

4. ECONOMIC DEVELOPMENT

Background
Companies, Employment, & Wages
Economic Development Planning
Elements of Anoka's Development
Goals & Implementation



BACKGROUND

THE ANOKA ADVANTAGE

The City of Anoka is a historic community with a diverse mix of land uses and unique physical characteristics. The City is 91% developed but is undergoing continued market pressure to change, upgrade or redevelop to compete in the world economy. While Anoka's mature character is one of its greatest assets, it also acts as a foundation for adaptation to an ever-changing world.

As America's commercial climate shifts away from big-box stores and toward online and experiential retail, Anoka has taken an advantageous position in the market. From its beautiful, walkable downtown and forward-thinking retailers willing to redefine the shopping experience, to the vitality of its manufacturing, retail, healthcare, and technical and professional services, the City of Anoka is taking the opportunity to build a more profitable, resilient, and fair local economy.

Redevelopment opportunities can be costly ventures not supported by market forces and therefore require public involvement and investment. When rehabilitation is not cost-effective, major public action may be needed to guide the community and capture the most beneficial outcomes available in the marketplace.

Financing mechanisms available to the City include general taxation and bonding, enterprise funds, tax abatement, tax increment financing and investment of existing capital assets. Public capital assets include infrastructure, land, buildings and contracts creating income streams to finance public projects. Anoka's economic development staff and elected officials position these assets and deploy these mechanisms to leverage private investment to achieve the goals of the plan.



A local businesswoman opens for business at Anoka's Food Truck Festival in 2017.

Infrastructure includes public improvements, the electrical distribution system, transportation systems and communication networks. Specifically, City improvements include utilities (sewer and water systems), streets, parking lots and ramps, many of which generate revenue to enterprise funds. In addition, the City of Anoka operates other business enterprises including the electric utility, liquor stores, and a golf course.

The City of Anoka has demonstrated its economic viability and strength for over 170 years. Community leaders have taken public actions to reposition the City for success in an ever-changing economy. Strategies and forethought are paramount to ensure community viability for the coming decades.

CURRENT ECONOMIC TRENDS

There are several major economic trends which define Anoka’s position in the larger economy including the following:

1. The rise in online shopping has triggered a reinvention of the brick-and-mortar shopping experience to recoup declining in-person sales.
2. Small and mid-sized towns are turning to creative industries to generate economic prosperity across economic sectors.
3. The economic benefits of pedestrian-oriented and bicycle-oriented shopping areas are becoming better understood. Walkable, varied store frontage is expected by consumers.
4. Rapid residential growth along the Northstar Corridor (Minneapolis to Big Lake) places Anoka in the middle of a major transportation corridor via US Highway 10 and the Northstar Commuter Rail line.
5. Location of a Northstar Commuter Rail Station at the 4th Avenue crossing in Anoka creates a major destination and development center.
6. Population growth in Anoka County drives government services expansion in downtown Anoka.
7. Population growth to the north and west



Downtown Anoka promotional events.

of Anoka in Andover and Ramsey creates demand for goods and services in the area and offers labor needed by Anoka-based employers.

8. Major commercial developments in surrounding communities such as Riverdale Center in Coon Rapids, The CoR development in Ramsey, and Highway 169 Corridor development in Champlin, absorb retail and service demand that once was supplied by businesses in the City of Anoka.



HISTORICAL PERSPECTIVE

From its earliest settlement days in the 1850's, Anoka has been an industrial and commercial center. The City also has a long history of promoting economic development by way of public investments and public-private partnerships.

Anoka began as a major lumber and flour milling center. Great stands of white pine on the upper Rum River and the expanding agricultural areas of Anoka County lured the milling interests. This industrial boom was followed by a commercial boom as merchants opened shops to serve the needs of the growing population employed by the mills. The milling and merchant interests converged where the Rum River is bridged by Main Street. The Rum River was the industrial highway as logs were driven to the mills in Anoka. Main Street was the commercial highway linking Anoka with St. Anthony to the south and Pembina to the far north via the Red River Trail. By 1864, railroad service strengthened this commercial linkage. In short, Anoka was located at the intersection of river and rail manufacturing and distribution.

The link between the industrial and commercial sectors was tight and fortunes of each rose and fell together. Many shop owners held stock in the milling companies and the industrialists invested in community improvements.



Construction of the Rum River Dam, circa 1853.

The City experienced rapid growth from 1860-1880 and in the mid 1870's claimed to be the largest milling center in the world measured by total board feet milled. But by the mid 1880's the timber resources on the Rum River were exhausted and the mills moved to other cities further north to be closer to the receding pine forests. As a result, hundreds of Anoka residents were forced to seek employment elsewhere. For an isolated prairie town like Anoka, this massive exodus of residents also reduced the Main Street commercial trade. Anoka had lost its economy and its identity.

