



COMPREHENSIVE PLAN 2017

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## EXECUTIVE SUMMARY

Beginning in the summer of 2016, the City of Fosston began the process of updating the Comprehensive Plan that was officially adopted in 2008. Although many of the policies and goals of the former plan are still relevant, rapidly unfolding developments over the last few years have contributed to the need for an updated plan.

Fosston's Comprehensive Plan is guided by an aspirational vision: *Fosston is known as a vibrant community that enables an exceptional quality of life for all who call it home.*

The goals, objectives, strategies, and land use plans contained within this document are designed to support the City's vision and make it a reality for the future. This plan is not intended to sit on the shelf, but to be a living, breathing document that will guide growth and help to enhance opportunities and quality of life for Fosston residents, visitors, businesses, and organizations.

This document builds on the 2008 Comprehensive Plan and contains updated data, goals, policies, and suggested actions. It will continue to serve as a tool for elected officials and others, helping them to direct energy and resources toward priorities.

## PLAN ORGANIZATION

The Plan consists of five sections: I – Introduction; II – Background Information; III – Public Participation; IV – Goals and Policies; and V – Implementation Plans.

### SECTIONS I-III. INTRODUCTION, BACKGROUND DATA AND PUBLIC PARTICIPATION

These sections include information on the plan setting, social inventory, land use inventory, and a summary of public input. This information provided the foundation for the development of policies and goals.

## VISION

**Fosston is known as a vibrant community that enables an exceptional quality of life for all who call it home.**

**Excellent services**—outstanding education, healthcare, professional, and city services.

**Engaged citizens**—community involvement by all is encouraged.

**Healthy economy**—established businesses and innovators create employment opportunities that benefit residents and the surrounding rural area.

**Vibrant culture**—arts, healthy lifestyles, social, and recreational opportunities enhance quality of life.

**For all ages**—premier services, a range of housing options, shopping, amenities, and opportunities for children, adults, and seniors.

**Community spirit**—those who live here experience a sense of belonging and community pride.



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## SECTION IV. GOALS AND POLICIES.

Fosston's goals are an expression of the direction the task force would like to see the community work towards for the future. These goals and policies are the result of public input. They are ideas that have been worked on and refined to arrive at goals with accompanying policy statements.

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### ECONOMIC DEVELOPMENT GOALS

1. Expand the industrial base in the community.
2. Work to develop a labor force and resources to attract and fund new businesses.
3. Promote the business district and community.

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### HOUSING GOALS

1. Promote a continuum of housing for all economic levels.

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### PUBLIC FACILITIES/INFRASTRUCTURE GOALS

1. Continue to maintain and improve public facilities.
2. Plan for, and provide, city services that support development of residential, commercial and industrial areas.
3. Develop and support a technology based infrastructure.

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### LAND USE GOALS

1. Support the orderly growth of residential areas that are served by city utilities or where utilities are easily accessible.
2. Promote the orderly development of land for residential, industrial and commercial development in areas identified as growth areas.
3. Enhance the community's character and appearance.

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### TRANSPORTATION GOALS

1. Provide and maintain a safe and efficient transportation system.

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### QUALITY OF PLACE GOALS

1. Support and maintain a great healthcare system in Fosston.
2. Support and maintain an outstanding educational system in Fosston.
3. Promote Fosston as a place to live with a high quality of place.
4. Promote healthy lifestyles and choices for Fosston residents.
5. Support the quality of place of Fosston through the arts.



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## SECTION V: IMPLEMENTATION PLANS.

Implementation strategies were developed, providing clear action steps that will propel Fosston toward its vision. Summary strategies are noted beginning on this page. Strategy detail may be found in Section V.

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### ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGIES SUMMARY

#### Expand the Community's Industrial Base

1. Maximize commercial potential of U.S. Highway 2.
2. Develop additional land for industrial park.
3. Support existing businesses through various financing programs.
4. Recruit new businesses.

#### Labor Force and Business Resources

1. Identify workforce needs.
2. Help businesses fill open positions.
3. Provide business financing.
4. Strengthen connection between Fosston High School and employment in the community.

#### Promote Business District and Community

1. Promote and support existing businesses.
2. Promote entrepreneurship and nurture new businesses.
3. Maintain and upgrade the business district.
4. Actively market the community.

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### HOUSING IMPLEMENTATION STRATEGIES SUMMARY

#### Continuum of Housing for all Economic Levels

1. Identify and prioritize housing needs.
2. Support the development of workforce housing, including single family and multifamily.
3. Accommodate "aging in place."
4. Upgrade existing housing stock.
5. Facilitate construction of new single family homes.

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### LAND USE IMPLEMENTATION STRATEGIES SUMMARY

#### Residential

1. Enable new residential development.

#### Growth Areas



1. Enable development in future growth areas.
2. Update zoning in future growth areas.

#### Main Travel Corridors and Downtown

1. Enable more commercial development along U.S. Highway 2.
2. Beautify main travel corridors.

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### TRANSPORTATION IMPLEMENTATION STRATEGIES SUMMARY

#### Safe and Efficient Transportation System

1. Increase vehicle and pedestrian safety.
2. Extend transportation system.
3. Enhance the FIT Trail.

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### PUBLIC FACILITIES AND INFRASTRUCTURE IMPLEMENTATION STRATEGIES SUMMARY

1. Provide and maintain public facilities.
2. Proactive planning and development.
3. Leading-edge technology.

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### QUALITY OF PLACE IMPLEMENTATION SUMMARY

#### Healthcare System

1. Collaborate with healthcare system and providers.

#### Education System

1. Collaborate with School District 601.

#### Promote Fosston's Quality of Place

1. Embrace a spirit of excellence.
2. Promote the community as place with rich culture.

#### Healthy Lifestyles and Choices for Residents

1. Make healthy choices easy.

#### Quality of Place Through the Arts

1. Nurture the arts.



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## SHORT-TERM ACTION STEPS

Several action steps have been identified by the Comprehensive Planning Task Force. These action steps are priority items which should be undertaken within the next five years.

### Land Use and Community Facilities

- Continue to review the zoning ordinance, subdivision regulations and other regulatory codes for consistency with the Comprehensive Plan.
- Continue to budget for the development of a Capital Improvement Plan for city infrastructure.
- Monitor the Comprehensive Plan on a regular basis to ensure compliance and to make changes and update as necessary.

### Housing

- Develop a Housing Task Force.

### Economic Development

- Develop a Daycare Task Force.
- Actively market the community to attract workforce talent and meet employer needs.
- Acquire additional land for industrial development.

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## ORGANIZATIONAL STRUCTURE FOR IMPLEMENTATION

The Mayor and City Council are ultimately responsible for the success of the Comprehensive Plan but they will be assisted by established boards, commissions, and others such as the Airport Commission, Utilities Commission, Safety Committee, STAR Committee, Personnel Committee, Law Enforcement Committee, Park Committee, and Bus Committee. To address the community's growing housing needs, a Housing Task Force will be added and will include members of Fosston Economic Development Authority along with others who have a stake in Fosston's housing stock.

The Planning Commission will focus on the Land Use, Transportation, and Public Facilities plans. Fosston Economic Development Authority and the Star Committee will focus on the Economic Development and Quality of Place plans. The newly formed Housing Task Force will focus on the Housing Plan. A City Council member should serve on each of these committees as a liaison. These groups will serve as advisory to the Council and will help make the plan and its strategies manageable.

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## REALIZING THE VISION

Quality of place—the features that make a community a desirable place to be—is widely recognized as one of the most important factors in determining where people decide to live. Thanks to today’s technology and the ability of people to commute, individuals have more options than ever before when choosing where to live. Communities who ignore quality of place are at risk of a dwindling population, diminishing tax base, decreasing ability of employers to fill open positions, and decreasing viability of retail and service businesses.



Fosston has many attributes contributing to its quality of place. There is significant growth in the industrial and retail sectors. The healthcare and school systems are excellent and continually improving their services. Strong retail establishments provide nearly everything consumers need. There are a variety of parks and recreational opportunities. The Library and Arts Center is enriching the cultural fabric of the community. The community is working hard to accommodate growth while continuing to focus on maintaining and increasing quality of place.

Thanks to the recent developments and growth Fosston is seeing, a window of opportunity has opened. There is momentum gathering. Maintaining that momentum will require a concerted effort and a strategic approach. For these reasons, the quality of place policies, goals, and corresponding action plans are important parts of this Comprehensive Plan and have been significantly augmented in comparison to prior plans. While this Comprehensive Plan has specific policies, goals, and action plans focusing on quality of place, all policies and goals relate to quality of place to some degree. Adequate roads, sidewalks, and public infrastructure are foundational to quality of place. Public services and utilities support quality of place. A wide variety of housing options is also important to quality of place. A vibrant economy is a pillar of quality of place.

An aspirational vision can be a compass which sets direction. However, if not used, even the most compelling vision will lead nowhere. The success of this Comprehensive Plan relies on the City’s commitment to implementation. The strong engagement of the Comprehensive Planning Task Force is a clear indicator that the City is committed to the plan and its execution.

## SECTION I: INTRODUCTION

A Comprehensive Plan is a community's vision for the future and a guide for elected (policymakers) and appointed officials. It is a legal policy document that supports the City's Zoning Ordinance. It is also a good source of information for City officials, staff, residents and business people.

The last Comprehensive Plan, adopted in 2008 outlined housing, public facilities and infrastructure, land use, transportation, and quality of place goals. Since 2008, there have been numerous changes. Rapid growth in the business sector has been very positive, but has resulted in new challenges and corresponding opportunities.

## ISSUES

In 2013, the City of Fosston completed development of a 45-acre expansion of its current industrial park. The \$1.8 million project was financed with a combination of funding from the United States Economic Development Administration, Minnesota Department of Employment and Economic Development, and tax increment dollars. Since the expansion, three new businesses have built facilities in the park. The remaining lots have been sold and will be developed summer of 2017. These three businesses alone are responsible for more than 130 new jobs.

Other business developments have been rapidly unfolding: a large, state-of-the-art grocery store; a new restaurant which opened late 2015; a new Dollar General store; a new NAPA store; renovation of the existing Dairy Queen; a new and significantly upgraded location for H&R Block along U.S. Highway 2; a new orthodontist office; a new chiropractic office; a new financial services office; and acquisition and demolition of a dilapidated property along Highway 2. These developments have occurred in the last two years.

Additional infrastructure and land for industrial development is a critical need, but perhaps even more important is the need to address the current housing and labor markets which have become very tight. A failure to address these needs will mean that the community's existing employers will be adversely affected. The opportunities in front of the community are significant, and if proper steps are not taken by the city to accommodate future growth, it could severely impact future growth and vitality.

This updated Comprehensive Plan has been thoughtfully designed, incorporating the perspectives of community leaders, the public, and businesses. It is founded on a compelling and aspirational vision that will shape Fosston's future. The goals, objectives, and action items which have been identified will address the challenges and opportunities created by Fosston's rapid development.

## PLANNING PROCESS

The City of Fosston was assisted in developing its Comprehensive Plan by Michelle Landsverk, of Landsverk and Associates, Inc. The first step in the process was formation of a Comprehensive Planning Task Force (CPT). Table 1 shows the names and affiliations of CPT members.

The process consisted of four phases:

- Inventory and Analysis
- Resident and Business Surveys
- Goal and Policy Identification
- Plan Review and Refinement

During the inventory and analysis phase, background data was assembled through a land use inventory and a review of community facilities. In addition, demographics were compiled and analyzed and planning task force meetings were held to further review the information.

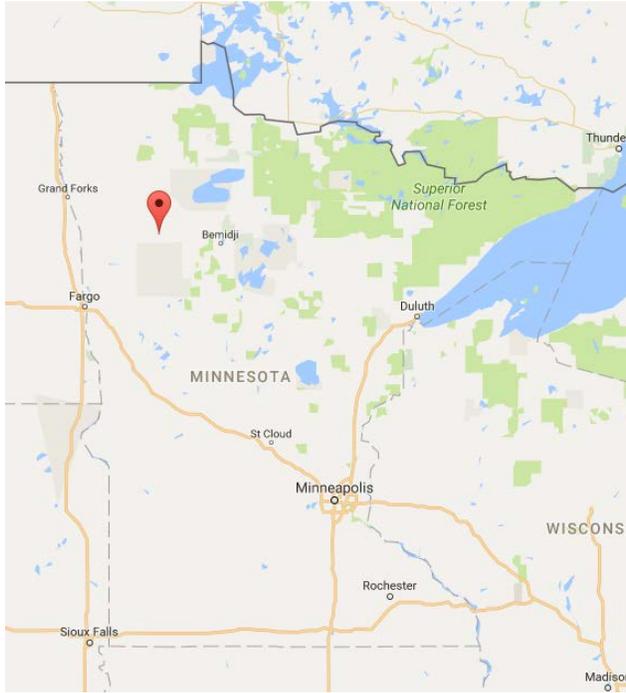
Public input was solicited through administration of a comprehensive survey, which was mailed to all households, and a second survey, administered to all businesses within the community. A summary of the survey findings, as well as a detailed report are included in Section III, Public Participation.

The CPT held a series of meetings to review implications of the background information that was collected. They reviewed the demographic/statistical data and the survey findings, to refine the issues and work on appropriate goals, objectives, and action steps.

**Table 1: Comprehensive Planning Task Force Members**

Dawn Bly	Community Ed
Kirsten Fagerlund	Polk County Public Health
Mark Finstad	FEDA President, Ultima Bank Minnesota President
Leah Hemmingsen	Owner, Palubicki's Foods & Deli
Tracy Juve	Owner, United Country Juve Real Estate
Chuck Lucken	City Administrator
Kevin Ricke	Superintendent, Fosston Schools
Bonnie Stewart	Fosston Library and Arts
Laurel Skala	Deputy City Administrator
Kevin Gish	Administrator, Essentia Health Fosston
Roy Dufault	Consolidated Equipment Group, Fosston City Councilman
Jim Offerdahl	Fosston Mayor

## SECTION II: BACKGROUND INFORMATION



Location of Fosston, Minnesota

the region.

### PLAN SETTING

Fosston is a community of about 1,527 people located in the northwestern part of the state in east Polk County, Minnesota. A correct understanding of Fosston requires that it be considered within the larger regional context.

It is a transition area from the Red River Valley prairie to the wooded, lakes area. Located on U. S. Highway #2, Fosston is approximately 70 miles east and slightly south of Grand Forks, ND and 300 miles north and west of the St. Paul/Minneapolis metropolitan area.

The City is located approximately 50 miles from three larger communities—Bemidji, Crookston, and Thief River Falls. It has come to be known as a sub-regional center for many smaller communities within a 30-mile radius. Figure 1 depicts the geographical location of Fosston with

### ENVIRONMENTAL FEATURES

The Fosston area is included in the Aspen Parklands, a scientific and natural area classified by the Minnesota Department of Natural Resources. Aspen parkland is a transition between prairie country to the west and south, and coniferous forest along the north and east. Large, open, natural communities in the Parkland provide good opportunities to see moose feeding on aquatic plants during spring and autumn months. Birders commonly find Sandhill cranes, sharp-tail grouse, and yellow rails in this landscape.

This small, flat, northwestern region of Minnesota was once completely covered by Glacial Lake Agassiz. The slightly rolling lowlands were formed of ground moraine, the swells and swales now supporting brush prairie, wet-mesic brush prairie, and shrubby wet meadow communities that intermingle as the topography fluctuates.

Aspen Parkland soils are geomorphically distinct, their heritage being lacustrine or derived from the glacial lake bed. The Parkland lies on lake plain and lake-washed till plain (till that the lake waters reworked without depositing sediment), with coarse textured soils. The



Aspen Parklands near Fosston, Minnesota

thickest clay sediment was deposited in the western portion, thinning toward the east. Low areas have accumulated a thin layer of organic material; elsewhere a thin mantle of fine sand is occasionally found. The soil is generally calcareous (containing calcium carbonate), with some saline pockets (containing soluble salts). Boulders are common. Drainage is poor to moderate, due to the flat topography and the clayish soil. Numerous beach ridges left by the receding Glacial Lake Agassiz further preclude drainage. Rivers and streams meander about, and few lakes have developed.

Before European settlement, parkland prairie burned regularly, controlling aspen and other woody intrusions. Wet prairie, sedge meadow, shrub thicket, and aspen grove plant communities thrived. Tall grass and wet prairie dominated, with occasional aspen thickets in the eastern portions and elm and ash along the flood plains. Surveyors in 1877 described the area as low prairie covered with willow brush and luxuriant grass. Post settlement fire suppression, however, has encouraged succession - from prairie to brush land to woodland. Fire could easily return this woodland to pre-settlement era savanna, brush prairie, or sand prairie, as appropriate to local topography and hydrological influence.

Parkland soils and drainage are poorly suited to cultivating, leaving vast continuous areas of natural parkland. Agriculture has developed in the west, with agriculture and forestry mixed in the eastern portion. The eastern portion tends to be lower, with more soil moisture. Wet sedge meadows, brush prairie, and wet prairie vegetation grows in these areas, particularly the eastern portion. Brush prairie, most common in the eastern portion, varies locally with topography and drainage, grading into wet-mesic brush prairie and shrubby wet meadow. Brush covers less than half the landscape. Willows dominate the wet areas, mixed with bog birch and shrubby cinquefoil. Hazel, chokecherry and

serviceberry thrive on drier ground, with bur oak and trembling aspen occurring as small to medium size trees. (Source: MN DNR - *Scientific and Natural Areas: Aspen Parkland Landscape*)

Agriculture today ranges from sugar beets in the west to wild rice in the eastern part of Polk County, making it one of the most diverse agricultural counties in the state.



Wheat crop near Fosston, Minnesota

## SOCIAL INVENTORY

The purpose of this Comprehensive Plan is to accommodate future growth and development of the City of Fosston. The information contained in this section helps to identify past trends and document current conditions, helping to identify issues and a hierarchy of planning policies. These policies will help the City of Fosston address economic development, infrastructure, land use, and other development issues. A solid understanding of the environment in which the community is operating is a valuable tool for elected officials and decision makers as they pursue the City's vision, goals, and objectives.

Additional information will be included in each of the individual sections of the plan. Population trends and projections will be included within the Land Use section. City of Fosston and Polk County population projections will be evaluated to show the overall growth, as well as highlighting change by age groups. The Housing section contains an inventory and additional detail on housing conditions within the community.

## POPULATION GROWTH

The statistics in the following table illustrate 15 trends in population over the past 15 years within Fosston, surrounding townships, and Polk County. The population of Fosston and Brandsvold Township have been increasing, while that of Rosebud has been decreasing. The population of Polk County has decreased only slightly.

