6: Identify opportunities to incorporate affordable housing in development and redevelopment that achieves the Metropolitan Council Livable Communities goals.		
	Continue to designate and guide land uses that encourage a more affordable price for new housing units in the City.	Strategy	Ongoing
	Endorse new homeownership opportunities for those with incomes at or below 80 percent of the area median incomes such as Habitat for Humanity and land trust housing.	Strategy	Ongoing
<b>Economic Development</b>	Goal ED-1: Maintain and enhance a positive community identity in the marketplace via branding and advertising.		
	Continue to utilize Anoka’s brand/logo and tagline.	Policy	Ongoing
	Continue to advertise this identity via various relevant media, including social media platforms.	Policy	Ongoing
	Update city website regularly to meet and exceed standards for accessibility, usability, and attractiveness.	Strategy	Ongoing
	Goal ED-2: Promote a strong business climate within the City.		
	Maintain strong cooperative relationships among the City, Anoka Chamber, Anoka Business & Landowners, Anoka-Ramsey Technical College, and private businesses.	Policy	Ongoing
	Promote a healthy balance among various economic sectors including industry, retail, services and government.	Policy	Ongoing
	Promote small business development through provision of business assistance.	Policy	Ongoing
	Promote the retention and expansion of existing businesses.	Policy	Ongoing
	Promote the unique business niche that Anoka offers within the region and the State.	Policy	Ongoing
	Promote Anoka as a tourist destination.	Policy	Ongoing
	Promote safety efforts, creating a positive perception of downtown.	Policy	Ongoing
	Promote the unique “shoppertainment” experience.	Policy	Ongoing
	Goal ED-3: Expand the retail sector by attracting specific and targeted retail businesses.		
Attract specific desired retailers including a grocery store and fine dining restaurant.	Policy	Ongoing	

<b>Economic Development</b>	Attract retailers that fill gaps in the local mix.	Policy	Ongoing
	Attract businesses that offer certain quality of life experiences.	Policy	Ongoing
	Maximize occupancy of retail space.	Policy	Ongoing
	Increase the number of retail businesses and retail employment.	Policy	Ongoing
	Goal ED-4: Create and implement a strategic business plan to guide investments in future developments.		
	Develop a list of priority projects.	Action Step	Short-term
	Create a list of uses of funds for these projects.	Action Step	Short-term
	Create a list of sources of funds for these projects.	Action Step	Short-term
	Match sources and uses of funds over a 10 to 20 year period.	Action Step	Short-term
	Establish a decision-making process to implement the plan.	Action Step	Short-term
	Create a Financial Management Plan including the roles of the Ongoing Fund, Enterprise Fund, Tax increment districts, tax abatement, grants and other sources.	Action Step	Mid-term
	Use existing Tax Increment Districts	Policy	Ongoing
	Use the Tax Abatement financing according to policy where appropriate	Policy	Ongoing
	Issue HRA Commercial Rehabilitation Loans	Policy	Ongoing
	Issue HRA Commercial Rehabilitation Grants (Fire Suppression)	Policy	Ongoing
	Issue HRA Housing Rehabilitation Loans	Policy	Ongoing
	Establish a Capital Asset Reinvestment Plan	Action Step	Mid-term
	Seek grants for other agencies	Policy	Ongoing
	Goal ED-5: Provide infrastructure and streetscape improvements necessary to carry out economic development activities and support private investments.		
	Provide necessary public improvement according to Capital Improvement Program.	Policy	Ongoing
	Provide a multi-modal transportation system. (See Transportation Section)	Policy	Ongoing
	Promote development of communication and utility networks.	Policy	Ongoing
	Promote provision of life-cycle housing. (See Housing Section)	Policy	Ongoing
Provide public and recreational facilities that support economic development.	Policy	Ongoing	
Promote investments at important gateways	Policy	Ongoing	

