

Destiny Statement

The Crookston community aspires to be a viable, vibrant place for all citizens to live, work and enjoy a high quality life. We will do this by:

being a community that is passionate about family, small town character and quality of life.

committing to the provision of a full range of educational, social, recreational and cultural amenities.

working together to integrate the work of the University of Minnesota, local businesses and the community.

expanding opportunity for all; and believing that our diversity is a gift to build on.

striving to be the center of innovation and entrepreneurship in Northwestern Minnesota.

supporting our area's strength in agriculture, healthcare, education and manufacturing.

emphasizing the resources in the community that draw citizens to Crookston from around the region.

recognizing the natural resources in the community and committing to ensure their long term sustainability.

Destiny Driver



Building Houses and Creating Homes

Leadership Team

EXPANDING HOUSING IN CROOKSTON Our goal is to increase housing stock by new construction and refurbishment.

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WHAT IS NEEDED

Surveys of potential buyers and builders

A recruitment model that effectively informs and interests newcomers

Multi-family dwelling apartments

Single and attached duplexes

Move in ready spec home stock

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KEY ASSETS

Rental property demand is high

Availability of new construction lots

Relationships with UMC, the school district, healthcare, manufactures, and government agencies

Young families returning to raise a family

KEY SECTORS

Aging population

Workforce housing

New residents

Owners of property needing repair

MEASURES OF SUCCESS

1. By 2013, Crookston will have incentives for refurbishment of old housing stock that provides enrichment from within – not paving over great farmland.
2. By 2013, Crookston will have incentives for new build construction and purchase of existing houses, focused on down payment and gap financing assistance.
3. By 2014, Crookston will have created a mechanism to encourage revitalization of downtown properties for housing.
4. By 2015, Crookston will house two commuters of out of town jobs, to every one that commutes into the city.
5. By 2017, Crookston will have a new downtown apartment/condo complex themed for retirement living.
6. By 2020, Crookston will have issued 100 new construction permits with a value to Crookston of \$30,000,000.00

Destiny Driver



Downtown Revitalization

Leadership Team

CREATING A VIBRANT DOWNTOWN

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WHAT IS NEEDED

Continuation of downtown redevelopment plan
Surveys of potential businesses and users
New businesses occupying vacant buildings
Repurposing

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KEY ASSETS

Downtown is an eye sore
Rental property demand is high
Availability of new construction lots
Relationships with UMC, the school district, healthcare, manufactures,
and government agencies

KEY SECTORS

Aging population
New residents
Owners of property needing repair

MEASURES OF SUCCESS

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Destiny Driver



Creating Economic Opportunities

Leadership Team

EXPANDING ECONOMIC OPPORTUNITY Our goal is a dynamic, growing area economy that lies at the heart of a vital Crookston area community.

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WHAT IS NEEDED

A pro-growth attitude that favors teamwork, innovation, technology, entrepreneurship, problem solving, diversity, collaboration and a commitment to success for the long run.

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KEY ASSETS

The University (UMC +)
Agriculture
Agribusiness
Manufacturing
Healthcare
Non-profits
Leadership
Infrastructure
Proactive Local Government

KEY SECTORS

UMC, Northwest Research and Outreach Station, Extension + U of M system – teaching, research, technology, innovation, sustainability, skills, source of emergent entrepreneurs.....