In an effort to attract new industries, Anoka citizens formed a Board of Trade in 1885. The purpose of this corporation was "to advance commercial, mercantile, agricultural and manufacturing interests of the City and County of Anoka." This Board made attractive offers and succeeded in bringing several major industries to Anoka including a shoe factory and a starch factory. However, the Board fell into disorganization prior to 1900.

In 1906 a sluggish economy and growing unemployment prompted a City

Alderman to suggest that a permanent body be formed to "show up the advantages of our City to prospective home seekers, investors, and manufacturers." After several public meetings the "Commercial Club of Anoka" was formed. One of its functions was publication of promotional materials about the advantages for business and industry in Anoka and Anoka County. To spur private investment, the Club also entered into financial agreements with companies to raise local capital through the sale of stock shares. Companies as far away as Illinois and the east coast were enthusiastically courted. One such venture was



A lumber worker in early Anoka.

the Veerac Motor Company which manufactured automobiles, tractors and railroad inspection cars in Anoka for a few years.

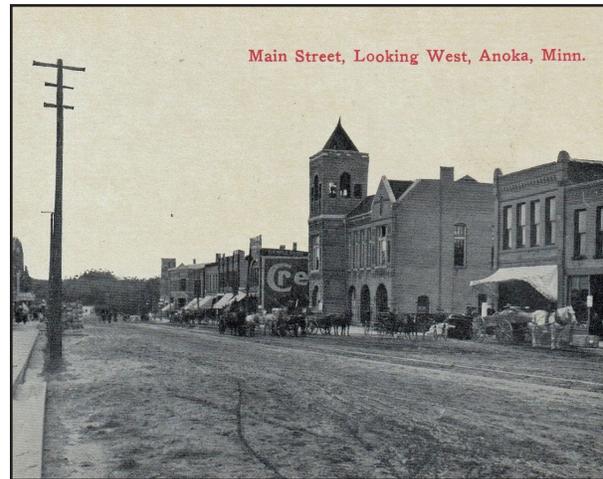
Anoka's fortunes turned upward in 1922 when a local manufacturing company came under the ownership and guidance of Charles L. Horn. He renamed the company Federal Cartridge Corporation and Federal has formed the backbone of Anoka's economy for over 85 years. Now operating as Federal Premium Ammunition, the company is still one of the City's largest employers with over 1,100 employees.

After World War II, Anoka experienced a housing boom and the City became a commuter suburb. During these years the role of the Commercial Club shifted from negotiating development to promoting development. In 1953, the Commercial Club was reorganized and renamed the Anoka Chamber of Commerce. One of their first actions was to produce a promotional film which was shown on Metro area television. As a result of marketing efforts, other local industries such as Cornelius Company and Thermo-Serv relocated to Anoka and grew for several decades.

From 1950 through 1970, the City of Anoka emerged as a growing suburban city. Housing development boomed and the City's major companies, Federal Cartridge, Hoffman Engineering, Cornelius and Thermo-Serv, expanded and provided additional jobs. The Central Business District offered a full array of goods and services. Major retailers included two auto dealerships, several grocery stores, furniture stores and clothing and shoe stores. Branches of Sears, Wards and Ben Franklin were located downtown.

However, change was on the horizon as international markets shifted and metropolitan growth changed the economic position of Anoka. As a result, during the 1980's Cornelius was sold to British interests, Federal-Hoffman Inc. was sold and Thermo-Serv

moved to Texas. Almost all general retail stores downtown closed except Jensen's Department Store and Peterson Shoes. Building vacancies increased and these historic structures showed signs of deterioration due to deferred maintenance. At the same time the downtown began to shift from general to specialty retail.



Postcard of Main Street, circa 1910. (Photo Courtesy of Anoka County Historical Society)

In the face of these economic changes, the Anoka Area Chamber of Commerce asked the City of Anoka to establish an Economic Development Commission (EDC) to advise the City Council on economic matters. The City Council established this board on July 9, 1982. The board then led the City to qualify as a Minnesota Star City for Economic Development and undertook projects including development of the Anoka Enterprise Industrial Park.

The Economic Development Commission was the first of several steps taken to build the working relationship between the City and business community for purposes of economic development. In 1982 the City also established the Parking Advisory Board which focused upon parking needs downtown. To further downtown marketing and revitalization, the private Anoka Business and Landowners Association was formed in 1988.

During the 1980's and 1990's the City created several tax increment financing districts and loan programs to financing redevelopment and rehabilitation. Major projects included Walker on the River senior apartments, Walker Plaza senior apartments, the Anoka Enterprise Industrial Park, and downtown commercial rehabilitation. Plans were also laid for redevelopment of the floodplain south of downtown and North Central Business District on the north side.