<b>Economic Development</b>	Recognize the importance of major destinations in Anoka	Policy	Ongoing
	Capitalize upon investment/development opportunities at important intersections.	Policy	Ongoing
	Guide and promote development along the commercial corridors.	Policy	Ongoing
	Guide and promote developments along cultural corridors.	Policy	Ongoing
	Invest in sites and neighborhoods ready for growth based upon market conditions	Policy	Ongoing
	Promote development and investment in the neighborhoods.	Policy	Ongoing
	Goal ED-6: Diversify and expand the tax base through balanced land use and business diversification.		
	Promote development of vacant land with uses that achieve city goals and complement existing uses.	Policy	Ongoing
	Redevelop vacant or blighted properties for uses that meet city goals and complement existing uses.	Policy	Ongoing
	Rehabilitate deteriorated properties to enhance value and use.	Policy	Ongoing
	Use redevelopment to create land use balance within the city.	Policy	Ongoing
	Attract and establish a riverboat and entertainment component to the Rum and Mississippi Rivers.	Strategy	Mid-term
	Goal ED-7: Expand employment opportunities within the City.		
	Promote a diversified and balanced economic base which supports a variety of jobs.	Policy	Ongoing
	Retain existing companies and support their growth and expansion.	Policy	Ongoing
	Foster a mix of jobs that result in ladder wages among jobs within the City.	Policy	Ongoing
	Promote or encourage programs that match people and jobs.	Policy	Ongoing
	Promote programs that provide labor training to enhance upward mobility.	Policy	Ongoing
	Goal ED-8: Foster and support development of community leaders through engaging citizens in community decision-making.		
	Create ways for citizens to participate in public decision-making.	Policy	Ongoing

<b>Economic Development</b>	Recruit citizens to serve on advisory boards.	Policy	Ongoing
	Hold appreciation and recognition events for advisory board members.	Policy	Ongoing
	Recognize value of leadership from non-resident stakeholders.	Policy	Ongoing
	Promote citizen-initiated projects.	Policy	Ongoing
<b>Heritage Preservation</b>	Goal HP-1: Preserve the distinctive historic character and identity of Anoka as a small town.		
	Consider heritage preservation goals as part of land use planning, rezoning, and redevelopment.	Policy	Ongoing
	Monitor zoning of areas to protect historically significant structures.	Strategy	Ongoing
	Work in partnership with the Anoka County Historical Society.	Policy	Ongoing
	Goal HP-2: Preserve the identity of the historic neighborhoods in the City.		
	Promote historically sensitive rehabilitation and infill redevelopment of compatible architectural styles in residential neighborhoods.	Strategy	Ongoing
	Goal HP-3: Recognize the unique character of the downtown area and preserve the historic “Main Street” image of the Central Business District and residential neighborhoods.		
	Promote historically sensitive rehabilitation and infill redevelopment of compatible architectural styles in the Central Business District and residential neighborhoods.	Strategy	Ongoing
	Goal HP-4: Preserve and protect the historic aspects of the community.		
	Encourage expansion of the Commercial Rehab Revolving Loan Fund.	Strategy	Ongoing
	Encourage the use of the Revolving Loan Fund for housing rehabilitation.	Strategy	Ongoing
	Promote architectural guidelines for funded projects which emphasize historically significant rehabilitation.	Strategy	Ongoing
	Goal HP-5: Encourage and promote preservation of local history relating to businesses, civic, social and religious organizations and resident individuals and families.		
	Identify and honor Anokans who have made significant contributions to the community.	Strategy	Short-term / Ongoing
	Goal HP-6: Research and interpret local history to residents, visitors, and tourists.		
Continue the development of the Rum River Heritage Trail on the east bank of the Rum River.	Strategy	Long-term	
Research and create heritage walks in the Central Business District and other appropriate locations.	Action Step	Long-term	

<b>Heritage Preservation</b>	Continue to promote the location and maintenance of historical markers or plaques on appropriate historic resources, along trails, and in City parks to interpret local history.	Strategy	Ongoing
	Encourage tours or events which interpret local history.	Strategy	Ongoing
	Goal HP-7: Maintain and update official controls and administration of heritage preservation in the City.		
	Review and strengthen the Historic Preservation ordinance.	Action Step	Short-term
	Review proposed Heritage Preservation districts and sites.	Action Step	Short-term
	Review and update design guidelines for existing and proposed Heritage Preservation districts and sites.	Action Step	Short-term
	Update the inventory of historical aspects of the community.	Action Step	Short-term
<b>Parks, Recreation, &amp; Open Space</b>	Goal PRO-1: Invest in Anoka's existing park properties to improve functionality, increase recreational opportunities with upgraded and/or highly maintained amenities, and anticipate and embrace innovative and trending recreational activities		
	Stay current in regional and national recreation trends.	Strategy	Ongoing
	Foster partnerships with neighboring communities to increase service capability.	Strategy	Ongoing
	Coordinate with school district to share implementation costs for updated facilities/amenities used for physical education curriculum and afterschool athletics.	Strategy	Ongoing
	Project 1.1: Revitalization of George Green Park	Action Step	Ongoing
	Project 1.2: Refurbishment of Rudy Johnson Park	Action Step	Short-term
	Project 1.3: Renewal of John Ward Park	Action Step	Long-term
	Project 1.4: Creation of Disc Golf Course within City park system	Action Step	Long-term
	Project 1.5: Construct restroom facility at Anoka Nature Preserve trailhead	Action Step	Short-term
	Goal PRO-2: Improve connectivity, accessibility, and interaction with the Rum River and Mississippi River natural environment while preserving and improving the natural character/beauty		
	Preserve the natural landscape features to ensure environmental protection while simultaneously providing access for public use and enjoyment.	Policy	Ongoing
	Provide a diversified open space system that preserves and enhances significant environmental resources and features to preserve habitat and protect water resources.	Strategy	Ongoing