The population increases in the City of Fosston may be attributed to job growth within the community. The 2015 projections are from the State of Minnesota. The State numbers are generally regarded as being accurate population estimates during non-census years.

Population History				
	2000	2010	2015 Projection	2000-2015 % Change
<b>Fosston</b>	1,575	1,527	1,507	-4.3%
<b>Rosebud</b>	343	351	344	N/A
<b>Brandsvold</b>	241	245	245	1.6%
<b>Polk County</b>	31,369	31,600	30,248	-3.5%

Source: U.S. Census 2000, 2010 and Minnesota State Demographer

## HOUSEHOLD GROWTH AND TYPES

Information from the U.S. Census and Minnesota State Demographer indicate that the number of households and household size have remained relatively flat with little change. Household size is small and likely indicative of the cultural norm toward people having fewer children and the dynamics of the

modern family. The 2015 estimate of population and households shown below is from the Minnesota State Demographer’s office and is generally regarded as the most accurate source of information on population estimates during non-census years.

2000-2015 Household Information			
Year	Population	Households	Persons per Household
2000	1,575	681	2.16
2010	1,527	670	2.14
2015	1,507	670	2.14

Source: U.S. Census 2000, 2010 and Minnesota State Demographer

The 2000 and 2010 Census provide a demographic profile of the households in Fosston as illustrated in the following table. In 2000, there were 380 family households; 177 (26% of all households) with their own children under the age of 18. In 2010, the number of households with at least one child decreased 3.3%. The number of married families with children decreased quite substantially—almost 24%.

2000 and 2010 Household Type			
	2000	2010	% Change
<b>Total Households</b>	681	670	-1.6%
<b>Family Households (families)</b>	380	367	-3.4%
<b>With Own Children Under 18 Years</b>	177	171	-3.3%
<b>Married Couple Family</b>	289	251	-13.1%
<b>    With Own Children Under 18 Years</b>	113	86	-23.9%
<b>Female Householder, No Husband Present</b>	68	80	17.6%
<b>    With Own Children Under 18 Years</b>	52	58	11.5%
<b>Non-Family Households</b>	301	303	0.6%
<b>Householder Living Alone</b>	274	275	
<b>    Householder 65 Years and Over</b>	172	149	-13.3
<b>Households with Individuals Under 18 Years</b>	187	181	-3.2
<b>Households with Individuals 65 Years and Over</b>	292	258	-11.6

Source: U.S. Census 2000, 2010

## AGE CHARACTERISTICS

The following table illustrates Fosston's population by age group taken from the 2000 and 2010 Census. The population is trending slightly younger; the median age has dropped from 43.5 in 2002 to 43 in 2010 and there were increases in the number and percentage of school age children and working age adults.

POPULATION CHANGE BY AGE GROUP					
Age Group	# 2000	% 2000	Age Group	#2010	% 2010
<b>School Age</b>					
<b>19 and under</b>	395	25.1%	19 and Under	418	27.3%
<b>Labor Force</b>					
<b>20-34</b>	234	14.8%	20-39	289	18.9%
<b>35-54</b>	347	22.0%	40-49	164	10.7%
<b>55-59</b>	65	4.1%	50-59	174	11.4%
<b>60-64</b>	82	5.2%	60-64	85	5.6%
<b>Total</b>	728	46.1%	<b>Total</b>	712	46.6%
<b>Retirement Age</b>					
<b>65-74</b>	161	10.2%	65-69	141	9.3%
<b>75-84</b>	197	12.5%	70-79	157	10.3%
<b>85+</b>	94	6.0%	80+	178	11.7%
<b>Total</b>	452	28.7%	<b>Total</b>	397	26.1%
<b>Source: U.S. Census 2000, 2010</b>					

## OCCUPATION

Information from the 2010 and 2015 Census regarding employment demographics for Fosston and Polk County are depicted in the table below. To provide a more accurate picture of Fosston’s workforce, occupational information from the City of Fosston was combined with the townships of Brandsvold and Rosebud which are adjacent to the City. This data grouping is called the “Fosston Area.” Data for the Fosston Area in 2015 showed that the largest percent (34.5%) were employed in the educational, health care, and social assistance industry. The second largest category was arts, entertainment, recreation, accommodation and food services (11.2%) followed by retail trade (9.1%), construction (7.7%) and manufacturing (7.2%).

2010 and 2015 Occupations								
	Fosston Area City of Fosston, Brandsvold and Rosebud Townships				Polk County			
	2010	%	2015	%	2010	%	2015	%
Agriculture, fisheries, forestry, and mining	50	5.4%	44	4.6%	1,173	7.6%	1,191	7.5%
Construction	86	9.3%	73	7.7%	1,045	6.7%	1,143	7.2%
Manufacturing	97	10.5%	68	7.2%	1,547	10.0%	1,704	10.7%
Wholesale Trade	16	1.7%	16	1.7%	500	3.2%	522	3.3%
Retail Trade	94	12.3%	86	9.1%	2,014	13.0%	1,865	11.7%
Transportation and warehousing and utilities	41	4.4%	64	6.8%	751	4.8%	903	5.7%
Information	35	3.7%	24	2.5%	347	2.2%	222	1.4%
Finance, insurance, and real estate	16	1.7%	42	4.4%	596	3.8%	523	3.3%
Professional, scientific, management, administrative, and waste management services	38	4.1%	31	3.3%	771	5.0%	714	4.5%
<b>Educational services, health care and social assistance</b>	<b>286</b>	<b>31.0%</b>	<b>323</b>	<b>34.2%</b>	<b>4,522</b>	<b>29.1%</b>	<b>4,464</b>	<b>27.9%</b>
Arts, entertainment, recreation, accommodation and food services	89	9.6%	106	11.2%	981	6.3%	1,249	7.8%
Other services except public administration	35	3.7%	58	6.1%	705	4.5%	866	5.4%
Public administration	19	2.0%	7	0.7%	582	3.7%	612	3.8%
Total employed persons, 16 and over	674		942		15,534		15,978	
U.S. Census: American Community Survey 5-Year Estimates 2010 and 2015								



## EDUCATIONAL ATTAINMENT

The following table illustrates education levels for residents ages 25 and over in 2015 for the Fosston Area (City of Fosston, Brandsvold Township, and Rosebud Township) contrasted with data from Polk County. As indicated, approximately 89.4% percent of the population has graduated from high school. The percentage of individuals 25 years of age and older who have earned an Associate Degree or higher is 32.2%.

2015 Educational Attainment (Ages 25 and Over)				
	Fosston Area		Polk County	
	2015 #	2015 %	2015 #	2015 %
Less than 9 <sup>th</sup> Grade	87	5.7%	813	3.9%
9 <sup>th</sup> to 12 <sup>th</sup> Grade (no diploma)	75	4.9%	1,117	5.3%
High School Graduate	570	37.6%	6,527	31.1%
Some College (no degree)	297	19.6%	5,063	24.1%
Associate Degree	137	9.0%	2,610	12.4%
Bachelor's Degree	254	16.7%	3,425	16.3%
Graduate Degree	94	6.2%	1,446	6.9%
Total	1,514		21,001	
% of High School Grad or Higher	89.4%		90.8%	
% of Associate Degree or Higher	32.2%		35.6%	
Source: American Community Survey 2015				

## INCOME

The 2010 and 2015 Census data on per capita income and median family income is shown below, with data for Fosston, Brandsvold Township, and Rosebud Townships, as well as for Polk County. Median family incomes in Brandsvold and Rosebud Townships are significantly higher than those within the City of Fosston. The 2010 and 2015 Census data on per capita income is also shown below. The second table indicates household income ranges for the City of Fosston.

2010 and 2015 Income			
	Per Capita Income	Median Family Income	Percent of Population Below Poverty Level
<b>2010</b>			
Fosston	\$20,448	\$36,779	17.7%
Brandsvold	\$21,324	\$63,542	1.4%
Rosebud	\$18,881	\$49,375	16.6%
Polk County	\$23,105	\$62,601	13.0%
<b>2015</b>			
Fosston	\$20,800	\$49,792	20.7%
Brandsvold	\$28,484	\$70,000	10.8%
Rosebud	\$25,486	\$80,500	12.8%
Polk County	\$26,766	\$72,114	13.1%

U.S. Census: American Community Survey 5-Year Estimates 2010 and 2015

2010 and 2015 Fosston Household Income				
Category	2010		2015	
	# of Households	% of Households	# of Households	% of Households
Less than \$10,000	85	11%	80	11%
\$10,000 to \$14,999	82	10.6%	80	11%
\$15,000 to \$24,999	139	18.1%	144	19.8%
\$25,000 to \$34,999	113	14.7%	87	12.0%
\$35,000 to \$49,999	120	15.6%	97	13.4
\$50,000 to \$74,999	124	16.1%	124	17.1
\$75,000 to \$99,000	55	7.1%	70	9.6
\$100,000 or more	52	6.8%	44	6.1%

U.S. Census: American Community Survey 5-Year Estimates 2010 and 2015

## HOUSING

Housing is an important part of a community's overall health. The ability to attract new residents and industry is directly related to the quality and quantity of housing stock. Without adequate housing, a community may lose residents to surrounding areas where there is a wider selection of desirable housing choices. A company may choose to locate elsewhere if housing is not available for the employees that will be needed to supplement the local workforce.

**Home Sales, 2012-2016<sup>1</sup>**

Year	# City Sales	# Fosston Area Sales	Price Range
2012	35	4	\$14,400-\$205,000
2013	39	7	\$10,000-\$178,000
2014	40	4	\$8,000-\$196,000
2015	42	9	\$10,950-\$195,000
2016	36	4	\$12,000-\$207,000

During the first quarter of 2017, three homes were sold in Fosston. The table above shows the total number and the price range of homes sold in Fosston and in the Fosston area (Fosston School District) from 2012 to 2017.

### Housing Tenure, Median Home Value, and Mortgage Status

A review of the 2011-2015 American Community Survey showed 726 occupied housing units. Of these, 438 were owner-occupied and 288 were renter-occupied. The average household size of an owner-occupied unit was 2.35 and the average household size of a renter-occupied unit was slightly smaller, or 1.75. The median value of an owner-occupied unit was \$86,200. Approximately half of the homeowners had a mortgage; the other half did not. For homeowners with a mortgage: 41.4% had a monthly mortgage payment between \$500 and \$999; 37.3% had a mortgage payment between \$1,000 and \$1,499; 7.7% had a payment less than \$500; and the balance had a payment of \$1,500 or more.

2015 Median Home Value:  
\$86,200

### Housing Condition

The City of Fosston conducted a windshield survey as part of a housing study done in 2012. Houses that appeared to contain more than one residential unit and mobile homes were excluded from the survey. The visual survey looked at 632 single family/duplex structures. The general condition of Fosston's housing stock remains relatively unchanged.

Houses were categorized in one of three levels of physical condition: sound, needing repair, or dilapidated, as defined below. The visual survey analyzed only the physical condition of the visible exterior of each structure. Exterior condition is assumed to be a reasonable indicator of the structure's

<sup>1</sup> Source: United Country Juve Realty

interior quality. The table below shows the condition of Fosston’s housing stock, broken down into the three categories.

- **Dilapidated** was the lowest rating used. Dilapidated houses are in most cases beyond repair and should be demolished.
- **Repair** houses are judged to be generally in good condition and require some repair to become salable. Houses in this condition category will generally be good candidates for rehabilitation programs because they are in a salable price range and are economically feasible to repair.
- **Sound** houses are judged to be in good, “move-in” condition. Sound houses may contain minor code violations and still be considered sound.

**City of Fosston Windshield Survey**

Sound	Repair	Dilapidated	Total
66.6% (421)	32.6% (206)	0.8% (5)	632

**Rental Housing**

There are eight multifamily buildings in Fosston. Three are market rate properties with a total of 28 units, one is a tax credit project with 15 units, and four are subsidized projects with 68 units.

**Tax Credit Units**—Regency Apartments has 15 units and is the only tax credit rental project in Fosston. The tax credit program, also known as the "federal low-income housing tax credit program" or simply LIHTC, is a popular affordable housing program that has been around since 1987. Unlike most housing programs that are administered by HUD, the tax credit program is administered by the IRS, in coordination with state housing finance agencies across the country. Landlords who participate in the program get to claim tax credits for 10 years for their tax credit properties in return for renting at least some of their apartments to low-income tenants at a restricted rent. Typically, tax credit properties serve tenants who are at or below 60% of median family income.

**Housing Subsidies**—Section 8 of the Housing Act of 1937, usually just referred to as “Section 8,” is primarily a voucher program. Vouchers may be either “project-based” (limited to a specific apartment complex) or tenant-based (tenant is free to choose unit and not restricted to any property).

The housing choice voucher program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of a family or an individual, participants can find their own housing, including single-family homes, townhouses and apartments.

The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.



Housing choice vouchers are administered locally by public housing agencies (PHAs). The PHAs receive federal funds from the U.S. Department of Housing and Urban Development (HUD) to administer the voucher program. The Northwest Minnesota Multi-County Housing and Redevelopment Authority, located in Mentor, is the PHA for the community of Fosston.

A family that is issued a housing voucher is responsible for finding a suitable housing unit of the family's choice where the owner agrees to rent under the program. This unit may include the family's present residence. Rental units must meet minimum standards of health and safety, as determined by the PHA.

A housing subsidy is paid to the landlord directly by the PHA on behalf of the participating family. The family then pays the difference between the actual rent charged by the landlord and the amount subsidized by the program. Under certain circumstances, if authorized by the PHA, a family may use its voucher to purchase a modest home.

Eligibility for a housing voucher is determined by the PHA based on the total annual gross income and family size and is limited to US citizens and specified categories of non-citizens who have eligible immigration status. In general, the family's income may not exceed 50% of the median income for the county or metropolitan area in which the family chooses to live. By law, a PHA must provide 75 percent of its voucher to applicants whose incomes do not exceed 30 percent of the area median income. Median income levels are published by HUD and vary by location.

### **Occupancy Category**

The construction of two assisted living facilities in Fosston, Prairie Pines and Cornerstone Residence, changed the rental housing needs of the community. Three of the properties that were designated for Senior Housing in the 2000 Housing Study – Town Square Apartments, Evergreen Apartments, and Fosston Homes – are now designated General Occupancy properties. The only rental housing that is still designated for seniors is the Summerfield Place Senior property.

Per the 2011-2015 American Community Survey, 39.7% or 270 units of the occupied housing stock in the City of Fosston were *renter* occupied and 60.3% were *owner* occupied. Fosston's percentage of rental housing was more than 12 percentage points higher than the county (27.6%) and more than 11 percentage points higher than the state (28.3%).

- There were 270 occupied units whose tenants are paying rent in Fosston.
- Of those, the largest proportion of units (142) were in the \$500-\$999 range, with the second largest number of units (107) in the less than \$500 range.

Table 4, below, provides a breakdown on the number of occupied units in each price category.

<b>Gross Rents, Occupied Units</b>							
<b>Less than \$500</b>	<b>\$500 to \$999</b>	<b>\$1,000 to \$1,499</b>	<b>\$1,500 to \$1,999</b>	<b>\$2,000 to \$2,499</b>	<b>\$2,500 to \$2,999</b>	<b>\$3,000 or more</b>	<b>Total Units</b>
<b>107</b>	142	8	6	3	0	4	270

Source: American Community Survey 2011-2015

<b>Fosston Multifamily Rental Housing Inventory</b>		
<b>Name</b>	<b># of Units, BR Mix</b>	<b>Tenant Mix</b>
<b>MARKET RATE</b>		
<b>Columbia Oaks</b>	2—1 BR 2—2BR	General Occupancy
<b>SummerField Cottage Apartments</b>	2—1BR 2—1BR+den 6—2BR 2—3BR	General Occupancy
<b>SummerField 55+ Apartments</b>	4—1BR 8—2BR	Senior Housing
<b>TAX CREDIT</b>		
<b>Regency Apartments</b>	1—1BR 8—2BR 6—3BR	General Occupancy
<b>SUBSIDIZED</b>		
<b>Linda Marie</b>	1 Efficiency 5—1BR 12—2BR	General Occupancy
<b>Town Square</b>	24—1BR	General Occupancy
<b>Evergreen Apartments</b>	12—1BR	General Occupancy
<b>Fosston Homes</b>	12—1BR 2—2BR	General Occupancy

### Mobile Home Park

The mobile home park on the west side of Fosston has capacity for 42 units. As part of the 2012 housing study, a windshield survey of the mobile home park was conducted. The survey found that many of the units were in very poor condition and in violation of zoning ordinances. In 2016, the park was acquired by new owners who are motivated to improve the quality of the homes in the park and enforce zoning ordinances. The City and Northwest Minnesota Multi-County HRA are partnering with the new owners to place two spec homes in the park in 2017. Other improvements to the park’s infrastructure are planned.

### Vacancy Rates

Per the 2011-2015 American Community Survey Estimates, there were 791 housing units in the City of Fosston. Of these, 91.8% were occupied and 8.2% were vacant. The rental vacancy rate was 6.6 percent and the homeowner vacancy rate was 2.2%. (The rental vacancy rate of 6.6% includes rental units that were not rented at the time of the survey as well as units that were rented at the time of the survey but not yet occupied.)



## TRANSPORTATION

A community's transportation system is an integral part of the appearance and function of the community. A well-functioning network of streets, highways, sidewalks, and paths play an important role in the community's livability.

In terms of access, Fosston is fortunate to have U.S. Highway #2 running through the city and the Burlington Northern Santa Fe Railroad. While important to the movement of goods and services, a major highway and railroad can also create access problems. Railroad and highway crossings become potential accident sites. A community must ensure that these crossings are adequately signed and maintained for easy and safe access for residents in vehicles, on bicycles, or on foot.

County and state roads are classified by the Minnesota Department of Transportation (MnDOT) per function and basic characteristics. To better understand the City's transportation system, all the roads have been classified by function as shown in Table 10 and illustrated on Figure 6, Roadway Functional Classification. Definitions of the different classifications follow.

Principal Arterials running through urban areas need to be carefully monitored and controlled for access. The concept of service to abutting land should be secondary to providing through-traffic or movement out of, and into, the community.

New developments should centralize access points to minimize conflicts with the principal arterial. U.S. Highway #2 is classified as a Principal Arterial.

Major Collectors in smaller urban areas should provide service to the larger towns not directly served by a higher road system, such as a principal arterial, and serve the more important intracounty travel corridors. These streets also serve as connections between local streets and principal arterials. Major collectors in Fosston include: County Roads #'s 30, 6 and 1.

Minor Collector roads should be spaced at intervals, consistent with population density to collect traffic from local roads and bring developed areas within a reasonable distance of a collector road; provide service to other smaller communities; and link the locally important traffic generators with their rural hinterland. County #6 heading south from Fosston is considered a minor collector road. On the following page, many more streets have been identified as collectors within the city limits.