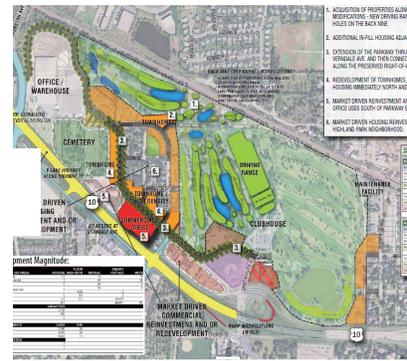


Federal Cartridge Corporation, circa 1939.

Since the year 2000 the Anoka Enterprise Park has been nearly fully developed and the RiversPointe Town Home project was completed in the filled floodplain south of downtown. In 2009 the Anoka Rail Station opened to accommodate the Northstar

Commuter Train between the northwest exurbs and Minneapolis, spurring transit-oriented development plans for the surrounding area. Several residential developments have been completed, including senior living projects, Housing Redevelopment Authority home renovation programs, and streetscape and infrastructural improvements at various points and corridors.

Current development issues continue to include housing rehabilitation and development, transportation system improvements and revitalization or redevelopment of commercial areas along major traffic corridors. The Greens of Anoka is a phased plan for the 233-acre area in west central Anoka that include the Green Haven Golf Course and Highland Park neighborhood. The banks of the Rum River from Peninsula Point to the Anoka County Rum River Human Services Center are experiencing major investment as the Rum River Trail, Veterans' Memorial, and other public amenities are planned and constructed. Commercial rehabilitation and economic restructuring in the downtown is still at the core of maintaining Anoka's unique historic identity.

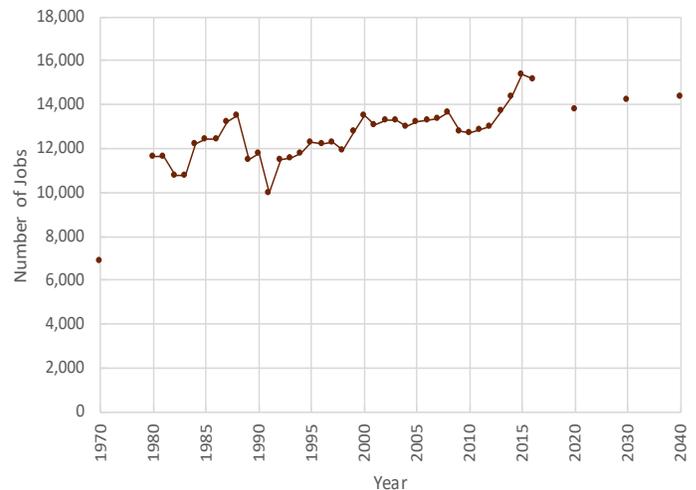


COMPANIES, EMPLOYMENT, & WAGES

Anoka is home to over 15,600 jobs concentrated in three major sectors: manufacturing, educational services, and government. Employment has gradually grown in recent decades except for a few short-term declines due to changing economic conditions. A hiring bump in 2015 showed Anoka surpassing employment forecasts.

Anoka has a healthy balance among industrial, retail, service and government sectors. The industrial sector has been strengthened by a significant increase in the number of industrial companies in the City through continued development of the Anoka Enterprise Park. The services sector is expanding to meet the needs of a growing population served by

FIGURE 4-1: EMPLOYMENT IN THE CITY OF ANOKA, 1970-2040



Source: Minnesota DEED and Metropolitan Council

TABLE 4-1: COMPANIES, EMPLOYEES, & AVERAGE WEEKLY WAGES IN ANOKA, 2ND QUARTER, 2017

Domain	Number of Companies	Percent of Companies	Number of Employees	Percent of Employees	Average Weekly Wages	Total Wages	Percent of Wages
Total	545	100%	15,609	100%	\$1,069	\$203,649,716	100%
Public	38	7%	5,649	36%	\$1,123	\$82,502,637	41%
Private	507	93%	9,960	64%	\$1,039	\$134,547,079	66%

Sector	Number of Companies	Percent of Companies	Number of Employees	Percent of Employees	Average Weekly Wages	Total Wages	Percent of Wages
Total	545	100%	15,609	100%	\$1,069	\$203,649,716	100%
Manufacturing	40	7%	3,930	25%	\$1,348	\$68,898,922	34%
Trade, Transportation, and Utilities	112	21%	1,975	13%	\$940	\$24,150,073	12%
Information	NA	NA	NA	NA	NA	NA	NA
Financial Activities	59	11%	634	4%	\$1,375	\$11,335,562	6%
Professional and Business Services	75	14%	773	5%	\$1,097	\$11,025,368	5%
Education and Health Services	84	15%	4,283	27%	\$1,016	\$56,579,071	28%
Leisure and Hospitality	55	10%	955	6%	\$279	\$3,469,122	2%
Other Services	NA	NA	NA	NA	NA	NA	NA
Government	12	2%	2,287	15%	\$1,116	\$33,190,224	16%

the County Government Center. The government sector is also growing, particularly the School District and County Government. However, the retail sector is flat or in decline and has been forced into playing specialty or niche roles in the retail economy due to competition from new commercial development in surrounding communities. Finally, the non-profit sector is a significant element of Anoka's economy offering services which enhance the quality of life as well as employment.