Agriculture, skills, biotechnology, electronics, robotics, controls, data mgmt, environmental and sustainable mgmt

Agribusiness and Manufacturing – skills, electronic technology, controls, robotics, data management, environment, quality, energy, conservation

Healthcare and Non-profits – expertise, skills, physical and mental health, care management, technology, data, coordination, collaboration, outcomes and cost mgmt

MEASURES OF SUCCESS

1. By 2013, Crookston will form two different consortiums around its signature competencies, agricultural and technological innovation, and innovative health care for special needs populations.
2. By 2014, Crookston will recognize UMC students and area innovators for their research and development efforts.
3. By 2014, Crookston will design and implement a comprehensive initiative, including dynamic incentive and development tools to produce start-up businesses, new ag related and manufacturing businesses, expanded healthcare options and other businesses to create greater income and new jobs.
4. By 2016, Crookston will design and implement a comprehensive entrepreneur support program, including space and financing for UMC Student entrepreneurs founding new ventures.
5. By 2013, UMC students will be interning with a growing number of local employers. And by 2016, UMC will be successful in placing 25% of its on-campus graduates in jobs in the local area.
6. 2013 Crookston will enhance both its internal and external marketing efforts.

MEASURING UP The accountability metrics for the decade 2013-2023

IN THE NEXT DECADE, CROOKSTON WILL:

Create at least 50 new jobs annually in the agricultural, ag processing, and manufacturing sectors
a total of 500 new jobs

Create at least 30 new jobs annually in the health care and special needs sectors
a total of 300 new jobs

Create at least 30 new jobs annually in other sectors of the area economy
a total of 300 new jobs

Create at least 6 start-up businesses annually
total of 60 new businesses

Place 50 UMC graduates annually in jobs in the area economy
a total of 500 graduates



Start where you are. Use what you have. Do what you can.

Destiny Driver



Sustainability as a guiding principle in community development

Leadership Team

WHAT IS SUSTAINABILITY In 1987, the Brundtland Commission defined sustainable development as "*development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*" The term is quite broad and may include; recycling, use of "green products," wise land use planning, energy conservation and efficiency, shift from fossil fuels to renewable energy sources, soil conservation to save nutrients and improve water quality, and protection of biological diversity. Not only are sustainability actions good for the planet but essential to improve the long-term bottom line and stay in business whether on the farm or downtown!

As a guiding principle, sustainability thinking recognizes the interdependence of the economy, the environment, and social factors; sometimes called the 3 legs of the sustainability stool. Increasingly, health and happiness are being recognized as a 4th essential element of a sustainable community. It is about the future; and living as though we planned to stay.

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KEY SECTORS

A group of citizens from all walks of life propose that Crookston become a community where individuals feel personally challenged to improve the quality of life through wellness, more opportunities for family recreation, and apply sustainability practices. Examples include:

Promoting a more walkable and bike-able community with less reliance on the automobile to improve health and reduce resource use. Complete biennial assessment report.

Planning which places a priority on a vibrant community core and building "from the inside out" to strengthen a sense of community and reduce urban expansion onto good farm land.

Advocating for the production and sale of locally grown food and vegetables through urban gardening and farmer's markets. This connects people to the land, promotes healthy eating, and stimulates the local economy. Estimate # annual participants and sales.

Celebrating our reliance on the conservation of natural resources of soil, water, plants, and wildlife through recycling, discovery park experiences and strengthening our connections to the river by fishing and water-based recreation.

Placing a priority on the retrofitting, design, and construction of housing which exemplifies forward thinking in energy efficiency, and renewable energy technologies.

MEASURES OF SUCCESS

1. Annually tabulate length of trails completed for walking, cycling, and X-country skiing.
2. Annually improve the average energy efficiency of Crookston homes and businesses by 2 % in order to save money and resources by collaborating with Otter Tail Power Company and Great Plains Gas.
3. Complete steps to get Crookston designated as a "GreenStep City."
4. Continue to connect with and support related projects that other groups are currently engaged in; Running club, SHIP, Castle Park Initiative, Town Square development, local foods, CommUniversity Trail Project and other trails.
5. Increase the level of engagement by UMC students, staff, and faculty in implementing this Destiny Driver by 2 % per year.
6. Improve the "sense of place" attitude of Crookston citizens that our town is a really great place to live!