Local roads/streets should have the following characteristics: serve primarily to provide access to adjacent land; and provide service to travel over relatively short distances as compared to collectors or other higher systems. Local roads will constitute the rural mileage not classified as part of the principal arterial, minor arterial, or collector systems. Generally, these are residential streets carrying less than 100 vehicles per day and averaging speeds less than 20 miles per hour. They serve to collect traffic by connecting blocks within neighborhoods and specific activities within similar land use.

Following is a list of Fosston's street hierarchy:

#### Principal Arterial:

- U.S. Highway #2-First St.

#### Major Collectors:

- County #30-N. Omland Ave.
- County #6-Sixth St.NE to Johnson Ave.
- County #1-Hilligoss Boulevard W.

#### Minor Collectors:

- 400th Street SE
- Ninth Street NW
- Stephen's Boulevard
- Third Street NW
- Third Street NE
- Granum Avenue
- First Street NE
- N. Amber Avenue
- N. Brandt Avenue
- Hilligoss Boulevard E.
- S. Omland Avenue to S. Mark Ave.
- County #6 heading S. from Fosston

A basic principle of land use planning is that land uses that generate heavy traffic loads and require efficient access to function properly, should be located near arterials or major collectors. Land uses such as residential, should be located away from heavy traffic areas with roads designed for local traffic, but connecting to more major collector streets. With each step up in the roadway classification system, roads are designed for more traffic volume and less local access. Thus, it is important when planning future land uses, to examine the roadway system and provide appropriate streets for compatible land uses. Channeling heavy traffic away from quiet, residential uses is an example of this. Locating heavy industrial or commercial uses close to major collectors or arterials provides easier access and a safer, more compatible street system for the rest of the community.

#### Traffic Counts

Traffic counts through Fosston on U.S. Highway 2 are quite heavy, ranging from 3,700 average daily traffic (ADT) to 6,200 ADT. This is an increase of 8% from 2004 traffic counts. North Omland Avenue, a major collector, also has high average daily traffic counts, peaking at about 1,650 ADT. Industrial truck traffic accounts for much of this number, with in- and-out traffic to the industrial park. North Johnson



## **Airport**

The Fosston Municipal airport is in the northwest corner of the City. It is a general aviation airport designed to handle aircraft with a maximum gross weight of 12,500 pounds. Primary loading on the runway is from single engine and light twin traffic. Runway length is 3,501 feet and 75 feet wide. Navigation aids include NDB and AWOS systems. There are 10 privately owned hangars on the property.

The arrival/departure building is in good shape and is not staffed. It has a total of 1008 square feet.

Many improvements have been completed over the last few years, with additional, planned improvements discussed in the Community Facilities section.

## **Bike and Pedestrianways**

Recreation is the primary reason for biking and walking in the City of Fosston, although some choose walking or biking as the mode of transportation to and from work, school and the downtown business district.

Construction of the FIT Trail in 2014 linked the City Sports Complex to Melland Park, as well as to the Essentia Health Fosston campus. The City of Fosston has applied for grant funding to construct a sidewalk around the perimeter of the Melland Park property, with construction of the sidewalk planned for 2020 or 2021.

## **Transportation Improvements**

There are currently no plans for street upgrades beyond normal maintenance and repair throughout the City. Fosston's transportation network is currently adequate to serve the needs of the community. Most streets are served with paved surfaces, curb and gutter.

As development occurs, the street system should be carefully monitored to determine the adequacy of traffic movement throughout the City.

## COMMUTER INFORMATION

In Fosston, MN the average travel time to work was 16.1 minutes in 2014 (see table to the right). The average is derived from all workers, including those who worked outside of Polk County, which accounted for 16.6 percent of workers who live in the city. Over 80 percent of employed residents worked in Polk County, leaving only 2.6 percent of residents that commuted outside the state to work.

Although a large majority of residents of Fosston who are employed work in the same county, only 228 or 31 percent, live and work in the city (see Table 7). However, there are approximately 975 jobs in Fosston, indicating that the local workforce includes many more non-residents than residents. Approximately 749 workers travel to Fosston for work, and over 500 residents commute elsewhere.

Outside of Polk County, over 230 of those who work in Fosston commute from Clearwater, Mahnomen and Beltrami Counties (see table above). Among cities, residents of Bagley, MN are the most likely to travel to Fosston.

Commuting Times- Fosston, MN	Number	Percent
Workers 16 years and over	687	100.00%
PLACE OF WORK		
Worked in state of residence	669	97.4%
Worked in county of residence	555	80.8%
Worked outside county of residence	114	16.6%
Worked outside state of residence	18	2.6%
TRAVEL TIME TO WORK		
Less than 10 minutes	415	60.4%
10 to 14 minutes	63	9.2%
15 to 19 minutes	25	3.6%
20 to 24 minutes	67	9.8%
25 to 29 minutes	8	1.1%
30 to 34 minutes	14	2.0%
35 to 44 minutes	16	2.3%
45 to 59 minutes	28	4.1%
60 or more minutes	54	7.8%
Mean travel time to work (minutes)	16.1	

Source: American Community Survey, 5-year estimates 2010-2014

Fosston, MN Inflow/Outflow Job Counts (All Jobs), 2014		
	Count	Share
Employed in the Selection Area	975	100.0%
Employed in the Selection Area but Living Outside	749	76.8%
Employed and Living in the Selection Area	228	23.2%
Living in the Selection Area	731	100.0%
Living in the Selection Area but Employed Outside	505	69.1%
Living and Employed in the Selection Area	228	30.9%

Source: U.S. Census Bureau, OnTheMap



## NOTEWORTHY COMMUNITY FACTS AND TRENDS

### POPULATION

Fosston's population trajectory has been relatively flat over the course of the last 30 years. The population of Polk County is projected to increase 6.7% between the years of 2010 and 2030. Fosston's population is projected to increase by the same percentage, a total increase in population of 102 persons. The recent job creation (noted in the following paragraph) may lead to additional population growth.

### JOBS

Landsverk and Associates, Inc. polled the community's five largest employers in 2012, and again in 2017. This group of employers reported a total of 519 employees in 2012. In 2017, they reported a total of 773 employees—an increase of 48.9% over five years.<sup>2</sup>

Additionally, laborforce participation rate in Fosston is very good: 70.6% of adults between 16 and 65 are working. Minnesota's

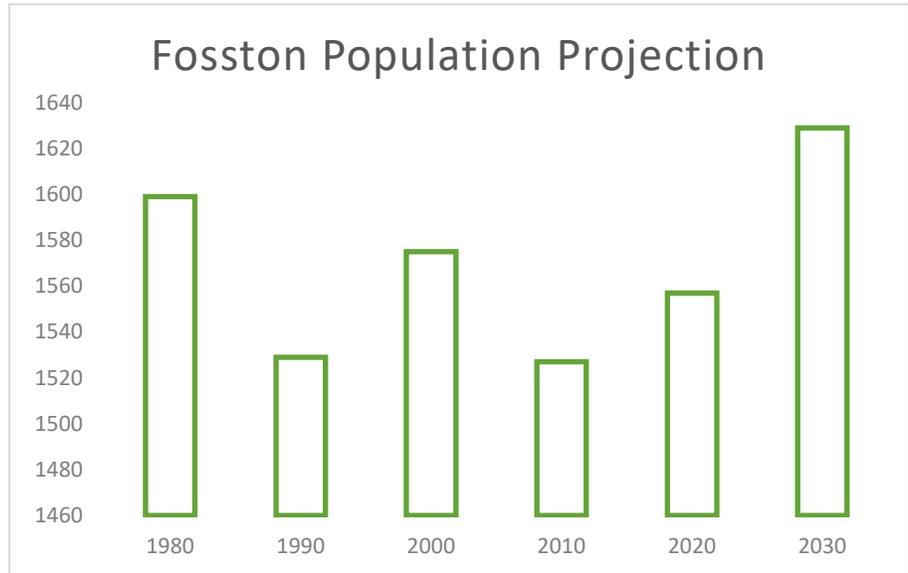


Figure 7: Fosston population trends

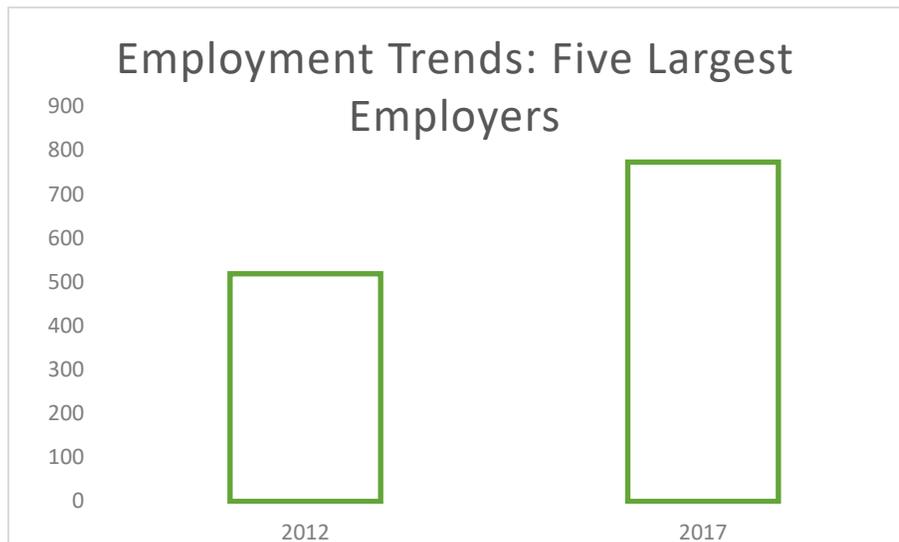


Figure 8: Employment trends of five largest employers

<sup>2</sup> Landsverk and Associates, Inc., 2017

laborforce participation rate (70%) is the fourth best in the United States. At 70.6%, Fosston's is just slightly above the rate for the state overall. (*United States Bureau of Labor Statistics, 2015.*)

### **INCOME**

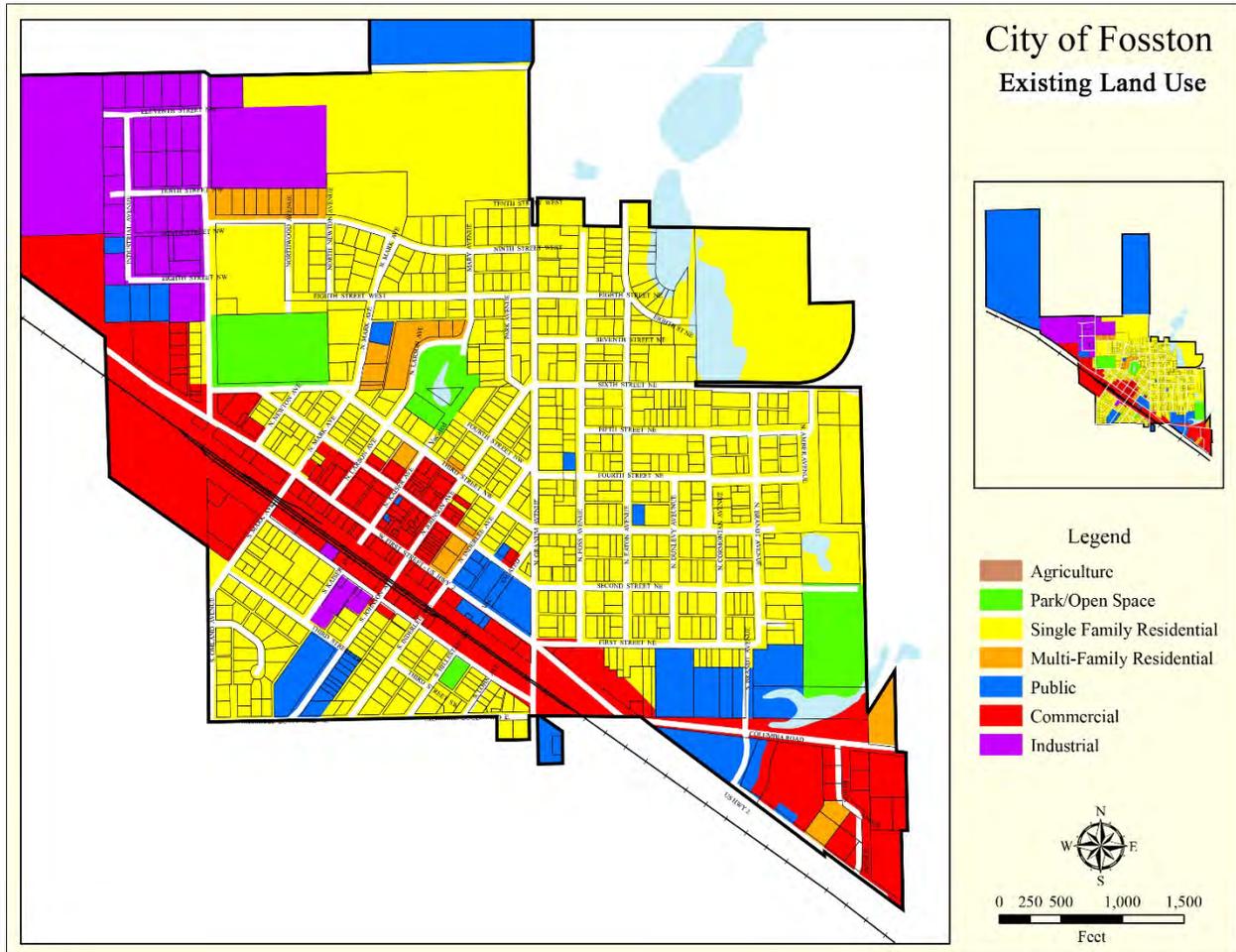
Median family income in the City of Fosston is approximately 30% less than that of Polk County. Furthermore, the percentage of people living below poverty level has increase 2.3% between 2010 and 2015. Comparative income levels in the adjacent townships of Brandsvold and Rosebud are better; Brandsvold's median family income is approximately \$2,000 less than that of Polk County and Rosebud's family income exceed that of the County by approximately \$8,000.

The community has a relatively high percentage (36.7%) of households paying 30% or more of their monthly income for housing costs. This is 14.3% higher than the percentage of households paying 30% or more of their monthly income for housing costs statewide (22.4%).



## LAND USE—EXISTING AND FUTURE

The City of Fosston completed a land use inventory in March 2017. The map shown below depicts Fosston’s existing land use, broken down into the following categories: agriculture, park/open space, single family residential, multifamily residential, public, commercial, and industrial.



The City of Fosston is comprised of approximately 1,182 acres. The area surrounding Fosston is predominately agricultural while the City contains a full-range of urban land uses. Public is the major use of land within the City limits at 41%, with residential the next highest use at approximately 30 % of the total land area. Commercial use is next with 11% followed by Industrial with 12% and Agricultural with approximately 7%. Open Space/Parks is approximately 3%.

### RESIDENTIAL

Residential property comprises the second largest use of land in Fosston with approximately 30% or 350 acres used residentially. Residential includes both single and multi-family dwellings. Lot sizes vary from 25' x 140' near the core of the city, to 100' x 200' in the newer subdivisions. In the older core near

downtown, densities average 5 to 6 units per acre while in some newer areas there may be 2 units per acre and, sometimes 1 per several acres in more rural settings. Housing styles are mixed. The majority appear to be in good condition, but 32% of homes need some repair as indicated by a 2012 windshield survey.

Fairlawn Park is a subdivision within the City comprised of 27 lots. Seven lots have been sold and four homes built. The owners of the development are partnering with the City of Fosston to incentivize the sale of lots through the *Build Fosston* program. The program offers up to \$20,000 cash in the form of a rebate and down payment assistance to qualified applicants. In addition to *Build Fosston*, there are local and regional programs that can help with down payments and financing for first-time home buyers and income-eligible persons.

Realtors report the demand for housing in Fosston is high, especially homes in the moderate price range between \$75,000 and \$150,000. Per the vacancy rates in the 2015 American Community Survey, this is still true; only 2.2% of houses are vacant.

The City has acquired land for future housing development in the northeast quadrant and along the eastern side of the City, an area referred to as “The Aspens.” The Aspens property is zoned single family residential. Although specific plans for streets, lots, and green space have yet to be developed, informal plans indicate that there will be approximately seven large lots. The property includes a wooded area and a small pond.

Additional land is available within the City limits that is suitable for in-fill development of multifamily housing. Apartment buildings are needed within the community for seniors, transitional housing, and income-eligible families.

The City is working with two private developers on two separate housing projects—one will focus on redevelopment of a former retail facility into market rate apartments, and the other will focus on enhancing the West End Mobile Home Park, as well as adding new, upgraded units. Vacant land adjacent to the mobile home park would be ideal for development of additional multifamily housing.

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## COMMERCIAL

Commercial land use comprises 11% or 132 acres of land in Fosston. This includes highway, office and downtown commercial uses throughout the city. Most of this use is concentrated in the downtown core area of the community and along U.S. Highway 2, near the downtown.

Another area of commercial concentration exists along U.S. Highway 2 west. This area has had several recent developments—a new grocery store, a new NAPA auto parts store, and a new H&R Block facility. U.S. Highway 2 on the east side has also seen several recent developments—a new Dollar General Store, a remodeled Dairy Queen, and major enhancements of the Veterans Memorial Park.



The Johnson Avenue Redevelopment project, completed in 2015, removed three formerly vacant buildings in the downtown district (including a blighted former gas station) and enabled redevelopment of seven lots. The former Taflin Building was acquired and demolished. The site is now ready for new development; it is the only vacant lot in the downtown district.

There are a few homes located along U.S. Highway 2 that have been identified as prospects for commercial rezoning to accommodate expansion of the commercial district. In addition, there are a couple of vacant buildings along the highway that are prospects for redevelopment.

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## INDUSTRIAL

Industrial use comprises approximately 12 % or 140 acres of land in Fosston. This is land that is used for assembly and manufacturing, warehousing, grain storage and light manufacturing. A major expansion of the industrial park occurred in 2012, adjacent to the existing industrial park, adding about 44 acres. This land is in the northwest section of the city. Since the expansion, almost all the lots have been sold, leaving the City in the position of needing to develop additional land for industrial use.

There is a small amount of industrial land along the railroad tracks in the southwest section of the city. There is potential of developing additional industrial land in this area for industry that may require access to a rail spur or line.

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## AGRICULTURAL

Land in this category comprises approximately 7 percent (85 acres) of all land within the City of Fosston. Agricultural land is defined as land currently used for agricultural purposes – including crop farming, pasture land, animal raising (cattle, horses, sheep, hogs, chickens, turkeys, etc.), and forestry (tree farming), if this is the major use of the land. This category does not include personal gardens, nurseries that raise plants or public forest land.