MAJOR JOB CENTER

Anoka is a major job destination from surrounding communities and other places in the Metro Area. According to Minnesota DEED, 92% or about

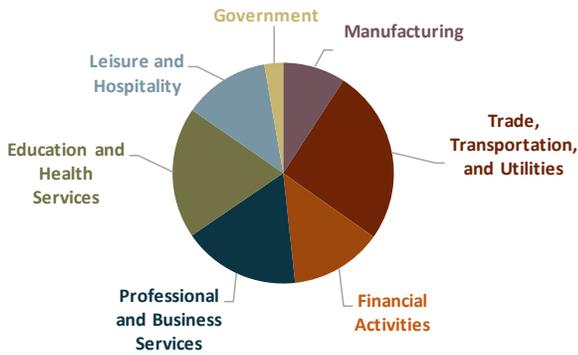
14,300 of the 15,600 jobs based in Anoka are filled by non-residents who commute to and from Anoka each work day. Almost 88% of Anoka residents commute to work in other cities. This is a dramatic change from the days when virtually all Anokans worked in Anoka (1860-1940's) or most work near home (1950-1980's).

Anoka also has one of the highest density of jobs per capita than just about any comparable city, which is a legacy from its earliest days of continued vigilance over its industrial economy.

TABLE 4-2: PRINCIPLE EMPLOYERS IN CITY OF ANOKA, 2017-2018

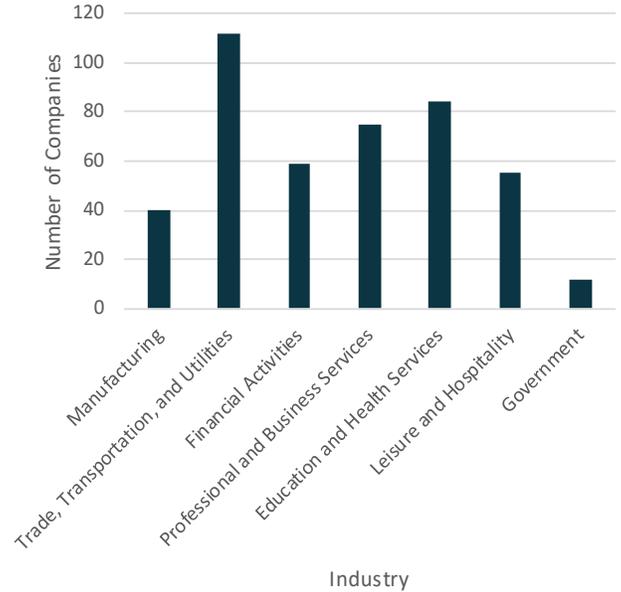
		2017 - 2018		2007 - 2008	
Rank	Employer	Employees	Percent of Total City Employment	Employees	Percent of Total City Employment
	Total	7880	51%	6750	50%
	City-Wide Employment	15,600	100%	13,392	100%
1	Anoka County Government Center	2206	14%	1218	9%
2	Hoffman Enclosures/Pentair Tech	1500	10%	1170	9%
3	Federal Cartridge	1453	9%	1050	8%
4	Anoka-Hennepin ISD #11	1400	9%	1245	9%
5	Anoka-Metro Treatment Center	423	3%	614	5%
6	Mate Precision Tool	308	2%	366	3%
7	DecoPac	285	2%	224	2%
8	Anoka Technical College	160	1%	344	3%
9	Health Partners	145	1%		0%
0	Rural Insurance Group		0%	305	2%
0	Copper Sales/Firestone Metals		0%	214	2%