ADDENDUM

A case in point where sustainability or energy efficiency projects also help the bottom line is the change-out of street lights in Crookston a couple of years back. Chris Waltz, a GreenCorps energy conservation specialist at UMC helped the city write an American Recovery and Reinvestment Act (ARRA) grant for \$ 90,000. The total project cost was \$120,000 including \$ 30,000 from the city of Crookston. The light-emitting diode (LED) lights were \$750/fixture for about 120 lights replaced. The annual energy savings was 30-40% depending on initial wattage. Cost payback for the whole project was estimated at 7-8 years, but after applying the grant, it was only 2 years!

ADDITIONAL THOUGHTS ON METRICS

Ben Sullivan, GreenCorps Member

1. **Annually tabulate length of trails completed for walking, cycling, and x-country skiing.**
 - Install 5 'Dero Zap Units' throughout the city by 2016 at strategic locations; City Hall, Hospital, Industrial Park, etc.
 - Develop a Crookston Wellness – Bike Commuter program around the Dero technology which is used for discounted health insurance premiums among other incentives. The URL is a link to the UM-Twin Cities program: (<http://www1.umn.edu/ohr/wellness/wellnesspointsbank/chart/index.html>)
 - The technology can also be used to record the number of users of our bike/hike/cycle trails in Crookston.
 - Add four miles of bike trails every five years?
 - Add four miles of public x-country skiing trail in the city limits of Crookston by 2014?
2. **Annually improve the average energy efficiency of Crookston homes and business by 2% in order to save money and resources by collaborating with Otter Tail Power Company and Great Plains Natural Gas.**
 - Encourage installation of insulation and newer end-use technologies to replace less efficient lighting, heating, cooling, ventilation, and refrigeration technologies in commercial and residential sectors throughout the community.
 - Apply incentives from local utility companies such as audits, rebates, grants, and low-interest financing to encourage energy-saving investments.
 - Offer community-wide energy design assistance for all new residential and commercial construction.
 - Apply B3 (Buildings, Benchmarks, and Beyond) energy measuring standards to all public buildings commencing and continuing by September 2012.

- All publically owned buildings will have energy audit by 2015.
 - City of Rothsay and Otter Tail Power Company have a program where they promoted energy conservation in both residential and commercial sectors. Below is a link that explains the program. On page 7-8 there is a list of the various measures for each sector.
(http://www.cleanenergyresourceteams.org/sites/default/files/OtterTail_ChallengePilot.pdf)
- By 2014 the city of Crookston will have a "Sustainability Coordinator" to promote and educate others on energy efficiency and other ways to save resources and money. ("Keep Crookston sustainably *InMotion*.")

3. Complete steps to get Crookston designated as a "GreenStep City."

- January 2013 Crookston will sign a GreenStep City resolution.
- Make *GreenStep City Best Practices* completed visible to the community to build support and celebrate our successes.

4. To improve the efficiency of community efforts, more synergy will result from connecting related projects which relate in some way to the broad definition of sustainability.

5. This destiny driver can be an effective "umbrella" to include a broad range of activities and engagements of the UMC community and serve as a regional model of a campus and community working together as a "CommUniversity."

6. Improve the 'sense of place' attitude of Crookston citizens that our town is a really great place to live!

- By 2012 develop the first of a series of biennial 'Livable, Walkable Communities' assessment reports which will define the good things which are happening as gauged by progress measures such as; local foods/farmer's market activity, recycling, nature-based and activity recreation, and level of volunteerism (e.g. 36.7% of Duluth residents volunteer).
- Social Sustainability. Harness and promote the idea of a sense of community in Crookston as a place that is creating the next generation of leaders in rural communities. I have heard nothing but great things about Leadership Crookston program that Amanda and InMotion folks were a part of this spring and the idea of the creation of the 'Chamber College Connection' database that would host information on all the internships available in and or around Crookston would be a great for students attending UMC. Such communities would be a magnet for college grads to either stay in if UMC graduates or move to. This would keep a fresh face to progressive ideas and opportunities within our community.