Land in the northern part of Fosston is currently used agriculturally. Much of this will be zoned residential but some is poorly drained and this should be noted when the property is platted to avoid development of unsuitable lands.

Very little land is currently used agriculturally within the city limits and as the community develops, agricultural land will become an even smaller percentage of the total land use acreage.

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## VACANT

Vacant land is defined as undeveloped land that is not in active agricultural or forestry use. This land is combined with agricultural when determining the city's growth potential. This can also include residential or commercial properties that are not actively being used but that are available for development.

Fosston has very little vacant land available for in- fill or other development. Thus, in the future there will be a need to look beyond the current city limits for available development areas.

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#### PARKS AND OPEN SPACE

Parks and open space comprise 33 acres or 3 % of the land within the city limits. This acreage includes public parks and recreation facilities. The city provides some very nice green spaces/parks, and community facilities such as; Berge-Stafford Park, Melland Park, the City Complex and the Civic Center. For a community of just over 1,500, Fosston does an admirable job of providing recreational opportunities for its residents.

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#### PUBLIC

Public land comprises approximately 41% or 487 acres in Fosston. This includes land used for city, county or state uses and schools, non-profits and public utilities. The largest land user of public land in Fosston is the City with approximately 440 acres located in several sites around the community. The airport accounts for most of the public land (308 acres). The waste water treatment ponds have the second largest number of acres (120 acres).

## COMMUNITY FACILITIES

This section includes community facilities owned and maintained by the City and other public buildings owned by the County, School District and other quasi-public facilities. The purpose of this report is to inventory these facilities and state their condition and function and note planned upgrades or current needs of the facility. This information is broken down into four main categories: City/Government; Parks and Recreation; Medical Facilities; and Schools.

### CITY HALL—220 EAST FIRST STREET

**Condition:** The City Hall building was built in 1941 and has a total of 8,320 square feet. It has a brick exterior, concrete slab, and wood frame interior with metal roofing. It is in good condition with the most recent remodeling occurring in 1992. The former electric generation portion of the building was remodeled for the Fosston Law Enforcement and Director of Public Works office and an office for the Polk County Sheriff Department. Improvements are needed to meet ADA requirements. Among the improvements needed is a van accessible parking space, entrance door improvements, and converting the two current restrooms to one wheelchair accessible Unisex Restroom. The roof over the Law Enforcement offices is a flat rubber roof and does leak certain times of the year. There has been some discussion about constructing a pitched steel roof over that portion of the building.

**Function:** The City Hall building provides offices for the following administrative departments:

- City Administrator
- Fosston Municipal Utilities – Electric, Water and Sewer, Cable TV, and Gas
- Director of Public Works
- Law Enforcement
- Council Chambers – 500 square feet
- Polk County Sheriff's Office Substation

The former water treatment plant, located on the west end of the building, has been converted to an office space for a technology incubator.

### LAW ENFORCEMENT/PUBLIC SAFETY—220 EAST FIRST STREET

**Condition:** The police office space was built several years ago, in the City Hall Administrative Office.

There have been discussions to construct a new City dog pound. The current pound does not meet state statute requirements.

**Function:** The City police department was discontinued in June, 2000 and the City currently contracts with the Polk County Sheriff's Office for law enforcement services. Coverage is provided by two full-time deputies who work out of the law enforcement office. The office also serves as a regional office for deputy sheriffs, state patrol and conservation officers.

## WATER DEPARTMENT—209 S. GRANUM AVENUE

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**Condition:** The building was built in 1996 and is 768 square feet (24'x32'). It is in excellent condition and is made of concrete slab foundation, block exterior and a steel roof. No known improvements are necessary to meet ADA requirements.

A 500 GPM Iron-Manganese-Arsenic Removal Plant addition was constructed in 2006. The 1,248 square foot addition consists of concrete slab foundation, block exterior, a steel roof, an 18,000 gallon below-grade basin and a Filtronics pressure filter system.

The source of Fosston's water supply is an underground aquifer. The three wells are in SE Fosston and have a pumping capacity of 700 gallons per minute. Three new submersible pumps were installed in 2006 to allow for increased pumping capacity. There are no known water quality issues now. The water tower is located on Industrial Avenue in the Industrial Park and has a capacity of 500,000 gallons.

Painting and repairing of the water tower was completed in 2003 at a cost of \$330,000.

The City of Fosston replaced water mains, and sanitary sewer mains under Highway #2 in 2001. Also, a new storm sewer line from Highway #2 south to County Rd. #1 was completed as part of the Highway #2 project. In addition, a storm water retention pond was constructed as a receiving pond for the storm water line from Highway #2.

The City has invested \$1.3 million in the replacement of water mains throughout the City since 2009.

The water capacity is adequate for the City and future growth and development.

**Function:** The water system provides municipal water to City residents, businesses and industrial customers.

The Capital Improvement Plan includes the continued replacement of water main throughout the City that is 60-70 years old and past its useful life.

## SEWAGE TREATMENT PLANT

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Wastewater Treatment ponds in north Fosston

**Condition:** The two, 22 acre primary ponds and one 20-acre secondary pond were constructed in 1964, with a 1.5-acre aeration pond. The main lift station was also built in 1964 and is in a 12' x 12' steel building and housed a 6' diameter, 25' deep dry well. Improvements to the facility were completed in 1985. The steel building and dry well were removed in 2011 as part of a major upgrade to the facility in 2011-2012.

The average gallons-per-day to the ponds is 300,000 gallons. The original design capacity of the plant is 43 million gallons per primary pond and 19 million gallons for the secondary pond.

The City completed construction of an Industrial Wastewater Pretreatment Facility (IWPF) in the fall of 2004. The IWPF is designed to pre-treat all industrial wastewaters being discharged to the City of Fosston collection system. The plant has been treating high loadings of BOD and TSS from Minnesota Dehydrated Vegetables (MDV). The facility is 80' x 200', has a depth of 20' and has a capacity of 2.5 million gallons. The project was jointly funded by the Economic Development Administration, Minnesota Department of Employment and Economic Development, Wild Rice Electric Cooperative and the City of Fosston. The IWPF is a complete wastewater treatment system with renewable energy production in the form of either methane or hydrogen. MDV will be using the methane in combination with natural gas in their vegetable drying process. The use of this renewable energy will reduce the consumption of natural gas by as much as 20%.

A major upgrade of the IWPF was completed in the summer of 2016. The upgrade included a new liner, new curtain between treatment zones and a new insulated cover for the pretreatment facility. Total cost for these upgrades was \$525,000.

The City Consulting Engineer completed a Facility Study for wastewater collection and treatment. As part of the study, the current and future wastewater collection and treatment systems were established, current phosphorus contributions were analyzed, wastewater alternatives were discussed, industrial user demands on the wastewater system were established, and a partial rate structure for wastewater treatment and collection was proposed. Alternative proposals for the wastewater treatment systems were evaluated based on economic, environmental, and social considerations.

Because of the Feasibility Study, the City constructed two 6-acre aeration ponds and a new blower building as part of the Wastewater Treatment Facility Expansion project. The project increased the capacity for the design Average Wet Weather (AWW) flow to 496,000 gallons per day and 210 days of storage. Also, included in the project was a new lift station at the WWTF, a new lift station at 4th Street NE, a new lift station at South Brandt Avenue and relining the main trunk sewer piping. Total cost of the project was \$6,840,000 and was funded the by Minnesota Public Facilities Authority (PFA). The City received a grant of \$3,660,113 and a low interest loan of \$3,179,887 from PFA and completed the project in 2012.

In 2013, the City removed and replaced the industrial park lift station with a new higher capacity lift station capable of handling 600 gallons per minute of industrial park wastewater. In addition, 1,650 feet of 4" force main was replaced with new 8" sanitary force main to accommodate additional loading from the industrial park businesses. Total project cost was \$560,000.

**Function:** The facility provides wastewater treatment for City residents, businesses, and industrial customers.

#### ELECTRIC UTILITY—220 EAST FIRST STREET

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**Condition:** The electric utility is housed in the same building as City Hall. The source of the City's electricity is from the Coyote Generating Plant in Beulah, North Dakota. Ownership of this utility

includes: Northern Municipal Power Agency – 30%, Ottertail Power – 35%, Montana Dakota Utilities – 25% and Northwest Public Utilities – 10%. Fosston is a member of NMPA along with 11 other cities in Minnesota and North Dakota. The Coyote plant is a coal fired generating plant. There is sufficient electrical capacity now.

Environmental legislation targeting the electric industry and coal-fired power plants is one of the main issues facing the City and rural electric cooperatives. Mandates resulting from legislation would have a significant impact on electric rates in the future. Other issues include reliability of the power grid, power generation capacity and increasing energy costs for peaking plants. These issues may have an impact on future rates.

The Electric Utility has invested over \$1,000,000 in upgrades and expansion of the electric system since 2008. Improvements include services to new and expanding industries and business, replacement of underground power cable as well as purchase of new equipment.

The Capital Improvement Plan includes the following items: upgrading underground power cable; new utility service truck; new bucket truck; new substation feeder line; new industrial feeder line to Specialty Products.

**Function:** This department provides municipal electric service to City residents, businesses, and industries.

#### NATURAL GAS UTILITY—220 EAST FIRST STREET

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Condition: The natural gas utility is housed in the same building as City Hall. The source of the city's natural gas is the Great Lakes Gas Pipeline that transports gas from Canada. Constellation New Energy Gas Division with offices in Omaha, NE manages the gas supply for the City. The gas utility was built in 1998 and is in very good condition with adequate gas capacity now. The Cities of Fosston, Bagley and Clearbrook jointly own the Town Border Station (TBS) located at Clearbrook. The three cities jointly own 1.9 miles of 4" high-pressure main line on County Road #49. Fosston and Bagley jointly own 8.1 miles of 4" high-pressure main line on State Highway #92. Fosston owns 14 miles of 4" high-pressure main line on Polk County #1 and Clearwater County #22. Fosston also owns 3 miles of 4" polyethylene gas main on Polk County #1. The gas utility also consists of 6.9 miles of 2" plastic gas line within the city limits to serve residential, industrial and commercial customers.

The gas utility has invested over \$320,000 in the expansion of the natural gas system and the addition of service lines to new customers since 2008.

The Capital Improvement Plan calls for upgrading the utility service truck.

**Function:** This department provides municipal natural gas service to City residents, businesses and industries.

#### PUBLIC WORKS MAINTENANCE FACILITY—226 SOUTH JOHNSON AVENUE

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**Condition:** The Public Works Maintenance shop was built in 1978 and is 9,600 square feet. It is in fair condition and has a concrete slab foundation, pre-engineered steel frames, steel siding and roof. It is currently at maximum capacity for equipment and vehicles. There are no known improvements needed to meet ADA requirements.

This department employs 7 full-time employees. Major equipment includes; an Elgin Street Sweeper, 2015 Cat loader, 2006 Cat backhoe/loader, 1989 sandtrailer/extractor, 2015 O'Brien sewer jetter, 2015 Bobcat Toolcat utility vehicle with attachments, 2015 Ditch Witch trencher/backhoe, 2009 Freightliner/Leach Sanitation Truck, (2) 2015 Chevrolet 4 x 4 utility pickups, 1981 Ford Bucket Truck, 1987 Ford Dump/Snowplow Truck, 1994 Ford 2 x 4 utility pickup, a 1995 Ford 4 x 4 utility pickup and a 2006 Chevrolet utility pickup.

The public works storage garage is also located here and houses the sanitation truck. This was built in 1948 and is 1,440 square feet. It is in poor condition and has a concrete slab foundation, wood frame and siding. It is also at maximum capacity and plans call for demolition of the building. The Capital Improvement Plan includes an addition to the Public Works Maintenance building to house the sanitation truck. There are no known improvements needed to meet ADA requirements.

**Function:** This facility is the operations and maintenance headquarters for the Street, Sanitation, Water and Sewer, Electric, Natural Gas and Cable TV departments.

The Capital Improvement Plan includes the following items: new garbage truck; one-ton truck for brush pickup; building addition to maintenance shop; new building for inventory/equipment storage; new street sweeper; snow-plow truck.

#### FIRE DEPARTMENT—301 NORTH JOHNSON AVENUE

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**Condition:** The fire station was built in 1998 and is 120' by 80' for a total of 9,600 square feet. The roof and walls of the building are concrete and the new building fills the department's needs well. There are 25 volunteer firemen in the Fosston Fire Department. The City has a fire rating of 7.

Several pumper trucks are included in the fleet as follows:

- 1250 GPM pumper
- 750 GPM pumper
- 4 x 4, 1 ton rescue pumper
- 4 x 4, 1 ton rescue pumper
- 4 x 4, 1 ton rescue pumper
- 4 x 4, 3/4 ton pumper

Other equipment includes a 4 x 4, 1 ton pickup; and, a 3,200 gallon tanker and a 5,000 gallon tanker and Polaris 6-wheeler.

**Function:** The fire department provides fire protection services for a service area which, includes the Cities of Fosston and Lengby, and the following townships; Beaulieu, Brandsvold, Columbia, Heier, Inland Lake, Rosebud, Queen, Gregory, Sletten, Hill River and 1/4 of Eden.

#### ANDERSON FIELD—FOSSTON MUNICIPAL AIRPORT—HIGHWAY 2 WEST

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**Condition:** The arrival/departure building was built in 1959 and has 1,008 total sq. ft. It is wood frame with a concrete slab, asphalt shingles and metal siding. The condition of the building is good and the siding and shingles were recently replaced. A new pilot lounge was added in 2005 with a new computer that allows pilots to access weather reports via the internet.

This building is not staffed. The runway length is 3,501 feet and 75 feet wide. Navigation aids include NDB and AWOS systems. There are 10 privately owned hangars on the property.

There is an automatic aviation fueling system at the airport. The system includes a 2,000 gallon above ground tank, pump and credit card reader for unattended fueling of aircraft.

An overlay of the runway, taxiway and apron area as well as a new electrical service building, runway lights, PAPI's and replacement of the underground electrical cables were completed in 2002. A new septic system was also installed in 2002.

A new 45' X 50' Snow Removal Equipment (SRE) building was completed in 2009 to store airport maintenance equipment. Also, completed in 2009 was a runway turnaround expansion and an environmental assessment for the new parallel taxiway.

A new 35' wide, 3,500 foot taxiway parallel to runway 16/34 was completed in 2012. The \$1,252,746 taxiway project was funded with a \$791,357 grant from the Federal Aviation Administration, a \$336,114 grant from the State of Minnesota, Office of Aeronautics and local funding of \$125,275.

The Airport Layout Plan was completed by the City's consulting engineer in 2008. The plan includes: physical inventories of facilities and services at the airport; identification of the airport's role in the local and municipal airspace; identification of potential physical, environmental and operations at the airport; basic aeronautical and development forecasts; design rationale for lighting, pavement rehabilitation, building development, land purchases and other capital projects; staged development for a 20 year planning horizon broken down into 5-year increments.

Major improvements included in the Five-year Capital Improvement Plan include: apron pavement rehabilitation; engineering and environmental for a new hangar area; a hangar taxi lane; runway/taxiway crack sealing; snow removal equipment; skid steer; extension of utilities to the airport and replacement of the arrival/departure building. Federal and State funding would assist in the costs of these improvements.

**Function:** Anderson Field is designed to handle General Aviation aircraft with a maximum gross weight of 12,500 pounds. Primary loading on the runway is from single engine and light twin traffic.

## FOSSTON PUBLIC LIBRARY AND ARTS CENTER—403 NORTH FOSS AVENUE

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**Condition:** In 2003, after extensive local fundraising, a 4,733 sq. ft. addition was made to the 1949 former church (3,723 sq. ft.) that had served as the library and arts center since 1983. The addition was designed to complement the art deco style of the original building that is constructed of a concrete slab, wood frame, stucco exterior, built-up roofing and painted plaster walls.

In addition to raising funds for the addition, the Fosston Community Library and Arts Association (FCLAA) has made improvements to the original building, with support from the City of Fosston over the past several years. The former ‘church sanctuary’ serves as the Community Theatre in an intimate setting that has been acclaimed by international performers as “one of the best acoustic theatres ever.” The basement, which housed the library for nearly 30 years, has been renovated and now holds four music studios and a recording studio. Students of piano, guitar, and vocal music utilize these studio spaces.

The addition provides ground floor access meeting ADA requirements. An elevator lift is available to bring patrons to the theatre level.

**Function:** The Fosston Public Library is part of the Lake Agassiz Regional Library (LARL) system which provides inter-library loans and reference service, as well as purchasing and cataloging, maintaining the catalog database, as well as providing several computers for public internet use.

The Sorenson Gallery, adjacent and accessible to the library, serves as an art gallery and as a community meeting room. The gallery, theatre and music studio activities are managed by FCLAA, a non-profit organization. The City owns the building but does not charge rent to LARL or FCLAA. The City also provides funds for operation and maintenance of the building. FCLAA provides funding for program specific activities and has made significant investments to the theatre including state of the art lighting and sound systems.

## EMBASSY COMMUNITY CENTER—THIRD STREET NE & EATON AVENUE NORTH

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**Condition:** The Embassy Community Center, which houses eight groups, was started in this former church. As more and more organizations began using this facility, more space and accessibility became paramount. A project to construct a 40' by 80' addition was undertaken by the Embassy Board of Directors and the organizations that use the facility. As part of the project, handicap accessibility was provided. The condition of the building is good and no additional ADA modifications are required.

**Function:** The Embassy Community Center is owned by a non-profit group and provides meeting space for eight groups that span all ages and types of activities. It is also used for community forums, seminars and training. The large kitchen is used to prepare full course meals for any occasion. The facility also serves as a collection center for used clothing and small appliances for distribution to the needy. There is a large meeting room space that serves the community well for large group meetings.

Organizations that utilize the Embassy Community Center include:

- Clothing Department
- Gospel Singalong
- Country Music Jam Session
- RSVP Headquarters
- Senior Center Card Club
- Senior Meals
- Sons of Norway
- Senior Driving Class

### CITY BUS SERVICE

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The Fosston city bus service is operated by the City. The bus operates Monday through Friday from 7:30 a.m. to 4:30 p.m. It costs 50 cents to ride the bus within the city limits.

### POLK COUNTY RESOURCE RECOVERY PLANT—FOSSTON INDUSTRIAL PARK

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**Condition:** The Resource Recovery Facility (RRF) is comprised of the following components: the waste-to-energy (WTE) plant, an all-metal building constructed in 1988 with a footprint of approximately 25,000 square feet; the material recovery facility (MRF) added to the WTE plant in 1996, a primarily metal building with a square footage of 12,500; and the recycling facility (recycle bldg.), formerly known as the Stenberg building, steel-framed/wood building of approximately 10,000 square feet.