<b>Parks, Recreation, &amp; Open Space Environmental Resources</b>	Create river access points, interpretive areas and overlooks.	Strategy	Ongoing
	Project 2.1: Continue to implement Anoka Nature Preserve management plan	Action Step	Ongoing
	Project 2.2: Complete construction of Riverfront Park	Action Step	Long-term
	Project 2.3: Develop Anoka Station Park	Action Step	Short-term
	Project 2.4: West Rum River Trail & River Walk	Action Step	Long-term
	Goal PRO-3: Provide a system of accessible multi-use trails and corridors that offer pedestrians access to significant environmental features, public facilities, neighborhoods and business districts.		
	Link neighborhoods to community facilities like parks, special use areas, the riverfront, downtown and other unique or special destinations.	Strategy	Ongoing
	Promote links to the Regional Trail System and neighboring communities.	Strategy	Ongoing
	Provide adequate funding to maintain existing and build new trails.	Strategy	Ongoing
	Implement the Safe Routes to Parks within neighborhoods	Action Step	Ongoing
	Project 3.1: Construction of the 4th Avenue Rail Crossing for Rum River Trail	Action Step	Short-term
	Project 3.2: Regional Trail connection to 7th Avenue through the Anoka Nature Preserve	Action Step	Short-term
	Project 3.3: Construct 11th Avenue Trail Connection	Action Step	Short-term
	Project 3.4: Construct trail on west side of 7th Avenue from Garfield Street to Castle Field Boulevard	Action Step	Short-term
	Project 3.5: Construct trail on west side of 7th Avenue from Bunker Lake Boulevard to norther City limits	Action Step	Short-term
	Goal PRO-4: Continue collaboration with Anoka Hennepin Schools regarding shared recreational programming and playfield usage.		
	Continue with and expand the implementation of community service projects within the parks and trails.	Strategy	Ongoing
	Promote the Adopt-a-Park program.	Strategy	Ongoing
	Goal ER-1: Conserve Anoka's natural environment, ecology, and heritage through planning, regulation, and cooperation.		
	Review and update the Environmental Protection section of the City Code for consistency with Statute requirements and other agency environmental protection policies.	Action Step	Short-term

<b>Parks, Recreation, &amp; Open Space</b>	Protect natural watercourses to minimize public investment in storm sewers and improve the quality of stormwater runoff.	Strategy	Ongoing
	Identify and protect wetlands of one acre or more in size.	Strategy	Ongoing
	Periodically review the flood plain regulations to assure protection from flooding.	Strategy	Ongoing
	Development shall not be allowed in areas identified as having severe soil limitations unless corrective measures are taken.	Policy	Ongoing
	Private sewer systems shall not be allowed in areas identified as having severe soil limitations.	Policy	Ongoing
	Conserve concentrated woodland areas as well as all established trees through clearance limits and replacement mandates.	Policy	Ongoing
	Recognize and avoid, where possible, significant natural features in the placement of infrastructure, in areas of development or redevelopment.	Policy	Ongoing
	Continue to support efforts for community education and awareness of air quality issues.	Strategy	Ongoing
	Consider the effect of soil disturbance and grading on air quality and soil erosion in review of development plans.	Policy	Ongoing
	Enhance community awareness about the importance of the urban forest and the positive impact trees and shrubs have on the environment.	Strategy	Ongoing
	Promote public and private tree planting, replacement, and preservation programs to sustain the urban forest.	Strategy	Ongoing
	Make conservation and efficient utilization of all energy sources a high priority in the City's operation and development of facilities.	Policy	Ongoing
<b>MRCCA</b>	Goal MRC-1: Tell the story and celebrate the history of the Mississippi River and its importance to the City of Anoka.		
	Goal MRC-2: Protect the Mississippi River Corridor from negative environmental and visual impacts of human development.		
	Goal MRC-3: Optimize the economic benefits of riverfront development without compromising the intentions of the Critical Area Corridor.		
	Goal MRC-4: Establish community connections to and from the corridor for Anoka's neighborhoods and downtown.		