FIGURE 4-2: COMPANIES BY SECTOR IN THE CITY OF ANOKA - 2017



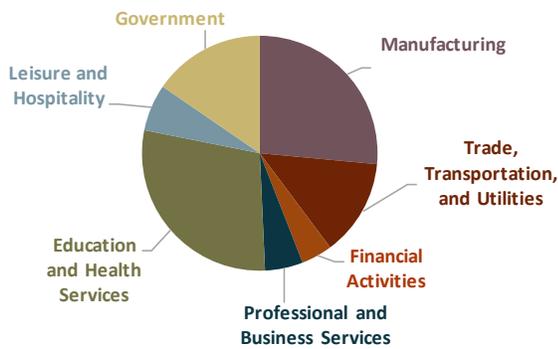
Source: Minnesota DEED

FIGURE 4-5: COMPANIES BY SECTOR IN THE CITY OF ANOKA - 2017



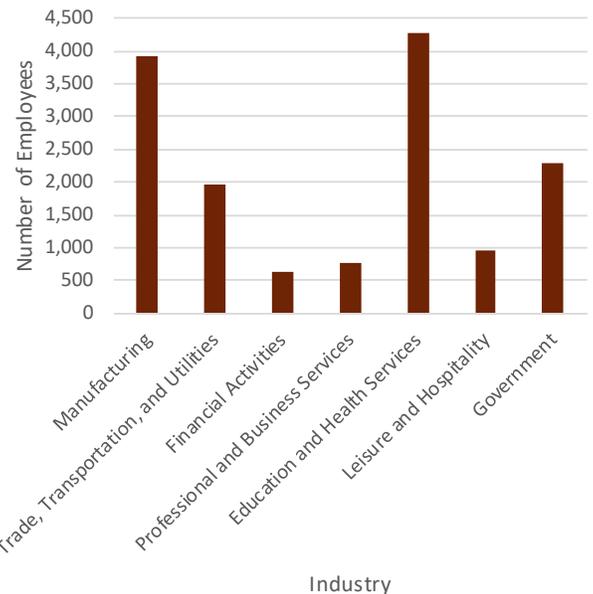
Source: Minnesota DEED

FIGURE 4-3: EMPLOYEES BY SECTOR IN THE CITY OF ANOKA - 2017



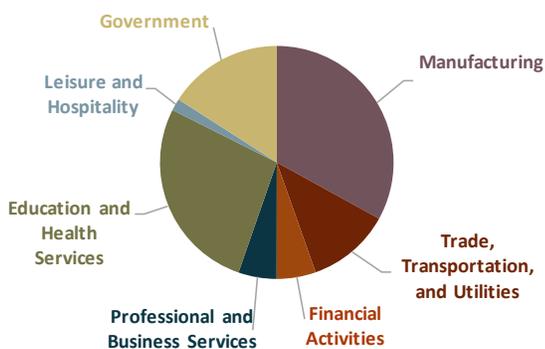
Source: Minnesota DEED

FIGURE 4-6: EMPLOYEES BY SECTOR IN THE CITY OF ANOKA - 2017



Source: Minnesota DEED

FIGURE 4-4: WAGES BY SECTOR IN THE CITY OF ANOKA - 2017



Source: Minnesota DEED

ECONOMIC DEVELOPMENT PLANNING

Local economic development is an effort to modify the quantity, quality, or types of local business activities in order to address the current and projected needs of a community and enhance the quality of life. Economic development integrates all land uses and economic forces within the local economy into one mutually supporting system. These elements include public uses, housing, commercial and industrial development, tourism, and recreational amenities. The plan recognizes the synergistic relationships among land uses, economic sectors, and human capital within the community. This type of economic development builds community wealth and enhances quality of life.

A local economic development plan also includes physical, fiscal, infrastructural and human resource development. It may include strategies to enhance quality of life through life cycle housing, recreational facilities, community services and environmental protection. The plan may be implemented in a variety of ways: by building networks and communications systems such as public-private partnerships; by matching people with jobs and services; and by marketing strategies and campaigns.



ELEMENTS OF ANOKA'S DEVELOPMENT

CORRIDORS OF COMMERCE AND CULTURE

The City of Anoka encompasses seven square miles and is 91% developed; its landbound geography introduces the importance of strategic redevelopment with a significant public leadership component. Anoka's strategy recognizes its historic corridors of commerce and culture and their impact on quality of life.

Anoka is located along the Mississippi River, on both sides of the Rum River and at the intersection of several major highways. These highways form commercial corridors and the rivers form cultural corridors. Our history demonstrates the wisdom of focusing investments at economic intersections and along corridors of commerce and culture.

Highway Commercial Corridors

As the historic hub of activity in this region, Anoka is where several major highways converge to cross rivers. US Highways 10 and 169 and MN Trunk Highway 47 form major commercial corridors through the City. County Road 1 and 7 corridors also include commercial areas. These highways provide customer access to local businesses. These commercial corridors also offer opportunities for future investments.

River Cultural Corridors

The Rum and Mississippi Rivers are historical and present day corridors—once for commerce and transportation and now for culture and quality of life.