**Function:** The RRF accepts waste and recyclable materials from the counties of Beltrami, Clearwater, Hubbard, Mahanomen, Norman, and Polk. Waste and recyclable material received at the plant is screened, processed and aggregated. Recycled materials are removed, aggregated, and marketed. Resulting waste is prepared for use as fuel in two waste combustion units. Heat is recovered and converted to steam for either sale to other businesses in the industrial park or used to generate electricity using the on-site 400KW turbine generator. Excess waste is hauled to the Polk County landfill.

The RRF employs a total of 27 employees, ranging from waste combustion/boiler operators, heavy equipment operators, maintenance personnel, material sorters, supervisors, and administrative staff. The WTE plant operates 24/7/365. The MRF and Recycle operations primarily work a single shift between Monday-Friday.

Polk County secured on-half of its state bonding request to expand and improve the RRF. The proposal would be to construct a new 11,000 square foot tip floor, which would be constructed primarily of steel, to the east of the RRF. This addition would accommodate additional incoming waste and recyclable materials, and replace advanced processing equipment with higher capacity equipment or new technologies to further reduce the amount of potentially recyclable materials from disposal. The addition of a second auxiliary natural gas-fired boiler has also been proposed for future funding, but now, is neither funded or planned.

### POST OFFICE—119 SECOND STREET NORTHWEST

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**Condition:** The post office underwent a major renovation in 2006. Plans for a new post office were placed on hold due to lack of funds. The current building is 1,849 square feet and was built in 1957 of block construction.

**Function:** The post office provides postal service for Fosston and the surrounding area.

#### CIVIC CENTER—215 E. FIRST STREET

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**Condition:** The Civic Center was built in the fall of 1967 and completed in December of 1968 with a total square footage of 17,460. The building is brick and block exterior, block interior with a suspended ceiling. The condition of the building over the 30 year life has deteriorated. Major remodeling was completed in the spring of 1999. A new roof, tiling the pool and locker rooms, new gas boilers, fire alarm system, and lockers were completed in the remodeling project.

A \$325,000 energy improvement project was completed in 2005. The project included energy management controls, lighting retrofit and controls, pool and gymnasium ventilation improvements, restroom ventilation improvements, water efficiency improvements, a new pool cover, new pool filtration and heater improvements and replacement of entrance doors.

The Capital Improvement Plan includes the following items: flooring for pool deck, pool office and locker rooms with handicap access ramps in locker room to pool area; locker room doors and pool office door replace or repainted; replace carpet with tile in the large meeting room.

**Function:** The center houses several service offices, scout rooms, teen center, gym and an indoor swimming pool. The school rents the facilities from the City during the school year for physical education and swimming classes, sharing in maintenance and operational costs.

The Civic Center employs one aquatics and recreation director, one evening supervisor, and 13 lifeguards/WSI instructors. The Aquatics department gives swimming lessons to area schools as well as the Fosston school system. There is one office and two meetings rooms available for rent to the public.

#### BERGE-STAFFORD PARK—LARSON AVENUE

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**Condition:** This park is a little over 2 acres with a pond and youth playground equipment. An upgraded irrigation system is needed for the pond. New sidewalk to the playground, the picnic shelter and to the bathrooms is needed to make the park more accessible for individuals with disabilities. The bathrooms at the park need to be renovated soon.

With the assistance of the Berge-Stafford Playground Coalition, \$20,000 was spent to upgrade the playground equipment in 2006 and 2007. Older equipment that did not meet safety code was removed from the park.

The capital improvement plan for the parks includes a new tractor mower and upgrading the pond. This would include cleaning the pond, placing fabric and rock on the banks for erosion control and installing a storm drain diversion pipe from 3<sup>rd</sup> Street NW.

**Function:** Berge-Stafford Park hosts many youth and picnic gatherings, reunions and more. It is a beautiful park but in need of upgrades mentioned above and more trees.

#### CITY COMPLEX—204 NORTH BRANDT AVE.

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**Condition:** This multi-purpose complex was developed beginning in the spring of 1988 with site improvement to 9 acres of City- owned property. It includes four ball fields, some playground equipment and a trail around the ball fields. There is a need for lighting to more fully utilize the complex and the ball fields. An upgraded concession stand that would meet codes is also needed.

The City and local organizations in Fosston desire to provide a comprehensive recreational area that will be utilized by residents and visitors of all ages. The complex is part of the plan that includes development of a historic/cultural site in Melland Park by the Fosston Heritage Center and landscaping on the Fosston hospital/nursing home campus. These properties are located next to the complex.

Long-range plans include connecting the three sites with a pedestrian/bike/ski multi-purpose trail and signs to provide a multi-use area for all ages.

The Capital Improvement Plan includes the following items: remodeling and upgrading restrooms; tractor- mower with 62” mower and front-end loader; upgrade fields with agri-lime; install hockey rink; install tennis courts; upgrade softball dugouts with safety fence; lighting for softball fields.

**Function:** This park is well-used by the community with several hundred ball players and teams throughout the summer and fall seasons. Many children participate through the recreation department programs (ages 5 - 15 yrs. old) in the summer and the hockey program during the winter months.

#### THOMPSON ATHLETIC FIELD—STEPHENS BOULEVARD & OMLAND AVE. N. (CSAH #30)

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**Condition:** This complex has 11.5 acres and is currently undergoing renovation. New bleachers for the football field were installed in October, 1998. In May, 1999 new sod was put on the infield for the baseball diamond, the dugouts were rebuilt, and a batting cage was installed. A new facility containing a press box, concession and bathroom was constructed along with improvements to the infield fence, drainage, and a new set of bleachers behind the backstop.

**Function:** This is a school-owned facility that is used for baseball, football and track.

#### MITTUN PARK—SECOND STREET SOUTHEAST & HILLESTAD AVE.

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**Condition:** This park includes approximately 0.8 acres and has a limited amount of new playground equipment. The equipment is still functional and safe but should be replaced soon.

**Function:** This is a school-owned facility that is used as a playground.

#### MELLAND PARK—COUNTY HIGHWAY #1 & U.S. HIGHWAY #2

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**Condition:** This site contains the East Polk Heritage Center (Heritage House and Log Cabin), the Veteran’s Memorial, the Wayside Chapel, public restrooms and some playground equipment and includes approximately 3 acres.

Major renovations were made to the Veteran's Memorial Park in 2015 and 2016. A new Veteran's Memorial Stone area was developed and has around 300 stones now. Projectiles line the new walkway and a raised granite plant bed and seating area have been added. The Memorial Statue Plaza has been constructed. The Wall of Statues in the center of the Plaza will hold five life-sized bronze soldiers when complete. The first bronze soldier will be installed in 2017.

Additional upgrades such as surfaced walking trails are planned as funding becomes available. These walking trails will connect the Veteran's Park grounds with the Heritage Center grounds and further connect to existing trails and sidewalks.

**Function:** This is a city-owned park for public enjoyment.

#### MEDICAL FACILITIES

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##### Essentia Health Fosston—900 Hilligoss Boulevard Southeast

Essentia Health Fosston, an integrated rural healthcare organization, includes hospital, nursing home, home health care, Hospice, clinic services, assisted living, and ambulance service. The not-for-profit organization employs over 200 people.

Services offered are:

##### Major Hospital Services

- Emergency Care
- Medical Care for all ages
- Obstetrics
- Extended Care (Swing Bed)

##### Surgical Services

- General Surgery
- Orthopedic Surgery
- Ophthalmology (eye procedures)
- Urology
- ENT (Ear/Nose/Throat procedures)
- Podiatry



- Gynecological surgery

Ambulance-Advanced Life Support

Long Term Care

- 50 bed skilled nursing home
- Adult Day Care
- Assisted Living

Home Health and Hospice

Support Services

- Physical Therapy
- Occupational Therapy
- Respiratory Therapy
- Clinics (Fosston, Bagley, Oklee)
- Radiology
- Laboratory
- Cardiac Rehab
- Pulmonary Rehab
- Vascular Rehab
- Chemotherapy
- Diabetes Education
- Pain Management
- Speech Therapy

Hospital—900 Hilligoss Boulevard SE

**Condition:** The First Care Medical Services building was built in 1961 and includes 25,297 square feet. A facility renovation was completed in 1998. The building is block and brick walls with metal studs and rafters. A 10,000 square foot outpatient wing and surgery center addition was added in 2003. The clinic and hospital were physically joined in an expansion completed in 2012.

**Function:** The hospital is licensed for 43 beds and 7 bassinets. The 11-member primary care medical staff consists of physicians, nurse practitioners and physician assistants, as well as office staff, registered nurses, licensed practical nurses, nurses' aides, lab and radiology technicians, social worker, certified nurse specialists in diabetes, chemotherapy and wound care and therapists.

Telemedicine visits are increasingly available across several medical specialties.

**NURSING HOME—900 HILLIGOSS BOULEVARD SE**

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**Condition:** The nursing home was built in 1973 and has 22,771 square feet. A facility renovation was completed in 1998 and the building is block and brick walls with metal studs and rafters. A significant interior beautification project took place in the fall of 2016.

**Function:** Services include long term care with skilled nursing, Adult Day Care and Assisted Living. Licensed staff include: registered and licensed practical nurses, nursing assistants, Occupational and Physical Therapists, a Dietician and activities staff.

### PRAIRIE PINES COMMUNITY HOUSING—HILLIGOSS BOULEVARD SE

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**Condition:** This 20-unit assisted-care living facility was built in 2005 in cooperation with the City of Fosston.

**Function:** The 20-unit complex provides senior housing with services. Advantages to the senior housing are: medical care close by, staff available 24 hours a day, exercise program, activities and spiritual programs, planned activities, meals, laundry, housekeeping services and more.

**Home Health and Hospice** provides services in a 30- to 50-mile radius of Fosston to people in their homes. Services are available to those who are homebound and those suffering from terminal illness.

### SCHOOLS

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#### *Elementary School—700 East First Street*

**Condition:** Magelssen Elementary School was built in 1952 with four classrooms added in 1968. The structure is made of brick and was renovated and additions built in 1996. The additions consisted of a new media center, gymnasium, band and choir room, 2 new classrooms, computer lab, speech therapy room and offices.

**Function:** This school provides classrooms for 381 students in grades PreK-6. The professional staff number 30 and there are 21 paraprofessionals including aides, cooks, and custodians. The classroom student/teacher ratio is 22.4. Special education programs include Speech, ASD, DCD, DAPE, MMI, EBD, and LD. There are also a PE, Music Specialist, Technology Integrationist, Family Service Specialist, Reading Corp Tutor, Leveled Literacy Interventionist, and School Nurse. Head Start, School Readiness, ECFE (moved to the High School) and ECSE are also housed in the elementary school.

#### *High School—301 East First Street*

**Condition:** The oldest portion of the Fosston High School was built in 1937. The facility includes 1962, 1984 and 1996-97 additions. The most recent addition includes a new media center, art room, health room, English room, Special Education department, gymnasium, computer lab and offices.

**Function:** There are 310 students in grades 7-12 in this facility. The High School employs 32 professional staff, and 24 support staff including paraprofessionals, cooks and custodians. The classroom student/teacher ratio is 16:1. Special education programs include Speech, ASD, DCD, DAPE, MMI, EBD,



and LD. They offer a wide range of co-curricular activities including music, athletics, drama and other organizations.

In addition to the regular high school curriculum, the High School is also a member of a vocational class consortium, as well as, a participant in the College in High School Program where students are eligible to receive college credit upon completion of approved courses.



## SECTION III: PUBLIC INPUT

A scientifically conducted survey of residents brings in the voice of the public like no forum, newspaper straw poll, or focused discussion. Whether conducted by phone or mail, a good citizen survey can provide the perspective of residents who may not typically attend a public meeting, or if they attend, who may not voice their opinions.

The City of Fosston chose to gather public input through conducting two surveys—a survey of Fosston residents and a survey of Fosston businesses.

### SURVEY OF RESIDENTS

The resident survey was administered via hard copy to every residence in the City of Fosston. Responses were manually input and tabulated. Residents who returned the survey entered a drawing for a cash discount on utilities. 240 residents returned the survey. Their responses helped to identify the level of public satisfaction with city services, leadership, amenities, quality of life, and overall direction of city leadership, and guide the Comprehensive Planning Task Force in developing goals, policies, and action items.

By design, survey questions were nearly identical to those that were included in a 2006 resident survey. The only questions that were different related to the FIT Trail. Because the same questions were used for both surveys, with the one exception already noted, it is possible to see changes in public perception.

A list of survey questions and resident responses is included in the appendix.

### RESIDENT SURVEY FINDINGS

#### AREAS OF SATISFACTION

A comparison of 2006 and 2016 responses revealed several improvements in public perception and/or satisfaction with City services and Fosston's quality of life.

- Ten percent more residents believe shopping opportunities are “good” or “excellent.” The percentage of residents who believe shopping opportunities are poor has decreased by 10.18%.
- The percentage of residents who believe that job opportunities are “good” or “excellent” has increased by more than 18%.
- The percentage of residents who believe that economic development is either “good” or “excellent” has increased by almost 20%.
- Although digital communication is increasing in popularity, the old-fashioned means of communicating is still the most effective—63.6% of residents have read the City newsletter seven or more times this past year.

- 61.47% of residents believe that the City’s growth rate is the “right amount.” This is an increase of 18.57% over the 2006 survey.
- 59.83% of residents believe that the business and retail growth rate is the “right amount.” This is an increase of 36.13% over the 2006 survey.
- 50.00% of residents believe that job growth rate is the “right amount.” This is an increase of 31.50% over the 2006 survey.
- People are satisfied with the quality of services provided by the City, with 80.99% responding that they were either “good” or “excellent.” This is a very modest increase from the 2006 survey in which 77.7% of residents returned either a “good” or “excellent” response.
- 72.96% of residents have had contact with a city employee over the course of the last 12 months and overwhelmingly, their responses indicate a very high level of satisfaction with the knowledge, responsiveness, and courtesy of the city’s employees.

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#### AREAS WITH ROOM FOR IMPROVEMENT

- The percentage of residents who believe air quality to be poor is 31.82%, an increase of 11.82%.
- The percentage of residents who believe that cable television is either “good” or “excellent” is only 29.60%. This is a decrease of 22.11%. At the same time, the percentage of people who “don’t know” is 24.89%, and increase of 20.59%, indicating that people have found alternatives to purchasing cable television from the City, likely due to some level of dissatisfaction.
- There has been a significant decrease in the percentage of residents who report “excellent” City bus service—40.85% in 2016, compared to 55.6% in the 2006 survey. This is likely related to the discontinuation of bus services on Sundays.
- Related to the bus issue is the change in satisfaction with services for senior citizens (one of the largest demographic groups using City bus services). There has been an 11% decrease in the percentage who responded that services to seniors were “excellent.”

Overall, the responses indicate that the City is doing an excellent job of serving the public. Although there are certainly areas which have room for improvement, measures which have been taken by the City since the 2006 survey indicate that the City is on the right track and that the growth strategies and tactics which the City has deployed since adoption of the last Comprehensive Plan should be continued.

## SURVEY OF BUSINESSES

A survey was administered in October 2016 to 80 businesses located within the City of Fosston. Businesses were asked to respond to 12 questions relating to their location, workforce, housing, plans, and what they felt the City of Fosston could do to improve their success in Fosston.

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### INSTRUCTIONS PROVIDED TO RESPONDENTS

A cover letter was sent to each business:

*Dear Fosston Business;*

*In August, the City of Fosston began the process of updating the comprehensive plan which was adopted in 2008. Significant changes in the community that point to the importance of updating the comprehensive plan include completion of an industrial park expansion, three new employers locating in the newly expanded industrial park, Johnson Avenue Redevelopment, Highway 2 Redevelopment Project, and a major grocery store expansion.*

*Public input is an important part of the comprehensive planning process. Even more specifically, input from Fosston's businesses, is extremely important considering the many changes in our business sector. For that reason, we are asking you to complete a relatively short survey. Your responses will provide direction for the city's goals, plans, land use, and zoning ordinance updates.*

A total of 44 businesses and organizations responded to the survey. Business survey questions and responses can be found in the appendix.

## BUSINESS SURVEY FINDINGS

Most respondents (40.9%) were service businesses. By and large, respondent businesses are relatively stable, have been operating in the community for several years, and do not have any plans to leave the community. Most of the businesses are quite small, citing the number of their employees to be between 1 and 10. However, three of the respondents have 101 or more employees.

### Noteworthy Findings:

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- An astounding 93.1% of businesses find Fosston to be an “excellent” or “good” place to do business.
- 29.5% plan to increase staff.
- Only two have plans to leave their current location. One cited “hard to hire new staff” as the reason.
- 42.9% said that less than half or none of their employees live in the city of Fosston.
- 18.2% do not have adequate space to expand their business to accommodate future needs. Another 9.1% are not sure if they have enough space for future needs.



Noteworthy responses to the question, “what are the three most important things the city of Fosston can do to improve your ability to operate a successful business in Fosston,” included:

- Marketing the city of Fosston as a great place to live to attract workforce;
- Work to improve and diversify housing for workforce; and
- Improve infrastructure such as roads and utilities.

Noteworthy responses to the question, “what is the one suggestion you would have for the City of Fosston to support continued growth and to help businesses,” were:

- Keep doing what you are doing; and
- Need a daycare center.

Each of these responses was cited numerous times. Other comments, taken in total, indicate a general approval of the direction the city has been taking, and agreement to continue the current track.

## SECTION IV—GOALS AND POLICIES

Fosston’s goals are an expression of the direction they would like to see the community work towards for the future. These goals and policies are the result of public input from the resident and business surveys, as well as from brainstorming sessions of the Comprehensive Planning Task Force. They are goals and policies that have been developed for the express purpose of helping the City of Fosston realize its vision.

These goals and policy statements will assist elected and appointed officials, as well as staff in their management of city government and in working toward the desired future identified by members of the community.

The terms—goals and policies—can be interpreted and applied in various ways. For purposes of clarity and common understanding, definitions follow for words used in this section.

A goal is a statement of the Community’s desired objectives that the community officially agrees to strive to achieve through various methods, including the implementation of the Comprehensive Plan. Policies are the methods of action that will be officially adopted to implement the community goals and the Comprehensive Plan.