<b>MRCCA</b>	Goal MRC-5: Satisfy the intentions of the Critical Area Act and other regional river corridor planning and regulatory initiatives.		
	Develop policies that Ongoingly recognize the importance of the MRCCA and further its goals.	Strategy	Ongoing
	Amend MRCCA ordinance/overlay district for consistency with MRCCA rules	Action Step	Short-term
	Amend zoning map to reflect new districts	Action Step	Short-term
	Update application forms, site plan submittal requirements, and review procedures for consistency with MRCCA rules	Policy	Ongoing
	Develop MRCCA design guidelines	Strategy	Mid-term
	Establish MRCCA vegetation and land alteration permit processes	Action Step	Mid-term
	Develop visual analysis approach for CUPs/PUDs/ variances	Action Step	Mid-term
	Develop mitigation scoring system for evaluating proposed development	Action Step	Mid-term
	Develop a system for reviewing, tracking, and monitoring open space set-aside and/or dedicated as part of the subdivision/PUD process	Action Step	Mid-term
	Identify areas/topics warranting implementation flexibility.	Action Step	Short-term
	Develop outreach and communication strategy to alert MRCCA property owners of new districts and zoning requirements	Action Step	Short-term
	Develop web materials (mapping applications, FAQs, handouts, and other materials) to help property owners identify when their property is in the MRCCA and what regulations apply	Action Step	Short-term
	Ensure that information on the MRCCA districts and zoning requirements is readily available to property owners to help them understand the requirements that might typically apply for project planning and permitting (e.g. height, setbacks).	Action Step	Short-term
	Identify specific capital improvements (trails, overlooks, public access, and other recreational facilities) within the MRCCA	Action Step	Short-term
Identify specific land acquisitions within the MRCCA, if any.	Action Step	Ongoing	

<b>MRCCA</b>	Conduct feasibility studies/research as needed to address issues in the MRCCA	Strategy	Ongoing
	Coordinate with regional, state, and national park planning efforts within the MRCCA	Policy	Ongoing
	Conduct master planning or other planning efforts	Strategy	Ongoing
	Identify key corridor projects and initiatives.	Action Step	Short-term
	Guide land use and development and redevelopment activities consistent with the management purpose of each district.	Policy	Ongoing
	Recognize the Mississippi River as a “working river” that is important to the economy of the Twin Cities metropolitan area and the Midwest.	Policy	Ongoing
	Minimize potential conflict of water surface uses authorized under Minn. Statute, Chapter 86B (MR 6110.3000 – 6110.3800)	Policy	Ongoing
	Seek to balance commercial and recreational surface water uses. Acknowledge the importance of these uses and provide for their protection.	Policy	Ongoing
	Minimize potential conflict of water-oriented uses with other land uses.	Policy	Ongoing
	Incorporate consideration of surface water impacts into the review process for water-oriented uses.	Policy	Ongoing
	Consider soil classification information when determining appropriate land uses and building designs.	Policy	Ongoing
	Maintain existing public access points to the river to allow pedestrians to view the river, and provide natural screening where appropriate to avoid conflicts with adjacent property owners and prevent encroachment.	Policy	Ongoing
	Ensure that development of structures, roads, screening, landscaping, construction placement, maintenance, and stormwater runoff are compatible with the character and uses in the Corridor.	Policy	Ongoing
	Require site plan review of development projects in the corridor, except for development of a single-family house or duplex if permitted.	Policy	Ongoing
	Require site plans to adequately assess and reasonably minimize adverse effects and maximize beneficial effects of proposed development.	Policy	Ongoing
	Maintain a predominantly residential land use pattern in the critical area corridor in Anoka, with limited areas of commercial development.	Policy	Ongoing