Although the Rum River divides the City geographically, industry and commerce used to be centered along the river. For generations, most Anokans worked next to or close to the river. Today,



Pontoon boats lined up on the Rum River

Anoka has significant underused or vacant land near the river which is highly valuable to developers. A carefully guided process can control the location, quality and pace of redevelopment. With responsible foresight and attention to leading-edge markets, Anoka is carefully harnessing the river once again to stoke investment opportunities, restructure the tax base, and enhance the quality of life in the City

Our strategy is to marry the Rum River's amenities with prime development sites to produce investment opportunities and enhanced quality of life for existing and new residents. A significant product



Anoka is the perfect market for riverboat tours and water-oriented entertainment.

of this marriage will be a substantial restructuring of the tax base to benefit both new and existing taxpayers. In addition to land-based developments, the river itself provides the opportunity for a riverboat, which would provide tours, entertainment, and meeting space along the Rum or Mississippi Rivers. City staff and elected officials are in the early stages of considering this river-based commercial expansion.

EXPERIENTIAL RETAIL AND WALKABILITY

Anoka's business community is responding to a decade of changes in shopping. Nationally, malls and "big box" stores have seen a major decline in customer trips, while online businesses like Amazon are pioneering digital sales techniques. The convenience of ordering on the internet, however, has not replaced the brick and mortar shopping experience sought after by the 55+ and millennial demographic groups. Young shoppers are shown to be increasing their visits to retail when activities, food, or entertainment are integrated into the business, or when an online purchased may be picked up in person.

Experiential Retail - also known as "shoppertainment" - is the incorporation of features and value-added services into the physical store. These added features include amenities like food and entertainment events, personalized shopping services, joint offers by related business types, and creative use of technology. Some examples of successful in-store experiences are offering a cooking class in a grocery store, a customization kiosk in a clothing

store, or live music at a cafe or brewery. Anoka's Economic Development Commission encourages the city's retailer's to embrace this lively style of commercial activity.

An essential element of this strategy is the quality of storefront interface and right-of-way. A 2017 presentation in Anoka by global design firm Perkins & Will praised Anoka for its current downtown shopping experience. Upon the recent sale of the K-Mart in western Anoka, the city has no big box stores but a highly walkable downtown retail district. Downtown Anoka received a phenomenal score of 80 out of 100 by Walk Score, a company that analyzes a pedestrian's experience in a given area. One study by CEO's for Cities in 2009 linked a one point rise in an area's Walk Score with between a \$500 and \$3,000 increase in home values. Additional reports by Australian and Californian authorities have found that pedestrians, cyclists, and transit-users spend more in aggregate than the average motorist's spending, not by making expensive purchases but by frequently revisiting favorite stores and making multiple, smaller purchases per trip to a cluster of stores.

The City aids its private sector through targeted land use and zoning revisions, sidewalk improvements and traffic-calming measures, promotional resources, investment in access for transit and bicycle users, preference for small business, wealth-development for struggling community members, cultivation of a diverse customer base, dedicated public space, and continuance of Anoka's legacy of community events and activities.



Downtown Anoka was awarded a laudable Walk Score of 80 out of 100.



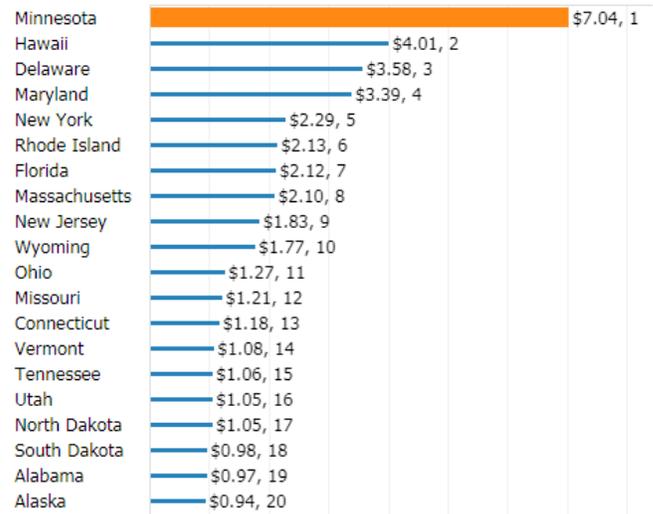
Anoka's highly walkable downtown supports lively small business events like Anoka's first Food Truck Festival in 2017.

COMMUNITY ARTS & EVENTS

Anoka is fortunate to be located in Minnesota, a state that proves its value of art and culture through the highest funding per capita of any state in the U.S. The economic return to small communities who invest in the creative industry has been shown by organizations such as American for the Arts and Minnesota Citizens for the Arts. Not only does the beauty of the rivers and Anoka’s historic building stock lend itself to creative activities: the city’s central position in the northwest Metro makes it center-stage for the talent and expression of the surrounding population. Anokan arts, performances, and creative products are, by their nature, commodities found nowhere else in the world. For this purpose, money that would otherwise flow out of Anoka to other regional art hubs stays in local circulation, and art consumers outside of Anoka have incentive to come spend money in the city. Related job growth and spillover economic benefits add to Anoka’s economy and attract prospective residents.