The goals and policies will indicate the roles and responsibilities for the City of Fosston. Several terms are defined below indicating the City’s responsibility:

- **Create:** To bring about the desired goal, and may involve City financial assistance. City staff is usually involved in all levels from planning to implementation.
- **Continue:** To follow past and present procedures to maintain the desired goal. Again, City staff is usually involved in all levels from planning to implementation.
- **Encourage:** To foster the goal through City policies. May involve City financial assistance.
- **Endorse:** To subscribe to the desired goal by supportive City policies.
- **Enhance:** To improve current goals to a desired state using policies and City staff at all levels of planning. This may include City financial support.
- **Identify:** To catalog and confirm resource or desired item(s) using City staff and actions.
- **Maintain:** To keep in good condition the desired state of affairs using City policies and staff. Financial assistance should be provided if necessary.
- **Prevent:** To stop the described event using appropriate City policies, staff, action and finances, if needed.
- **Promote:** To advance the desired state using City policies and staff activity at all levels of planning.
- **Protect:** To guard against a deterioration of the desired state using City policies, staff and if needed, financial assistance.

- **Provide:** To take the lead role in supplying the needed financial and staff support to achieve the desired goal. The City is typically involved in all aspects from planning to implementation to maintenance.
- **Recognize:** To acknowledge the identified state of affairs and take actions or implement policies to preserve, or change them.
- **Strengthen:** To improve and reinforce the desired goal using City policies, staff and financial assistance, if needed.
- **Support:** To supply the needed staff support, policies, and financial assistance, if needed, at all levels to achieve the desired goal.
- **Sustain:** To uphold the desired state through City policies, financial resources, and staff action to achieve the desired goal.
- **Work:** To cooperate and act in a manner using City staff, actions, policies to create the desired goal.

On the following pages are the goals with accompanying policies to provide strategies to realize the objectives of the community. Each of the main categories: Economic Development, Housing, Public Facilities/Infrastructure, Land Use, Transportation and Quality of Place includes goals and policies. They are in no particular order as far as priority. Each plays an important role in achieving the vision. The city is encouraged to work on these goals as they are able and as opportunities arise.

## ECONOMIC DEVELOPMENT GOALS

*Goal #1: Expand the industrial base in the community.*

### Policies

1. Promote clean industry such as satellite offices of larger firms, technology-based industry, etc.
2. Promote industry that develops, produces and/or utilizes alternative energy sources.
3. Continue to actively recruit and expand industry using programs such as tax-increment financing, grants, and local initiatives.
4. Expand and develop additional land and lots for commercial development, equipped with state-of-the-art utilities.
5. Support existing local industry and assist them with their expansion plans.
6. Maintain availability of a business incubator to foster new business.
7. Continue to encourage private enterprise and explore technology advances available to local industry and business.

*Goal #2: Work to develop a labor force and resources to attract and fund new businesses.*

### Policies

1. Identify labor needs through direct communication with employers and working with resources such as Minnesota Department of Employment and Economic Development (DEED).
2. Continue to promote Fosston with the area youth, alumni, and retired persons as a place to live and work.
3. Develop a recruiting/hospitality committee, along with resources that showcase what Fosston offers prospective businesses and employees.
4. Continue to contact larger corporations and alumni to determine and foster interest in developing and expanding their businesses in Fosston.

## VISION

Fosston is known as a vibrant community that enables an exceptional quality of life for all who call it home.

- Excellent services—outstanding education, healthcare, professional, and city services.
- Engaged citizens—community involvement by all is encouraged.
- Healthy economy—established businesses and innovators create employment opportunities that benefit residents and the surrounding rural area.
- Vibrant culture—arts, healthy lifestyles, social, and recreational opportunities enhance quality of life.
- For all ages—premier services, a range of housing options, shopping, amenities, and opportunities for children, adults, and seniors.
- Community spirit—those who live here experience a sense of belonging and community pride.



5. Work with the Fosston School district to ensure that students are learning job skills necessary to enter the labor force. Promote school-to-work programs that train students for the local and regional job market.
6. Promote and support expansion of quality daycare facilities.

*Goal #3: Promote the business district and community.*

Policies

1. Identify through updated surveys what consumers in the Fosston area want or need.
2. Promote and support the businesses identified as needed and wanted in Fosston.
3. Promote and support entrepreneurs and new businesses.
4. Continue to maintain and upgrade the business district using programs such as tax-increment financing, grants, and local initiatives, etc.
5. Support local organizations in their efforts to promote and beautify the business district in Fosston.
6. Apply for additional funding for the Revolving Loan Fund to continue offering low-interest loans to businesses in Fosston.

**HOUSING GOALS**

*Goal #1: Promote a continuum of housing for all economic levels.*

Policies

1. Task Fosston EDA with addressing housing needs in the Fosston area.
2. Update the comprehensive housing study and survey every five years to identify and prioritize housing needs.
3. Continue to work with local and regional agencies to develop housing through available resources such as TIF, tax abatements, MHFA, etc.
4. Promote increased housing choices to accommodate the needs of all current and potential residents.
5. Encourage the development of multifamily housing.
6. Continue to periodically review and update city zoning ordinances to ensure housing development that meets Fosston’s vision of a well- maintained community.
7. Work with regional and state agencies to identify and rehabilitate or demolish housing as needed.
8. Ensure an adequate number of buildable lots exist for new housing development.

**PUBLIC FACILITIES/INFRASTRUCTURE GOALS:**



*Goal #1: Continue to maintain and improve public facilities.*

Policies

1. Provide a budget to develop a Capital Improvement Program to identify current and future priority infrastructure needs.
2. Support and work with local health care organizations to ensure maintenance of quality services and in identifying future needs.
3. Continue communication with MnDOT for coordination of utility and road construction projects through the city limits.
4. Work with existing and prospective industries to ensure viability of sewer and water systems for current use and to accommodate moderate growth.
5. Continue strengthened monitoring plan for wastewater treatment, assessing system capacity and performance, along with plan for proactive measures that pre-empt issues before problems arise.

*Goal #2: Plan for, and provide, city services that support development of residential, commercial and industrial areas.*

Policies

1. Review city policies and ordinances to ensure the affordable extension of utilities to development areas within city boundaries through the implementation of fair and cost-effective assessment policies and zoning ordinances.
2. If land is identified for annexation, form a joint powers committee to work with townships on development areas surrounding Fosston to avoid duplication of services and to provide cost-efficient government services.
3. Work to provide infrastructure ahead of development for the orderly growth and development of commercial, industrial and residential neighborhoods.

*Goal #3: Develop and support a technology based infrastructure.*

Policies

1. Work closely with local, private utility companies to ensure efficient and orderly development of technology infrastructure development.
2. Communicate with and involve local business, industry, service providers, schools, government and other agencies in the decision-making process to fully utilize technology resources.

3. Identify and monitor emerging technologies and facilitate technology infrastructure that supports business and citizen needs.
4. Continue to provide cable TV service while also encouraging private business alternatives.

## LAND USE GOALS

*Goal # 1: Support the orderly growth of residential areas that are served by city utilities or where utilities are easily accessible.*

### Policies

1. Continue to support in-fill development of buildable residential lots already served by City utilities.
2. Promote new residential development in the Fairlawn Park subdivision, the Aspens, and other developing areas of the city.
3. Support the annexation of properties adjacent to current city boundaries and extending city utilities to these properties.

*Goal #2: Promote the orderly development of land for residential, industrial and commercial development in areas identified as growth areas.*

### Policies

1. Develop a plan to show what areas could be annexed (growth areas) in cooperation with adjoining townships.
2. Maintain city policy requiring properties served by public utilities be located within the City.

*Goal #3: Enhance the community's character and appearance.*

### Policies

1. Rezone residential areas on both sides of U.S. Highway 2 for commercial development.
2. Create U.S. Highway 2 corridor and downtown beautification plan, utilizing resources such as MnDOT Landscape Partnership program.

## TRANSPORTATION GOALS

*Goal #1: Provide and maintain a safe and efficient transportation system.*

### Policies



1. Identify high-traffic roads in city limits and request traffic count assistance from MnDOT: Review traffic counts on Highway #2 to determine if 40 mph speed limit could be moved east to the city limits.
2. Review signage along the highway for aesthetics and conformance with Fosston’s zoning ordinance and MnDOT regulations.
3. Work on upgrading existing sidewalks.
4. Continue to monitor, assess, and enhance pedestrian safety on U.S. Highway 2, in partnership with MnDOT.
5. Continue to support the City bus service.
6. Continue to maintain and upgrade the city airport and property.

### QUALITY OF PLACE GOALS:

*Goal #1: Support and maintain an excellent healthcare system in Fosston.*

#### Policies

1. Support regular communication between healthcare leaders and city leaders.
2. Support local healthcare providers and organizations in their efforts to provide a full-range of services, including adding specialists.
3. Continue to work with healthcare providers in providing housing with services, that meets area needs.

*Goal #2: Support and maintain an excellent educational system in Fosston.*

#### Policies

1. Work with the school on identifying community education needs in Fosston.
2. Work with the school to strengthen the connections between students and work opportunities at local businesses.
3. Endorse facility enhancements that enable the school to deliver educational programs that prepare youth—from Pre-K through 12<sup>th</sup> grade—for post-secondary education and/or rewarding careers.

*Goal #3: Promote Fosston as a place to live with a high quality of place.*

#### Policies

1. Continue to provide excellent city services and make continuous improvement a normal way of doing business.



2. Maintain and update city parks, ensuring handicapped accessibility, amenities for all ages, and year-round recreational opportunities.
3. Expand the recreational trail system, as well as its connection to the pedestrian system.
4. Continue to support, maintain, and improve the Arts Center and promote a wide range of cultural activities.
5. Promote tourism and Fosston as a place to live, play and visit.

*Goal #4: Promote healthy lifestyles and choices for Fosston residents.*

Policies

1. Create and improve opportunities for citizens to be physically active in day-to-day life.
2. Ensure access and availability of healthy foods, as well as promoting healthy eating.
3. Identify ways, and promote the ability of, seniors to age in place through access to transportation, housing, services, meals, and social opportunities that meet their needs.

*Goal #5: Support Fosston's quality of place through the arts.*

Policies

1. Foster support for artists, as well as arts and cultural organizations.
2. Identify allies in the business community and work to increase opportunities for cultural entrepreneurs/practitioners.
3. Identify existing spaces to create opportunities for creative practitioners to affordably live, work, and share their work.

The following sections contain implementation plans for each of the following areas:

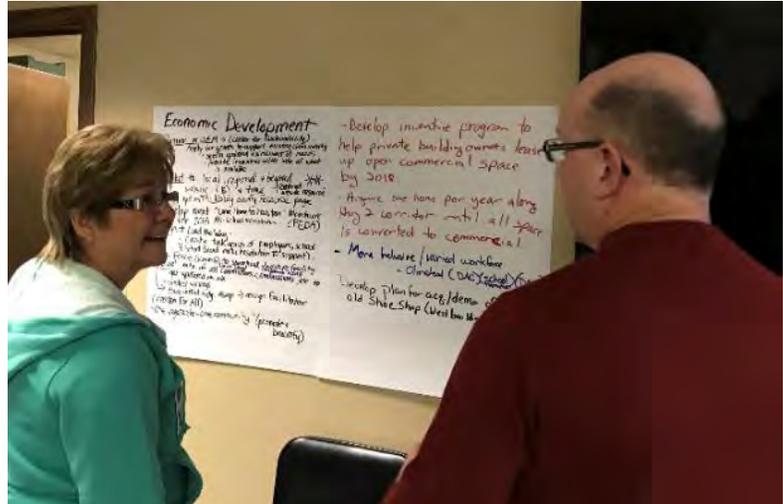
Land/Infrastructure/Transportation/Facilities; Housing; Economic Development; and Quality of Place.

The background information, land use inventory and goals and policies that were developed were used in developing this section and the corresponding implementation plans. The plans include strategies to promote the goals and policies.

## SECTION V—IMPLEMENTATION PLANS

### ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

Fosston’s economy has grown rapidly over the course of the last five years. During that time, the City: finished construction of a major expansion to its industrial park; worked with three industries who constructed facilities in the park; conceived and finished a major downtown redevelopment project; and conceived and finished Highway 2 Redevelopment.



Planning Team members brainstorming session

These projects have had several direct and indirect impacts on the community. More than 200 jobs have been created and the housing and labor markets have tightened. There has been increased interest from other businesses and potential startups in locating business operations in the City.

The economic development implementation plan focuses on three main areas: expanding the industrial base in the community, developing a laborforce and resources needed for employers to thrive in the community, and promotion of the business district and community. Detailed action plans for implementation of economic development goals are found in the tables below, and on the following pages.

#### *Goal 1: Expand the industrial base in the community.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
1. Support existing businesses through various financing programs	Notify employers of available financial and technical resources	Fosston Economic Development Authority	Ongoing
	Promote Fosston as a great place to locate a business	Fosston Economic Development Authority; STAR Committee	Ongoing
2. Recruit new business	Create/package incentives	Fosston Economic Development Authority	2018-2019

*Goal 2: Develop a labor force and resources to attract and fund new businesses.*

<i>STRATEGY</i>	<i>ACTION STEP</i>	<i>RESPONSIBILITY</i>	<i>BY WHEN</i>
<i>1. Identify workforce needs</i>	Survey employers on expansion plans, labor needs	Fosston Economic Development Authority	2018
	Establish Recruitment/Hospitality Committee	STAR Committee	2017
<i>2. Help businesses fill open positions</i>	Promote community as a place to live	STAR Committee	Ongoing
	Work with employers to identify and implement other collaborative strategies to recruit talent	Fosston Economic Development Authority	2018-2022
	Launch Daycare Task Force	Essentia Health Fosston, Fosston Economic Development Authority	2017
	Leverage public and private resources to develop daycare facility	City of Fosston	2017-2018
<i>3. Provide business financing</i>	Package loans in partnership with other funding providers (including private) and inform businesses of available funding	Fosston Economic Development Authority	Ongoing
<i>4. Strengthen connection between Fosston High School and careers in community</i>	Promote school to work programs	Fosston High School, Fosston Economic Development Authority	Ongoing
	Implement Career Day Event—Student tours of major employers in community	Fosston employers, Fosston High School, Fosston Economic Development Authority	2018 and ongoing

*Goal 3: Promote the business district and community.*

<i>STRATEGY</i>	<i>ACTION STEP</i>	<i>RESPONSIBILITY</i>	<i>BY WHEN</i>
<i>1.Promote and support existing businesses</i>	Conduct consumer survey and share results with business community	STAR Committee	One per year; 2017-2022
	Work with retail community to collaboratively market products and services	STAR Committee	Ongoing
	Continue to plan for and implement community events such as Heritage Day and Light Up the Night	STAR Committee	Ongoing
<i>2.Promote entrepreneurship and nurture new businesses</i>	Create, fund, and promote satellite office for Small Business Development Center	Fosston Economic Development Authority	2018-2022
	Develop incentive program to help private building owners lease up open commercial space by 2018	Fosston Economic Development Authority	2018
	Maintain City incubator	City of Fosston	Ongoing
<i>3.Maintain and upgrade the business district</i>	Use tax increment financing, grants, local initiatives to fund improvements	Fosston Economic Development Authority	Ongoing
	Beautify downtown and U.S. Highway 2 corridor	STAR Committee	Ongoing
<i>4.Actively market the community</i>	Modernize City website	City of Fosston	2018
	Use social media to promote community's quality of place	City staff, STAR Committee	Ongoing
	Continue publication and distribution of Come Home to Fosston brochure	Fosston Economic Development Authority, STAR Committee	Annual, ongoing

## HOUSING IMPLEMENTATION PLAN

The Housing implementation plan focuses on five main areas: development of additional multifamily housing; rehabilitation of the existing mobile home park; demolition and cleanup of blighted properties; single-family home construction; and ensuring that the community has adequate senior housing.

Insufficient housing has been identified as one of the roadblocks standing in the way of the City achieving its vision. Employers have voiced frustration with the community’s tight housing; prospective employees are having a hard time finding housing, resulting in employers having difficulty hiring. Without ability to fill open positions, these employers will not be able to grow their business in Fosston. The planning team believes that housing is one of the largest issues facing the community now.



Planning Team members brainstorming session

Meeting the community’s housing needs will require establishment of a housing Task Force, under the leadership of Fosston Economic Development Authority, as well as leveraging applicable government programs and private dollars.

*Goal 1: Promote a continuum of housing for all economic levels.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
1. Identify and prioritize housing needs	Conduct a housing study every five years	Fosston Economic Development Authority	2018, 2023, 2028
	Work with Park Core to upgrade mobile home park	Housing Task Force	2018-2020
	Work with Palubicki to facilitate redevelopment of former store into market rate apartments	Housing Task Force	2017-2018
2. Support development of workforce housing, including single family and multi family	Identify, and work with private developer	Housing Task Force	2018

	interested in building multifamily housing		
3. Accommodate "Aging in Place"	Identify services desired by seniors	Housing Task Force	2018
	Work with, and encourage, private business and others to offer services in demand	Fosston Economic Development Authority	2019-2030
4. Upgrade existing housing stock	Identify, acquire, and demolish 1 blighted home per year	Fosston Economic Development Authority	2017-2025
	Continue to promote use of housing rehab finance programs available to qualifying homeowners	Housing Task Force	Ongoing
	Apply for Small Cities Funding	City of Fosston	2018
	Enforce zoning ordinances	City of Fosston	Ongoing
5. Facilitate construction of new, single family homes	Continue to offer and promote Build Fosston program	City of Fosston	Ongoing
	Provide infrastructure for Aspens housing development	City of Fosston	2018-2019

## LAND USE IMPLEMENTATION PLAN

The Land use plan focuses on supporting the orderly growth of residential, industrial, and commercial areas, as well as providing excellent city services and infrastructure to those areas. Several issues have been identified which contribute to the need for changes in the City’s land use plan: lack of lots for commercial development in the existing industrial park; a tight housing market and relatively few buildable lots; and the creation of



Planning Team members brainstorming session

approximately 200 jobs in the last five years, leading to the need for new residential development.

**Industrial**—One of the most significant factors leading the City to update the comprehensive plan was the lack of lots for industrial development. The City is currently negotiating with a private land owner on the purchase of land, adjacent to the City. Should this negotiation fail to move forward, the City will need to identify another parcel of land for industrial park development. Additional land to the north of the existing industrial park has been identified as a future industrial growth area.

**Commercial**—As the City grows, additional land will be needed for commercial development. Land along U.S. Highway 2 is ideal for commercial development. Strategies for acquiring residential lots and rezoning for commercial were identified in the Economic Development Implementation plan.

**Residential**—In 2014, the City identified a parcel of land on the north side of the existing City limits as the location for a new housing development. Subsequently, the 31-acre parcel of land was purchased by the City. It has a gently rolling terrain and features a pond on the east side and a stand of mature hardwoods in the center. Currently, the land is outside the City limits and zoned agricultural. It will need to be annexed, rezoned, platted, and developed for residential use. Additional land on the east side of Fosston has been identified as a future residential growth area.