<b>MRCCA</b>	Encourage the use of Planned Unit Developments (PUDs) for larger developments to preserve natural features and allow for scenic vistas, trails and walkways.	Policy	Ongoing
	Require a topographic “certificate of survey” to accompany all requests for building permits for principal structures.	Strategy	Ongoing
	Minimize impervious surface coverage and site alteration within the Critical Area Corridor, especially on riparian lots, through unique and sensitive site design.	Policy	Ongoing
	Promote reuse and rehabilitation of existing structures, allow for reconstruction of existing uses that are involuntarily destroyed in residential zoning districts, and place reasonable limits on the expansion of nonconformities that have the potential to adversely affect surrounding properties, the City as a whole, and the character of the particular MRCCA district.	Policy	Ongoing
	Prohibit the reconstruction of non-conforming uses as regulated by Minnesota Statute 462.	Policy	Ongoing
	Require reasonable portions of appropriate riverfront access land or other lands in interest to be dedicated as required by Minnesota Rules. part 6106.0010.	Policy	Ongoing
	Minimize any adverse effects associated with water transportation facilities.	Policy	Ongoing
	Consider appropriate uses of adjacent lands between the river and the road or utility during planning and design for reconstruction of roadways or utility corridors.	Policy	Ongoing
	Update existing or adopt new MRCCA ordinance compliant with the goals and policies of the MRCCA plan and with Minnesota Rules, part 6106.0070, Subp. 5 - Content of Ordinances	Action Step	Short-term
	Amend ordinance to provide for water-oriented/river-dependent uses.	Action Step	Mid-term
	Incorporate consideration of surface water impacts into the review process for water-oriented uses.	Action Step	Mid-term
	Consider establishing surface water regulations to limit wake generated erosion.	Strategy	Mid-term
	Protect PCAs (be specific) and minimize impact to PCAs from public and private development and land use activities (landscape maintenance, river use, walking/hiking, etc.).	Policy	Ongoing
Support mitigation of impacts to PCAs through variances, CUPs, and other permits.	Policy	Ongoing	

<b>MRCCA</b>	Prioritize restoration of removed vegetation of Native Plant Communities and natural vegetation in riparian areas.	Policy	Ongoing
	Prioritize PCA types for protection through evaluation criteria when development sites contain multiple types of PCAs and the total area of PCAs exceed the required set aside percentages.	Policy	Ongoing
	Support alternative design standards that protect the City’s identified PCAs, such as conservation design, transfer of development density, or other zoning and site design techniques that achieve better protections or restoration of primary conservation areas.	Policy	Ongoing
	Prioritize use of permanent protection measures (such as public acquisition, conservation easement, deed restrictions, etc.) that protect each City’s identified resource base and address the type of development and local administrative capacity to ensure long-term protection.	Policy	Ongoing
	Protect natural watercourses through easements or land dedications during the development plan review process and subdivision regulations.	Policy	Ongoing
	Meet minimum standards established by the Minnesota Pollution Control Agency regarding stormwater discharged into the Rum or Mississippi Rivers.	Policy	Ongoing
	Minimize direct overland runoff and improve quality of runoff onto adjoining streets and watercourses.	Policy	Ongoing
	Encourage the use of on-site infiltration techniques (such as rainwater gardens or drainage swales) for stormwater drainage and retention.	Policy	Ongoing
	Avoid riverbank areas of natural watercourses except when making improvements to stabilize shorelines or riverbanks.	Policy	Ongoing
	Use techniques that are supported by area hydrologists or the Anoka County Conservation Department (i.e. incorporating natural vegetation or other Best Management Practices) and are consistent with Minnesota Rules 6106.0010 for riverbank improvements or shoreline stabilization projects where appropriate.	Policy	Ongoing
Protect bluffs and slopes as regulated by Minnesota Rules 6106.0100.	Policy	Ongoing	