In 2017 Anoka facilitated a cornucopia of annual events, including, Winterfest, Riverfest & Craft Fair, the Food Truck Festival, Walk a Mile charity event, Independence Day Fireworks, Ice Cream Social, Concerts in the Park, Rockin’ on the Rum concerts, Golf Tournament, Halloween events (Light Up the Night Parade, Big Parade of Little People, Grand Day Parade, the Stamp Unveiling), and the Christmas Tree Lighting. Other community events such as ski and pickleball tournaments, shopping promotionals, and hunting and aquatic events rounded out the year. These events bring tens of thousands of residents and non-residents into Anoka’s shopping district and has garnered the small town a big name across the Twin Cities region.

FIGURE 4-7: TOP 20 STATES BY ARTS FUNDING PER CAPITA IN 2017



Source: National Assembly of State Arts Agencies



The Rum River Art Center offers community classes for all ages.



Live music at the Food Truck Festival in 2017.



The Lyric Arts Main Street Stage sells around 30,000 tickets per year.



Approximately 500 people showed up to “Walk a Mile in Her Shoes” in May of 2017.

GOALS & IMPLEMENTATION

In an economic development plan, goals are achievements that are valuable in and of themselves. They are reached through implementing strategies toward measurable objectives.

OVERALL ECONOMIC DEVELOPMENT GOAL

To promote balanced community growth among a variety of economic sectors, to strengthen the tax base, expand employment opportunities, build community wealth and enhance the quality of life in the City of Anoka.

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.
- Continue to advertise this identity via various relevant media, including social media platforms.
- Update city website regularly to meet and exceed standards for accessibility, usability, and attractiveness.

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.
- Promote a healthy balance among various

economic sectors including industry, retail, services and government.

- Promote small business development through provision of business assistance.
- Promote the retention and expansion of existing businesses.
- Promote the unique business niche that Anoka offers within the region and the State.
- Promote Anoka as a tourist destination.
- Promote safety efforts, creating a positive perception of downtown.
- Promote the unique “shoppertainment” experience.

GOAL ED-3

Expand the retail sector by attracting specific and targeted retail businesses.

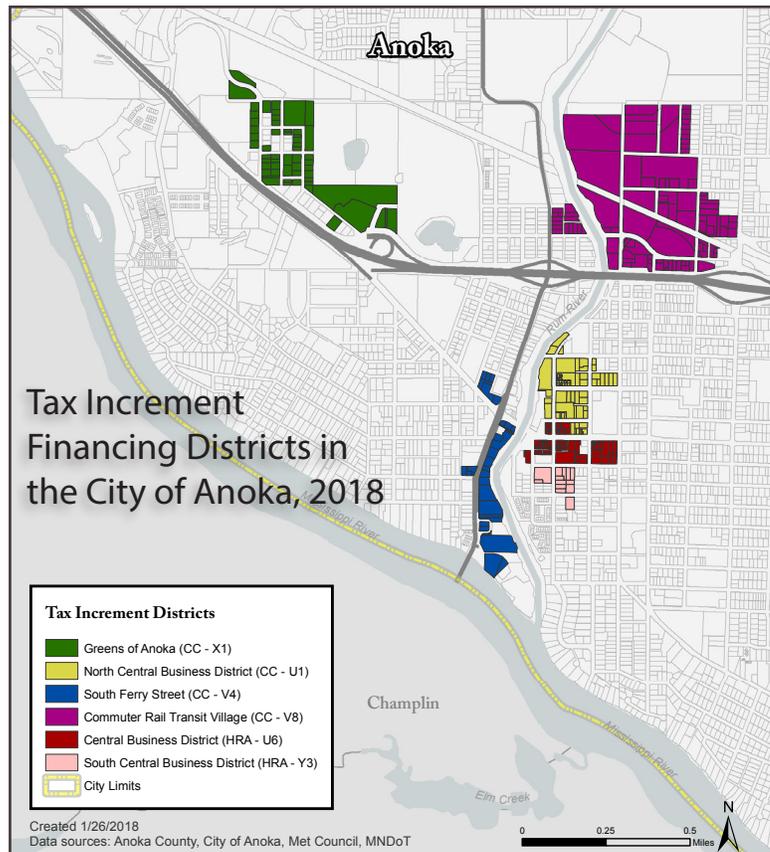
- Attract specific desired retailers including a grocery store and fine dining restaurant.
- Attract retailers that fill gaps in the local mix.
- Attract businesses that offer certain quality of life experiences.
- Maximize occupancy of retail space.
- Increase the number of retail businesses and retail employment.

GOAL ED-4

Create and implement a strategic business plan to guide investments in future developments.

- Develop a list of priority projects.