*Goal 1: Support the orderly growth of residential areas served by City utilities or where utilities are easily accessible.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
Enable new residential development	Annex, rezone and plat Aspens property	City of Fosston	2019

Provide infrastructure to buildable lots in Aspens development and future developments	City of Fosston	2020-2035
Annex properties adjacent to City boundaries and extend City utilities to those properties	City of Fosston	2018 and ongoing

*Goal 2: Promote the orderly development of land for residential, industrial and commercial development in areas identified as growth areas.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
<i>1. Maximize commercial potential of U.S. Highway 2</i>	Purchase one home per year, until all six homes have been purchased	Fosston Economic Development Authority	One per year; 2017-2022
	Rezone residential areas along both sides of U.S. Highway 2 for commercial development	City of Fosston	2020
	Redevelop former residential lots	Fosston Economic Development Authority	2017-2022
	Redevelop blighted or unoccupied commercial properties	Fosston Economic Development Authority	2017-2022
<i>2. Develop additional land for industrial park</i>	Acquire additional land	Fosston Economic Development Authority	2017-2018
	Develop additional land	Fosston Economic Development Authority	2018-2019
<i>3. Enable development in future growth areas</i>	Identify future growth areas and create a plan, in cooperation with townships	City of Fosston, Townships	2018
<i>4. Update zoning in future growth areas</i>	Update zoning in future growth areas as identified on the land use map	City of Fosston	2018

*Goal 3: Enhance the community's character and appearance.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
<i>1. Beautify main travel corridors</i>	Create and implement U.S. Highway 2 and downtown beautification plan	City of Fosston, STAR Committee	2020

**TRANSPORTATION IMPLEMENTATION PLAN**

The Transportation plan focuses on providing a safe and efficient transportation system. The existing transportation system is serving the City well and should be maintained.

The City should continue to enhance the FIT Trail, a 10-foot-wide paved recreational trail that was constructed in 2014. The well-used trail is a significant factor in the community’s quality of place. Benches were added in 2016 and a series of exercise stations will be added in the spring of 2017. Almost 55 percent of City residents would like the City to add lighting to the FIT Trail. Lighting would



Ribbon cutting for the FIT Trail

increase the use of the trail during low light hours, as well as increasing safety during those times. Forty percent would like the City to expand the length of the trail.

The City bus is a popular mode of transportation within the City, especially for the senior population. The City has discontinued bus service on Sunday, which may account for the 15 percent decrease in the number of residents who rate the City bus service as “excellent.” With the large senior population and the number of baby boomers who are entering retirement age, the City may want to think about ways to extend the City bus service hours.

The City plans to develop the 31-acre Aspens property, on the north side of Fosston. Streets and sidewalks will need to be extended through this area, with construction staged over the course of several years.

*Goal 1: Provide and maintain a safe and efficient transportation system.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
1. Increase vehicle and pedestrian safety	Monitor traffic counts in relation to speed limits and speeding violations	City of Fosston, MnDOT	Ongoing
	Place radar speed signs on east and west entrance to City	City of Fosston	2018
	Improve railroad pedestrian crossing	City of Fosston	2020

	Improve crosswalk at junction of U.S. Highway 2 & County 1	City of Fosston, MnDOT	2018
	Change speed limits as needed to increase safety	City of Fosston	Ongoing
<i>2. Extend transportation system</i>	Extend sidewalk system along U.S. Hwy 2 to Amber Ave	City of Fosston	2020
	Streets and sidewalks for Aspens property	City of Fosston	2022-2035
<i>3. Enhance the FIT Trail</i>	Expand the length of the trail and connect to sidewalk system	City of Fosston	2020-2025
	Groom the trail for cross country use in the winter months	City of Fosston	2018
	Lighting for FIT Trail	City of Fosston	2020

**PUBLIC FACILITIES AND INFRASTRUCTURE IMPLEMENTATION PLAN**

The Public Facilities and Infrastructure plan focuses on maintaining and improving public facilities; planning for, and providing, city services that support development of residential, commercial and industrial areas; and developing and supporting technology-based infrastructure.

*Goal 1: Continue to maintain and improve public facilities.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
<i>1. Provide and maintain public facilities</i>	Maintain adequate financial reserves	City of Fosston	Ongoing
	Continue capital improvement program budgeting	City of Fosston	Ongoing
	Work with existing and prospective industries on adequate water and sewer systems	City of Fosston Public Works Department	Ongoing
	Adhere to monitoring plan for wastewater treatment	City of Fosston	Ongoing
	Upgrade aging park equipment, one park every two years	City of Fosston	2018-2026
	Redevelop Mittun Park into Southside Neighborhood Park; consider nature-based play space	City of Fosston; community service organization	2020



*Goal 2: Plan for, and provide, city services that support development of residential, commercial, and industrial areas.*

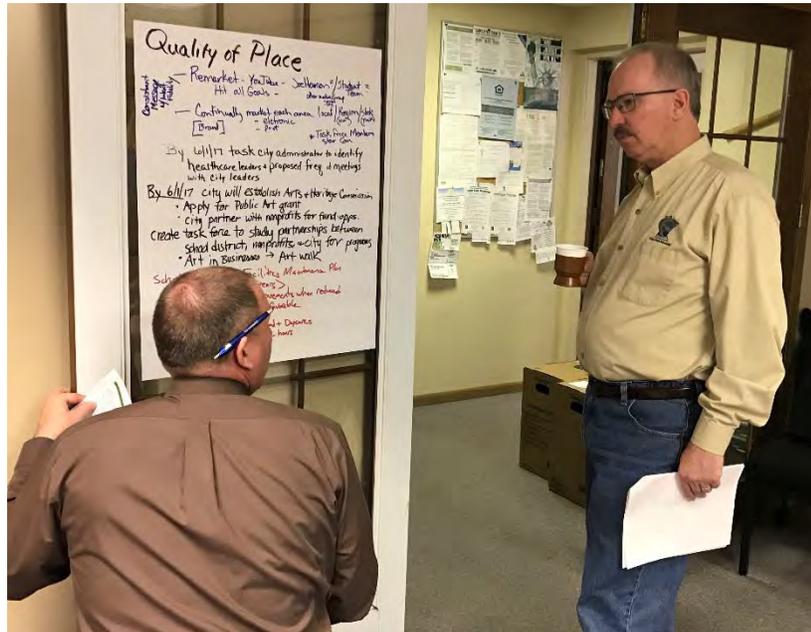
<i>STRATEGY</i>	<b>ACTION STEP</b>	<b>RESPONSIBILITY</b>	<b>BY WHEN</b>
<i>Proactive planning and development</i>	Review policies and ordinances annually	City of Fosston	Ongoing
	Work with townships to provide cost-efficient services	City of Fosston	Ongoing
	Provide infrastructure ahead of development	City of Fosston	Ongoing

*Goal 3: Develop and support a technology based infrastructure.*

<i>STRATEGY</i>	<b>ACTION STEP</b>	<b>RESPONSIBILITY</b>	<b>BY WHEN</b>
<i>Leading-edge technology</i>	Monitor emerging technologies and facilitate technology infrastructure that meets business and citizen needs	City of Fosston	Ongoing, as needed

## QUALITY OF PLACE IMPLEMENTATION PLAN

Quality of place is a phrase that speaks to the interrelated set of amenities, lifestyle, environment, and culture of a community. It is largely responsible for why people choose to live in a community. The Knight Foundation and Gallup organization completed a major study in 2011 and reported that the three main qualities that people attach to place are: social offerings, such as entertainment venues and places to meet; openness (how welcoming a place is); and the area’s aesthetics (its physical beauty and green spaces).”



Planning team brainstorming session

The community of Fosston already has many elements which contribute to its quality of place. The degree to which Fosston is successful in attracting people to live and work in the community rests, in large part, on its ability to enhance its quality of place. Several strategies to enhance the community’s quality of place have been identified by the planning team.

### Goal 1: Support and maintain an excellent healthcare system in Fosston

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
Collaborate with healthcare system and providers	Regular communication between healthcare leaders and City	City of Fosston	ongoing
	Support provider efforts to recruit healthcare professionals	City of Fosston, STAR Committee, Hospitality Committee	Ongoing
	Assess needs of seniors in relation to supportive housing	City of Fosston, Fosston Economic Development Authority, Essentia Health Fosston	2020

	Develop plan to meet needs of senior residents	City of Fosston, Essentia Health Fosston	2022
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*Goal 2: Support and maintain an excellent educational system in Fosston*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
<i>Collaborate with School District 601</i>	Identify community education needs	Community Ed, City of Fosston	ongoing
	Endorse facility enhancements that enable excellent education delivery	City of Fosston	2027

*Goal 3: Promote Fosston as a place to live with a high quality of place.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
<i>1. Embrace a spirit of excellence</i>	Monitor public satisfaction with City's customer service	City of Fosston	Ongoing
	Invest in employee training and reward initiative	City of Fosston	Ongoing
<i>2. Promote the community as a place with rich culture</i>	Help promote Arts Center events through City website and social media	City of Fosston	Ongoing
	Promote tourism through City website, social media, and print	City of Fosston and STAR Committee	Ongoing

*Goal 4: Promote healthy lifestyles and choices for Fosston residents.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
<i>Make healthy choices easy</i>	Continued engagement with Healthier Fosston	City of Fosston	ongoing



Promote Farmer's Market on City website and social media	City of Fosston	Ongoing
Apply for grant to purchase SNAP card equipment for Farmer's Market	City of Fosston	2017-2018
Encourage Community Ed to include exercise classes and promote collaboratively	City of Fosston	Ongoing
Encourage employers to adopt workplace wellness policies	Fosston Economic Development Authority	2018

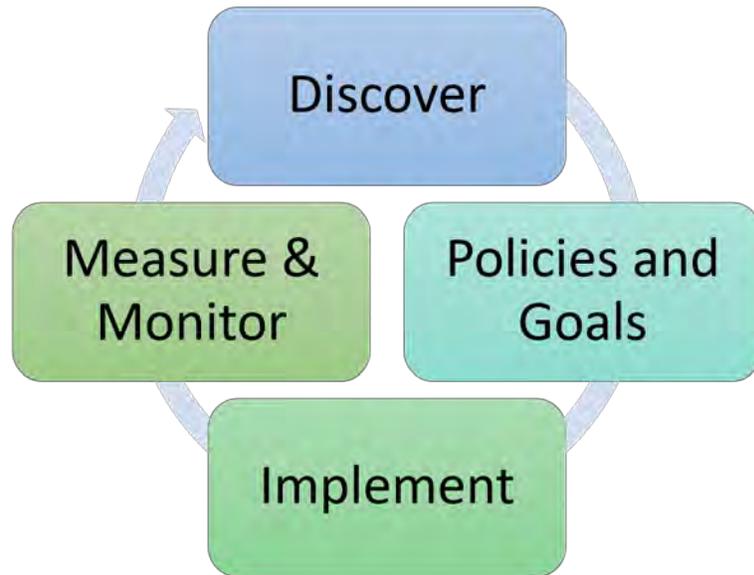
*Goal 5: Support the quality of place of Fosston through the arts.*

STRATEGY	ACTION STEP	RESPONSIBILITY	BY WHEN
<i>Nurture the arts</i>	Identify allies in the business community	Fosston Economic Development Authority	2018
	Establish Arts & Culture Commission	City of Fosston	2017
	Connect art entrepreneurs to business development resources	Fosston Economic Development Authority	2017-2027
	Connect art entrepreneurs to spaces to manufacture and show art	Fosston Economic Development Authority	2017-2027

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## RECOMMENDATIONS

The adoption of the Comprehensive Plan is not the end of the planning cycle; rather, it is just the beginning. Communities who go through the planning process and then place the plan on the shelf to gather dust would be better advised to skip the planning process entirely. Rather than being considered a one-time activity, comprehensive planning is a cyclical activity. Figure 17 illustrates the major elements of the planning cycle. The community that does a good job with



Comprehensive Plan Implementation Cycle

comprehensive planning is the community that works its plan, continually monitoring and updating it.

With the development of this plan, the City of Fosston has made a significant step toward achieving its vision. The Goals and Policies section gives direction for the elected body (City Council) to proceed on many issues identified by the community. The implementation plans, in addition to providing direction for elected officials, provides staff with priorities for action.

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### RECOMMENDATION 1

Commit to reviewing the Comprehensive Plan and updating implementation plans on an annual basis. The Comprehensive Plan should be considered a dynamic document which will require adjustments along the way. Annual evaluation allows City leadership to see what has worked well and what has not worked well, as well as making any adjustments that may be needed to increase success.

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### RECOMMENDATION 2

Link the Comprehensive Plan to the annual budget process. It would be optimal to complete the annual review of the Comprehensive Plan and any updates as part of the budget process so that resources can be aligned with goals, objectives, and implementation plans.

APPENDIX



## APPENDIX 1: 2016 RESIDENT SURVEY

### EXECUTIVE SUMMARY

As part of a comprehensive planning project, a survey was administered to residents of the City of Fosston during the month of October, 2016. A total of 240 people returned the survey. The purpose of the survey was to identify the level of satisfaction city residents have with city services, leadership, amenities, quality of life, and overall direction of the City. Responses will inform goals and policies of the developing comprehensive plan.

By design, survey questions were nearly identical to those that were included in a 2006 resident survey. The only questions that were different related to the FIT Trail. (See page 18). Because the same questions were used for both surveys, with the one exception already noted, it is possible to see changes in public perception. Notable changes are as follows.

#### Areas of satisfaction

- Ten percent more residents believe shopping opportunities are “good” or “excellent.” The percentage of residents who believe shopping opportunities are poor has decreased by 10.18%.
- The percentage of residents who believe that job opportunities are “good” or “excellent” has increased by more than 18%.
- The percentage of residents who believe that economic development is either “good” or “excellent” has increased by almost 20%.
- Although digital communication is increasing in popularity, the old-fashioned means of communicating is still the most effective—63.6% of residents have read the City newsletter seven or more times this past year.
- 61.47% of residents believe that the City’s growth rate is the “right amount.” This is an increase of 18.57% over the 2006 survey.
- 59.83% of residents believe that the business and retail growth rate is the “right amount.” This is an increase of 36.13% over the 2006 survey.
- 50.00% of residents believe that job growth rate is the “right amount.” This is an increase of 31.50% over the 2006 survey.
- People are satisfied with the quality of services provided by the City, with 80.99% responding that they were either “good” or “excellent.” This is a very modest increase from the 2006 survey in which 77.7% of residents returned either a “good” or “excellent” response.
- 72.96% of residents have had contact with a city employee over the course of the last 12 months and overwhelmingly, their responses indicate a very high level of satisfaction with the knowledge, responsiveness, and courtesy of the city’s employees.

### Areas with room for improvement

- The percentage of residents who believe air quality to be poor is 31.82%, an increase of 11.82%.
- The percentage of residents who believe that cable television is either “good” or “excellent” is only 29.60%. This is a decrease of 22.11%. At the same time, the percentage of people who “don’t know” is 24.89%, and increase of 20.59%, indicating that people have found alternatives to purchasing cable television from the City, likely due to some level of dissatisfaction.
- There has been a significant decrease in the percentage of residents who report “excellent” City bus service—40.85% in 2016, compared to 55.6% in the 2006 survey. This is likely related to the discontinuation of bus services on Sundays.
- Related to the bus issue is the change in satisfaction with services for senior citizens (one of the largest demographic groups using City bus services). There has been an 11% decrease in the percentage who responded that services to seniors were “excellent.”

Overall, the responses indicate that the City is doing a good job of serving the public. Although there are certainly areas which have room for improvement, measures which have been taken by the City since the 2006 survey indicate that the City is on the right track and that the growth trajectory which the City is on should be continued to the extent possible.

Survey Responses

The following is a tabular depiction of the responses to each survey question, with columns for 2016 responses, 2006 responses, and percentage change.

**SECTION 1—GENERAL INFORMATION**

**1. Overall, how would you describe the quality of life in Fosston, MN?**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
good	61.89%	60.6%	+1.29
excellent	27.87%	27.3%	+0.57
fair	9.02%	10.3%	-1.28
poor	1.23%	1.8%	-0.57

**2. How do you rate the overall quality of your neighborhood?**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
good	54.5%	55.4%	-0.9
excellent	29.92%	25.4%	+4.52
fair	11.07%	14.3%	-3.23
poor	4.51%	4.3%	-0.21
		0.7%	

**3. How do you rate Fosston as a place to raise children?**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
good	49.79%	52.1%	-2.31
excellent	35.68	29.3%	+6.38
fair	7.47%	10.4%	-2.93
don't know	6.22%	6.1%	+0.12
poor	0.83%	2.1%	-1.27

**4. How do you rate Fosston as a place to live?**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
good	51.63%	58.9%	-7.27
excellent	37.4%	27.5%	+9.9
fair	9.35%	11.1%	-1.75
poor		1.22%	2.5%
			-1.28



don't know 0.41%

### 5. How do you rate Fosston as a place to retire?

	2016	2006	% Change
good	43.8%	53.2%	-9.40
excellent	27.69%	27.0%	+0.69
fair	16.94%	12.2%	+4.74
don't know	7.44%	5.0%	+2.44
poor	4.13%	2.5%	+1.63

## SECTION 2—PERCEPTION OF COMMUNITY

### 6. Sense of community

	2016	2006	% Change
good	55.83%	59.0%	-3.17
fair	22.50%	21.2%	+1.30
excellent	18.75%	15.1%	+3.65
poor	2.5%	4.3%	-1.80
don't know	0.42%	0.4%	+0.02

### 7. Overall appearance of city

	2016	2006	% Change
good	58.02%	56.7%	+1.32
excellent	28.81%	27.3%	+1.51
fair	11.52%	14.9%	-3.38
poor	1.65%	1.1%	+0.55

### 8. Quality of K-12 schools in Fosston

	2016	2006	% Change
good	50.62%	48.6%	+2.02
excellent	23.24%	19.8%	+3.44
don't know	18.26%	14.7%	+3.56
fair	5.39%	14.0%	-8.61
poor	2.49%	2.9%	-0.41



### 9. Opportunities to attend cultural activities

	2016	2006	% Change
good	56.96%	52.7%	+4.26
fair	21.94%	22.7%	-0.76
excellent	8.44%	10.5%	-2.06
poor	6.33%	9.0%	-2.67
don't know	6.33%	5.1%	+1.23

### 10. Opportunities for leisure-time activities

	2016	2006	% Change
good	38.02%	40.1%	-1.99
fair	38.02	34.8%	+3.22
poor	13.22%	15.1%	-1.88
excellent	6.2%	6.1%	+0.10
don't know	4.55%	3.9%	+0.65