<b>MRCCA</b>	Adopt regulatory controls to minimize the amount of time soil is left bare during construction and land alterations, and to assure necessary precautions to trap sediment.	Action Step	Mid-term
	Enforce City-adopted flood plain regulations.	Policy	Ongoing
	Adopt subdivision and site plan regulations that require identification of existing trees, trees to be removed and proposed new plantings.	Action Step	Mid-term
	Preserve shoreland areas that are not suitable for urban development because of susceptibility to flooding, high ground water levels, or steep slopes.	Policy	Ongoing
	Ensure that information on the location of PCAs is readily available to property owners to understand how PCA-relevant ordinance requirements, such as vegetation management and land alteration permits, apply to their property for project planning and permitting.	Action Step	Short-term
	Specify procedures for processing applications with potential impacts to PCAs – what information must be submitted and how it will be evaluated.	Action Step	Short-term
	Specify procedures for evaluating variances and CUPs for impacts to PCAs as well as procedures/methods for determining appropriate mitigation.	Action Step	Short-term
	Specify how the City will communicate vegetation management and land alteration ordinance provisions to property owners (Web, print, maps, other)	Action Step	Short-term
	Develop administrative procedures for integrating DNR and local permitting of riprap, walls and other hard armoring.	Action Step	Mid-term
	Protect and minimize impacts to PRCVs from public and private development activities.	Policy	Ongoing
	Protect and minimize impacts to PRCVs from vegetation management activities (landscape maintenance, river use, walking/hiking, etc.)	Policy	Ongoing
	Protect PRCVs located within the community and identified by other communities (adjacent or across the river.	Policy	Ongoing
	Consider and minimize obstruction of views of and from the river when permitting new development or redevelopment within the corridor.	Policy	Ongoing

<b>MRCCA</b>	Enhance and maintain views to the river from public streets that dead-end at the river.	Strategy	Long-term
	Balance the rights of private property owners with the interests of the Ongoing public when considering the building of any structures that may inhibit views to the river from adjacent property or public right-of-way	Policy	Ongoing
	Ensure that information on the location of PRCVs is readily available to property owners to understand how PRCV-relevant ordinance requirements apply to their property for project planning and permitting.	Action Step	Short-term
	Specify procedures for processing applications with potential impacts to PRCVs – what information must be submitted and how it will be evaluated.	Action Step	Short-term
	Specify procedures for evaluating variances and CUPs for impacts to PRCVs as well as procedures/ methods for determining appropriate mitigation.	Action Step	Short-term
	Specify how the City will communicate vegetation management and land alteration ordinance provisions to property owners (web, print, maps, other).	Action Step	Short-term
	Develop a visual analysis approach for evaluating CUPs for additional height in the RTC and UM districts and for PUDs and variances.	Action Step	Short-term
	Actively communicate with other communities to protect views other communities have identified in their plans that are valuable, and vice versa.	Policy	Ongoing
	Protect native and natural vegetation during the development process but require its restoration if any is removed by development.	Policy	Ongoing
	Seek opportunities to restore vegetation to protect and enhance PRCVs.	Action Step	Long-term
	Seek opportunities to restore vegetation in restoration priority areas through the CUP, variance, and subdivision processes.	Action Step	Long-term
	Evaluate proposed development sites for erosion prevention and bank and slope stabilization issues and require restoration as part of the development process.	Policy	Ongoing
	Develop and implement an education and outreach strategy to get the word out to property owners about restoration priorities identified in this plan and what it means to them if a restoration priority area exists on their property.	Action Step	Mid-term

<b>MRCCA</b>	Establish a vegetation permitting process that includes permit review procedures to ensure consideration of restoration priorities identified in this plan in permit issuance, as well as standard conditions requiring vegetation restoration for those priority areas.	Action Step	Short-term
	Establish site plan review procedures to ensure consideration of restoration priorities identified in the MRCCA plan in all development requests.	Action Step	Mid-term
	Establish process for evaluating restoration priorities identified in this plan in CUP and variances processes.	Action Step	Mid-term
	In the MRCCA subdivision ordinance, address the provisions regarding assessment criteria for development approval	Action Step	Short-term
	Encourage creation, connection, and maintenance of open space, recreational facilities, including public access to the river.	Policy	Ongoing
	Identify and encourage connection of CA-SR district land to existing and planned parks and trails.	Policy	Ongoing
	Consider land dedication requirements be used to acquire land suitable for public river access.	Action Step	Long-term
	Minimize impacts to PCAs and PRCVs from public transportation facilities and public utilities.	Policy	Ongoing
	Discourage the use of individual septic treatment systems (ISTS) where public sewer service is available and ensure existing systems are in compliance with local and state laws.	Policy	Ongoing
	Provide continuous trails within or near the Critical Area Corridor for pedestrian and bicycle use.	Policy	Ongoing
	Link trails within the Critical Area to the citywide trail system.	Strategy	Ongoing
	Develop the design of new trails within the corridor with input from the adjacent neighborhood as well as the greater community.	Policy	Ongoing
	Design trails with bituminous surface (or other appropriate hard surface) and separate bicycle and pedestrian traffic where possible.	Policy	Ongoing
	Do not locate trails in private yards between the house and the river in existing residential areas, unless all affected property owners solicit it.	Policy	Ongoing
	Minimize river crossings and concentrate at existing crossings where possible.	Policy	Ongoing