- Create a list of uses of funds for these projects.
- Create a list of sources of funds for these projects.
- Match sources and uses of funds over a 10 to 20 year period.
- Establish a decision-making process to implement the plan.
- Create a Financial Management Plan including the roles of:
 - General Fund
 - Enterprise Funds
 - Tax increment districts
 - Tax abatement
- Grants and other sources
- Prepare project source and use of funds statements
- Use existing Tax Increment Districts
 - North Central Business District / Historic Rum River District (U1)
 - Greens of Anoka (X1)
 - South Central Business District
 - South Ferry Street (V4)
 - Commuter Rail Transit Village (V8)
 - Central Business District (U6)



Existing Tax Increment Financing in the City of Anoka.

- Use the Tax Abatement financing according to policy where appropriate
- Issue HRA Commercial Rehabilitation Loans
- Issue HRA Commercial Rehabilitation Grants (Fire Suppression)
- Issue HRA Housing Rehabilitation Loans
- Establish a Capital Asset Reinvestment Plan
- Seek grants for other agencies

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.
- Provide a multi-modal transportation system. (See Transportation Section)
- Promote development of communication and utility networks.
- Promote provision of life-cycle housing. (See Housing Section)
- Provide public and recreational facilities that support economic development.
 - Aquatic Center
 - City Hall
 - Greenhaven Golf Course
 - Park System
 - Public Safety Center
 - Liquor Store(s)



Anoka City Hall, a focus of recent streetscape improvements.

- Promote investments at the following gateways:
 - Bunker Lake @ Thurston
 - Bunker Lake @ Highway 47
 - Bunker Lake @ 7th Avenue
 - Bunker Lake @ Round Lake Blvd
 - East River Road
 - Main Street-East @ 11th Avenue
 - North Street @ 11th Avenue
 - U S Highway 10-East
 - U S Highway 10-West
- Recognize the importance of major destinations in Anoka, including:
 - Anoka Enterprise Park
 - Anoka High School
 - Anoka Technical College
 - Central Business District
 - Commuter Rail Village
 - Federal/Hoffman

- Capitalize upon investment/development opportunities at the following intersections:
 - Bunker Lake Blvd/7th Avenue
 - Bunker Lake Blvd/Hwy 47
 - Bunker Lake Blvd/Round Lake Blvd
 - Bunker Lake Blvd/Thurston Avenue
 - Ferry/Pleasant
 - Main/Ferry



Intersection of Main Street and 2nd Avenue in the summertime.

- Main/2nd Avenue
- Main/7th Avenue
- 7th Avenue/East River Rd
- 7th Avenue/38th Avenue
- US 10/Thurston
- US 10/Main Street
- US 10/Ferry Street
- US 10/7th Avenue
- Guide and promote development along the following commercial corridors.

- 7th Avenue
- BNSF Railroad
- Bunker Lake Blvd
- East River Road
- Ferry Street-North
- Ferry Street-South
- Main Street-East
- Main Street-West
- MN Highway 47
- Thurston Avenue
- US Highway 10

- Guide and promote developments along cultural corridors including:
 - Mississippi River—MRCCA trail, accesses, Kings Island
 - Rum River—trail, dam, navigation, accesses, public uses
- Invest in sites and neighborhoods ready for growth based upon market conditions
 - Promote development and investment at the following sites.
 - 11th Avenue & North Street
 - 3rd Avenue & Jackson Street
 - 7th Avenue & Main Street
 - 2nd Avenue & Monroe Street
 - 7th Avenue & Buchanan Street
- Promote development and investment in the following neighborhoods.



Ferry Street-North Corridor, a possible focus of future public investment.

- Anoka Enterprise Park
- Central Business District-intersection of Main Street and Rum River
- Commuter Rail Village
- Federal/Hoffman
- Franklin School
- Highland Park
- Historic Rum River District
- 7th Avenue & North Street
- Third Avenue, Van Buren to Harrison
- County leased lot redevelopment
- Jackson Street
- Land North of Bunker
- Pinewski/Smith properties
- Alter/Fairgrounds

- Thurston/Bunker
- West Main Shopping Center

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.
- Redevelop vacant or blighted properties for uses that meet city goals and complement existing uses.
- Rehabilitate deteriorated properties to enhance value and use.
- Use redevelopment to create land use balance within the city.
- Attract and establish a riverboat and entertainment component to the Rum and Mississippi Rivers.

GOAL ED-7

Expand employment opportunities within the City.

- Promote a diversified and balanced economic base which supports a variety of jobs.
- Retain existing companies and support their growth and expansion.
- Foster a mix of jobs that result in laddered wages among jobs within the City.
- Promote or encourage programs that match people and jobs.
- Promote programs that provide labor training to enhance upward mobility.

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.
- Recruit citizens to serve on advisory boards.
- Hold appreciation and recognition events for advisory board members.
- Recognize value of leadership from non-resident stakeholders.
- Promote citizen-initiated projects.