<b>MRCCA</b>	Do not use the corridor as a convenient right-of-way.	Policy	Ongoing
	Limit overhead electric transmission or other public utility lines to existing crossings, and use submarine cables where possible.	Policy	Ongoing
	Design and construct new or modified transportation and utility facilities in a manner that compliments the planned land and water uses in the corridor. Reconstruct roads or utilities in a manner that they do not stimulate development that is incompatible with district guidance from Minnesota Rules 6106.0100.	Policy	Ongoing
<b>Transportation</b>	Goal T-1: Develop and maintain a transportation network that promotes the safety of its users by:		
	• Maintaining infrastructure	Strategy	Ongoing
	• Reviewing geometric improvements annually	Strategy	Ongoing
	• Working with the Minnesota Department of Transportation (MnDOT) to evaluate and set appropriate speeds	Strategy	Ongoing
	Goal T-2: Strive to ensure that the transportation network promotes the efficient movement of people and goods by:		
	• Establishing a 2040 proposed functional classification system	Action Step	Long-term
	• Encouraging consistency between roadway jurisdiction, designation and functional classification	Policy	Ongoing
	• Supporting efficient multi-modal movement including buses, commuter rail, bicycles, and pedestrians	Policy	Ongoing
	• Managing access on arterial and collector roadways to preserve mobility and minimize through-traffic on neighboring routes	Policy	Ongoing
	Goal T-3: Ensure that decisions regarding transportation system planning and system development are fully integrated with land use by:		
	• Reflecting the City's land use policies in the transportation system	Policy	Ongoing
	• Coordinating with adjacent communities	Policy	Ongoing
	• Identifying and preserving potential corridors for flexible use	Strategy	Ongoing
	Goal T-4: Promote a variety of transportation modes choices in the development of the City's transportation network by:		
• Providing options for transit dependent persons	Strategy	Long-term	

<b>Transportation</b>	<ul style="list-style-type: none"> <li>Encourage provision of and opportunities for transportation services for handicapped and senior residents</li> </ul>	Strategy	Ongoing
	<ul style="list-style-type: none"> <li>Encouraging the use of trails</li> </ul>	Strategy	Ongoing
	<ul style="list-style-type: none"> <li>Promoting development of infrastructure for non-motorized transportation</li> </ul>	Strategy	Long-term
	<ul style="list-style-type: none"> <li>Preserving corridors for possible multi-modal transportation</li> </ul>	Strategy	Long-term
	<ul style="list-style-type: none"> <li>Encouraging the expansion of public transportation</li> </ul>	Strategy	Ongoing
	<ul style="list-style-type: none"> <li>Promoting and incorporating transit-friendly infrastructure in system planning</li> </ul>	Strategy	Long-term
	<ul style="list-style-type: none"> <li>Coordinating with local and regional transit agencies</li> </ul>	Policy	Ongoing
	Goal T-5: The City of Anoka’s transportation system will be maintained and developed in a manner that is sensitive to the City’s cultural, historic and natural resources and neighborhoods by:		
	<ul style="list-style-type: none"> <li>Minimizing impacts on environmental and natural resources during improvements and maintenance of the system</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Using traffic-calming techniques when and where they are appropriate while preserving safety</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Considering traffic impacts on community livability and cultural, historic, and natural resources</li> </ul>	Policy	Ongoing
	Goal T-6: Include public participation in the planning, construction and maintenance of the transportation system by:		
	<ul style="list-style-type: none"> <li>Engaging the community in planning and decision-making</li> </ul>	Strategy	Ongoing
	<ul style="list-style-type: none"> <li>Providing the public with reasonable and understandable information</li> </ul>	Strategy	Ongoing
	<ul style="list-style-type: none"> <li>Providing opportunities for transportation education</li> </ul>	Strategy	Ongoing
	Goal T-7: Build cooperation and coordination between jurisdictions:		
	<ul style="list-style-type: none"> <li>Coordinating transportation plans</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Interacting with state, county and local agencies</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Continuing participation in area transportation projects</li> </ul>	Policy	Ongoing
	Goal T-8: Establish a transportation system that provides for effective and efficient use of potential improvement funds by:		

<b>Transportation</b>	<ul style="list-style-type: none"> <li>Preserving, maintaining and managing the existing roadways system</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Constructing new links and developing staged improvements</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Encouraging joint-agency and public-private partnerships</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Minimizing maintenance of existing and construction of new routes in redevelopment areas</li> </ul>	Policy	Ongoing
	<ul style="list-style-type: none"> <li>Identify local transportation needs and ways to provide for these needs.</li> </ul>	Policy	Ongoing
<b>Water Resources</b>	Goal WR-1: Manage new development and re-development activities to prevent / reduce flooding and achieve non-degradation of surface waters.		
	For new development projects with land disturbances greater than or equal to one acre, Anoka will amend its stormwater ordinance such that there is no net increase from pre-project conditions.	Policy	Ongoing
	For redevelopment projects with land disturbances greater than or equal to one acre, Anoka will amend its stormwater ordinance such that there is a net decrease from pre-project conditions.	Policy	Ongoing
	Per LRRWMO requirements, a volume equal to one inch of runoff from all impervious surfaces shall be infiltrated on-site. In cases of redevelopment, this volume control requirement applies only if greater than 50% of the project area is disturbed.	Policy	Ongoing
	For new development and redevelopment projects that disturb more than 10,000 square feet but less than one acre, Anoka will amend its stormwater ordinance to limit increases in stormwater runoff.	Policy	Ongoing
	Promote ground water recharge in areas without site limitations.	Policy	Ongoing
	Consistent with Minnesota Rules 7050.0180, no person may cause or allow a new or expanded discharge to the Rum River unless there is not a prudent and feasible alternative because of its classification as an Outstanding Resource Value Water.	Policy	Ongoing
	Facilitate LRRWMO review of all projects requiring a LRRWMO permit.	Policy	Ongoing
	Goal WR-2: Maintain existing runoff volume and rate characteristics unless mitigation measures are utilized to ensure no downstream impacts.		

<b>Water Resources</b>			
	Goal WR-3: Upgrade storm sewer to provide capacity for 10 year return frequency.		
	Implement volume reduction strategies for new impervious surfaces such that the new surfaces cause no increase on an average annual basis of runoff volume.	Policy	Ongoing
	Replace storm sewer that does not provide capacity for the 10 year return frequency storm event as streets are re-constructed.	Policy	Ongoing
	Consider retrofits on existing systems prior to discharging to a surface water in areas where no treatment currently exists.	Policy	Ongoing
	Goal WR-4: Provide flood protection for the 100-year return frequency event.		
	The lowest floor elevation for all structures, including basements, must be at least 3 feet above the highest anticipated ground water table, 2 feet above the designated or designed 100-year flood elevation, or 1 foot above the emergency overflow, whichever is higher as per LRRWMO requirements.	Policy	Ongoing
	Flood levels in landlocked basis shall be determined as per LRRWMO standards.	Policy	Ongoing
	Promote the preservation and retention capacities of wetlands, streams, rivers, other conveyances and floodplain areas.	Strategy	Ongoing
	Provide a positive overflow for stormwater ponds and wetlands to the maximum extent practicable.	Strategy	Ongoing
	Trunk storm drainage systems that serve as the outlet for areas where flooding of structures or where significant flood damage is likely to occur will typically be designed to meet freeboard protection standards for the critical duration 1 percent chance flood. The design shall be based on a hydrograph method for appropriate rainfall and snowmelt events. The design shall be based on proposed ultimate land use. The design shall consider potential flood, wetland, and water quality impacts to upstream and downstream areas.	Policy	Ongoing
	Goal WR-5: Manage activities within the city such that there is no net increase in sediment and nutrient loading.		
	Treatment of stormwater to NURP standards shall be required prior to discharging stormwater to a lake, stream, or wetland and prior to discharge from the site.	Policy	Ongoing

<b>Water Resources</b>	Facilities shall be designed to provide annual removal efficiencies of 60% of total phosphorous and 90% of total suspended solids.	Policy	Ongoing
	Require skimmer structures to prevent floatable materials and debris from entering surface waters.	Policy	Ongoing
	Continue to implement a city wide street sweeping program to capture the sediment prior to entering conveyance systems.	Policy	Ongoing
	Implement an Erosion and Sediment Control inspections program to ensure that sites are controlling erosion and sediment to the Maximum Extent Practicable.	Strategy	Ongoing
	Cooperate with the LRRWMO in water quality monitoring, modeling and planning to protect water resources.	Policy	Ongoing