### 11. Shopping opportunities

	2016	2006	% Change
fair	40.74%	41.3%	-0.56
good	39.92%	34.2%	+5.72
poor	11.52%	21.7%	-10.18
excellent	7.41%	2.8%	+4.61

### 12. Air quality

	2016	2006	% Change
good	35.54%	38.6%	-3.06
fair	26.45%	29.6%	-3.15
poor	31.82%	20.0%	+11.82
excellent	5.79%	10.7%	-4.91
don't know	0.41%	1.1%	-0.69

### 13. Recreation opportunities

	2016	2006	% Change
good	35.68%	41.1%	-5.42

fair	39.00%	36.1%	+2.90
poor	10.37%	12.1%	-1.73
excellent	8.3%	5.7%	+2.60
don't know	6.64%	5.0%	+1.64

#### 14. Job opportunities

	2016	2006	% Change
good	40.68%	27.1%	+13.58
fair	31.36%	40.3%	-8.94
poor	9.32%	23.1%	-13.78
don't know	11.86%	8.4%	+3.46
excellent	6.78%	1.1%	+5.68

#### 15. Access to affordable housing

	2016	2006	% Change
good	35.71%	43.3%	-7.59
fair	31.93%	30.2%	+1.73
don't know	13.03%	9.5%	+3.53
poor	10.92%	8.7%	+2.22
excellent	8.4%	8.4%	

#### 16. Economic development

	2016	2006	% Change
good	48.55%	39.8%	+8.75
fair	26.97%	35.8%	-8.83
poor	4.15%	12.8%	-8.65
don't know	4.56%	6.9%	-2.34
excellent	15.77%	4.7%	+11.07

#### 17. Drugs

	2016	2006	% Change
important problem	52.19%	55.3%	-3.11
minor problem	23.25%	21.1%	+2.05
major problem	14.91%	16.9%	-1.99



not a problem	4.82%	3.8%	+1.02
extreme problem	4.82%	2.3%	+2.52

### 18. Taxes

	2016	2006	% Change
important problem	36.75%	40.4%	-3.65
minor problem	32.05%	28.3%	+3.75
major problem	6.84%	13.6%	-6.76
not a problem	21.79%	12.9%	+8.89
extreme problem	2.56%	4.0%	-1.44

### 19. Run down houses and buildings

	2016	2006	% Change
minor problem	57.02%	59.8%	-2.78
important problem	25.62%	22.5%	+3.12
not a problem	10.33%	14.5%	-4.17
major problem	4.55%	2.5%	+2.05
extreme problem	2.48%	0.4%	+2.08

**SECTION 3—COMMUNITY ENGAGEMENT**

**20. Used the Fosston public library or their services**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
once or never	34.57%	31.4%	+3.17
3-12 times	29.63%	28.5%	+1.13
more than 26 times	16.05%	16.2%	-0.15
twice	9.88%	12.6%	-2.72
13-26 times	9.88%	11.2%	-1.32

**21. Used the recreation centers**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
once or never	53.33%	50.5%	+2.83
3-12 times	20.00%	21.8%	-1.8
twice	12.88%	11.3%	+1.58
more than 26 times	8.33%	10.5%	-2.17
13-26 times	6.25%	5.5%	+0.75

**22. Participated in a recreation program or activity**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
once or never	65.68	60.1%	+5.58
3-12 times	15.25%	19.6%	-4.35
twice	8.05	8.9%	-0.85
more than 26 times	6.36%	8.1%	-1.74
13-26 times	4.6%	3.3%	+1.30

**23. Visited a city park**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
3-12 times	41.0%	37.3%	+3.7
once or never	27.2%	29.4%	-2.20
twice	20.08%	22.2%	-2.12
13-26 times	3.35%	6.5%	-3.15
more than 26 times	8.37%	4.7%	+3.67



#### 24. Rode the city bus

	2016	2006	% Change
once or never	65.38%	57.2%	+8.18
3-12 times	15.38%	16.5%	-1.12
more than 26 times	8.12%	10.1%	-1.98
twice	7.26%	9.4%	-2.14
13-26 times	2.99%	6.8%	-3.81

#### 25. Attended a City Council meeting

	2016	2006	% Change
once or never	88.98%	85.9%	+3.08
3-12 times	3.39%	6.5%	-3.11
twice	6.78%	5.4%	+1.38
13-26 times	0.85%	1.4%	-0.55
more than 26 times	0.0%	0.7%	-0.70

#### 26. Recycled used paper, cans or bottles from your home

	2016	2006	% Change
once or never	38.46%	32.5%	+5.96
3-12 times	25.64%	24.2%	+1.44
more than 26 times	25.21%	24.2%	+1.01
13-26 times	7.26%	11.2%	-3.94
Twice	3.42%	7.9%	-4.48

#### 27. Volunteered your time to some group/activity in Fosston

	2016	2006	% Change
once or never	47.44%	46.4%	+1.04
3-12 times	16.24%	23.4%	-7.16
more than 26 times	15.38%	12.4%	+2.98
twice	13.25%	9.5%	+3.75
13-26 times	7.69%	7.7%	-0.01

#### 28. Looked at the City of Fosston's website

	2016	2006	% Change
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Never	47.23%	N/A
4-6 times	25.53%	N/A
1-3 times	22.98%	N/A
More than 12 times	2.55%	N/A
7-11 times	1.7%	N/A

### 29. Looked at the City of Fosston's Facebook page

	2016	2006	% Change
Never	65.27%	N/A	
1-3 times	19.25%	N/A	
4-6 times	6.69%	N/A	
7-11 times	5.02%	N/A	
More than 12 times	3.77%	N/A	

### 30. Read a City newsletter

	2016	2006	% Change
12 or more times	29.71%	78.4%	-48.69
4-6 times	15.9%	9.2%	+6.7
1-3 times	14.23%	6.0%	+8.23
7-11 times	33.89%	6.0%	+27.89
never	6.28%	0.4%	+5.88

### 31. Read City Council meeting minutes

	2016	2006	% Change
never	29.96%	17.5%	+12.46
more than 12 times	19.41%	31.6%	-12.19
1-3 times	18.57%	17.1%	+1.47
7-12 times	18.14%	19.3%	-1.16
4-6 times	13.92%	14.2%	-0.28



## SECTION 4—PERCEPTION OF GROWTH RATE

### 32. Please rate the speed of Fosston's population growth:

	2016	2006	% Change	
somewhat too slow	31.65%	45.5%	-13.85	Fewer people believe the rate of Fosston's population growth is too slow, and more people believe it is the right amount.
right amount	61.47%	42.9%	+18.57	
much too slow	4.59%	10.5%	-5.91	
somewhat too fast	1.83%	0.8%	+1.03	
much too fast	0.46%	0.0%	+0.46	
Other	0.0%	0.4%	-0.40	

### 33. Please rate the speed of Fosston's business/retail growth:

	2016	2006	% Change	
right amount	59.83%	23.7%	+36.13	More people believe the rate of Fosston's business and retail growth is the right amount, and fewer people believe it is too slow.
somewhat too slow	30.13%	44.4%	-14.27	
much too slow	6.11%	31.1%	-24.99	
somewhat too fast	3.49%	0.4%	+3.45	
Other	0.0%	0.4%	-0.40	
much too fast	0.44%	0.0%	+0.44	

### 34. Please rate the speed of Fosston's job growth:

	2016	2006	% Change	
right amount	50.0%	18.5%	+31.5	More people believe the rate of Fosston's job growth is the right amount, and fewer people believe it is too slow.
somewhat too slow	31.65%	46.3%	-14.65	
much too slow	15.14%	33.6%	-18.46	
other	0.0%	0.8%	-0.80	
somewhat too fast	3.21%	0.8%	+2.41	

## SECTION 5—SATISFACTION WITH CITY SERVICES

### 35. Overall, how would you rate the quality of services provided by Fosston?

	2016	2006	% Change
good	57.02%	57.6%	-0.58
excellent	23.97%	20.1%	+3.87
fair	17.36%	18.4%	-1.04
poor	1.65%	3.5%	-1.85
don't know		0.4%	

### 36. Law Enforcement services

	2016	2006	% Change
good	48.12%	48.7%	-0.58
fair	18.41%	25.1%	-6.69
excellent	24.69%	18.3%	+6.39
poor	5.86%	4.3%	+1.56
don't know	2.93%	3.2%	-0.27

### 37. Fire services

	2016	2006	% Change
excellent	49.17%	42.4%	+6.77
good	42.92%	45.0%	-2.08
don't know	5.42%	9.0%	-3.58
fair	2.5%	3.6%	-1.10

### 38. Emergency medical services/ambulances

	2016	2006	% Change
excellent	48.55%	50.5%	-1.95
good	40.66%	38.4%	+2.26
don't know	4.56%	5.4%	-0.84
fair	5.81%	3.9%	+1.91
poor	0.41%	1.8%	-1.39

### 39. Garbage collection (solid waste)

	2016	2006	% Change
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excellent	45.87%	43.3%	+2.57
good	44.21%	45.1%	-0.89
fair	5.79%	6.5%	-0.71
poor	2.48%	3.6%	-1.12
don't know	1.65%	1.4%	+0.25

#### 40. Recycling

	2016	2006	% Change
good	44.12%	46.1%	-1.98
excellent	31.93%	29.3%	+2.63
don't know	14.71%	12.5%	+2.21
fair	6.72%	8.6%	-1.88
poor	2.52%	3.6%	-1.08

#### 41. Water services

	2016	2006	% Change
good	50.41%	45.6%	+4.81
excellent	31.82%	22.8%	+9.02
fair	10.74%	17.8%	-7.06
poor	3.72%	12.5%	-8.78
don't know	2.48%	0.7%	+1.78

#### 42. Sewer services

	2016	2006	% Change
good	56.49%	55.9%	+0.59
excellent	29.71%	22.6%	+7.11
fair	8.79%	13.3%	-4.51
poor	3.77%	5.7%	-1.93
don't know	1.26%	2.5%	-1.24

#### 43. Library services

	2016	2006	% Change
excellent	46.44%	56.1%	-9.66
good	38.08%	34.9%	+3.18

don't know	10.46%	7.6%	+2.86
fair	4.6%	1.4%	+3.20

#### 44. Cable Television

	2016	2006	% Change
good	24.45%	38.9%	-14.45
fair	22.71%	28.9%	-6.19
poor	22.71%	14.3%	+8.41
excellent	5.24%	12.9%	-7.66
don't know	24.89%	4.3%	+20.59

#### 45. Recreation facilities

	2016	2006	% Change
good	45.02%	50.7%	-5.68
fair	26.41%	23.7%	+2.71
don't know	15.15%	10.8%	+4.35
excellent	9.52%	9.0%	+0.52
poor	3.9%	5.8%	-1.90

#### 46. Recreation programs and classes

	2016	2006	% Change
good	33.62%	43.9%	-10.28
don't know	30.6%	17.6%	+13.0
fair	26.29%	22.7%	+3.59
excellent	4.74%	8.6%	-3.86
poor	4.74%	7.2%	-2.46

#### 47. Park maintenance

	2016	2006	% Change
good	60.59%	56.3%	+4.29
excellent	18.22%	11.1%	+7.02
fair	13.14%	23.7%	-10.56
don't know	5.08%	5.7%	-0.62
poor	2.97%	3.2%	-0.23

#### 48. City park equipment and amenities

	2016	2006	% Change
good	52.10%	61.3%	
fair	19.75	22.2%	
don't know	17.65%	3.9%	
excellent	7.56%	10.4%	
poor	2.94%	2.2%	

#### 48. Street maintenance

	2016	2006	% Change
good	47.08%	49.5%	-9.20
fair	27.50%	27.4%	+0.10
poor	10.83%	12.5%	-1.67
excellent	13.75%	10.7%	+3.05

#### 50. Cleanliness of streets

	2016	2006	% Change
good	61.32%	58.9%	+2.42
fair	16.87%	19.5%	-2.63
excellent	20.58%	18.4%	+2.18
poor	1.23%	3.2%	-1.97

#### 51. Yard/organic waste

	2016	2006	% Change
good	53.39%	55.3%	-1.91
fair	18.64%	18.9%	-0.26
excellent	16.53%	18.5%	-2.03
don't know	9.32%	5.1%	-1.97
poor	2.12%	2.2%	-0.08

#### 52. Snow removal

	2016	2006	% Change
good	59%	53.4%	+5.60
excellent	22.18%	22.6%	-0.42

fair	12.97%	20.8%	-7.83
poor	2.51%	3.2%	-0.69
don't know	3.35%		

### 53. Street lighting

	2016	2006	% Change
good	57.87	57.3%	+0.57
excellent	18.30%	23.8%	-5.50
fair	22.13%	17.1%	-5.30
poor	1.7%	1.8%	-0.10

### 54. City bus

	2016	2006	% Change
excellent	40.85%	55.6%	-14.75
good	34.04	30.2%	+3.84
don't know	20.85%	11.3%	+9.55
fair	2.55%	2.5%	+0.05
poor	1.7		+1.70

### 55. Animal control

	2016	2006	% Change
good	40%	33.7%	+6.30
fair	27.66%	29.3%	-1.64
poor	11.91%	23.9%	-11.99
don't know	11.91%	7.2%	+4.71
excellent	8.5%	5.8%	+2.70

### 56. Enforcement of traffic laws

	2016	2006	% Change
good	48.72%	46.5%	+2.22
fair	18.80%	29.2%	-10.4
excellent	12.82%	8.5%	+4.32
don't know	10.26%	8.1%	+2.16
poor	9.40%	7.7%	+1.70

### 57. Services to seniors

	2016	2006	% Change
good	45.96%	48.0%	-2.04
excellent	20.00%	31.0%	-11.0
don't know	17.87%	10.5%	+7.37
fair	13.19%	7.9%	+5.29
poor	2.98%	2.5%	+0.48

### 58. Water quality

	2016	2006	% Change
good	52.08%	43.1%	+8.98
fair	21.67%	29.0%	-7.33
excellent	14.58%	11.2%	+3.38
poor	8.75%	15.2%	-6.45
don't know	2.92%	0.7%	+2.22

### 59. Planning and zoning

	2016	2006	% Change
good	37.45%	39.3%	-1.85
don't know	32.34%	33.1%	-0.76
fair	16.6%	18.8%	-2.2
poor	6.38%	5.5%	-0.88
excellent	7.23	3.3%	+3.33

### 60. Storm drainage

	2016	2006	% Change
good	47.46%	48.4%	-0.94
fair	24.15%	25.6%	-1.45
don't know	12.71%	10.5%	+2.21
excellent	8.47%	7.60%	+0.87
poor	7.20%	7.90%	-0.70

### 61. Sidewalk maintenance

	2016	2006	% Change
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good	36.97%	32.6%	+4.37
fair	35.71%	43.0%	-7.29
poor	16.81	17.2%	-0.39
don't know	5.46%	4.7%	+0.76
excellent	5.04	2.5%	+2.54

**62. Services to youth**

	<b>2016</b>	<b>2006</b>	<b>% Change</b>
good	40.34%	39.9%	+0.44
don't know	25.75%	17.4%	+8.35
fair	20.6%	23.2%	-2.60
excellent	7.3%	7.6%	-0.30
poor	6.01%	12.0%	-5.99

**SECTION 6—FIT TRAIL**

**63. How often do you use the FIT Trail?**

	<b>2016</b>
I've never used it	43.88%
I've used it once or twice	26.16%
I use it about once a month	11.39%
I use it 1-2 times each week	10.55%
I use it 3 or more times each week	8.02%

**64. What enhancement would you most like to see for the FIT Trail?**

	<b>2016</b>
lighting	54.73%
expanding the length of the trail	40.54%
benches	29.05%
grooming for cross-country skiing	15.54%
landscaping	10.14%
fitness/exercise stations	10.14%



## SECTION 7—CITY EMPLOYEE CONTACT

### 65. Have you had phone or in-person contact with a Fosston employee within the last 12 months?

	2016	2006	% Change
Yes	72.96%	70.4%	+2.56
No	27.04%	29.6%	-2.56

## SECTION 8—CITY EMPLOYEE SATISFACTION

### 66. Knowledge

	2016	2006	% Change
good	47.4%	56.3%	-8.90
excellent	41.04%	29.7%	+11.34
fair	5.78%	10.4%	-4.62
poor	3.47%	3.1%	+0.37
don't know	2.31%	0.5%	+1.81

### 67. Responsiveness

	2016	2006	% Change
good	49.42%	50.5%	-1.08
excellent	34.30	30.9%	+3.40
fair	9.30%	12.4%	-3.10
poor	4.07%	5.70%	-1.63
don't know	2.91%	0.50%	+2.41

### 68. Courtesy

	2016	2006	% Change
excellent	48.54%	42.70%	+5.84
good	43.86%	47.90%	-4.04
fair	4.09%	6.30%	-2.21
poor	2.34%	3.10%	-0.76
don't know	1.17%		+0.71

## 69. Overall impression

	2016	2006	% Change
good	50.29%	46.60%	+3.69
excellent	39.88%	37.30%	+2.58
fair	6.36%	13.00%	-6.64
poor	2.89%	3.10%	-0.21
don't know	0.58%		+0.58

## SECTION 9—CITY GOVERNMENT

### 70. I receive good value for the City taxes I pay

	2016	2006	% Change
agree	40.08%	48.0%	-7.92
neither agree nor disagree	31.22%	27.1%	+4.12
don't know	10.55%	7.0%	+3.55
strongly agree	8.86%	5.1%	+3.76
disagree	7.17%	10.3%	-3.13
strongly disagree	2.11%	2.6%	-0.49

### 71. I am pleased with the overall direction that the City is taking

	2016	2006	% Change
agree	51.27%	52.5%	-1.23
neither agree nor disagree	23.31%	27.5%	-4.19
disagree	7.63%	6.8%	+0.83
don't know	4.66%	5.4%	-0.74
strongly agree	11.02%	4.6%	+6.42
strongly disagree	2.12%	2.9%	-0.78

### 72. I am well informed on major issues in Fosston

	2016	2006	% Change
agree	40.60%	41.1%	-0.50
neither agree nor disagree	33.76%	29.5%	+4.26
don't know	10.26%	8.4%	+1.86
disagree	7.69%	8.4%	-0.71

strongly agree	6.84%	10.9%	-4.06
strongly disagree	0.85%	1.8%	-0.95

### 73. Fosston's city government welcomes citizen involvement

	2016	2006	% Change
agree	39.57%	44.0%	-4.43
neither agree nor disagree	27.66%	27.4%	+0.26
don't know	18.72%	12.3%	+6.42
strongly agree	7.66%	5.8%	+1.86
disagree	5.11%	7.6%	-2.49
strongly disagree	1.28%	2.9%	-1.62

### 74. Fosston's government is really run for the benefit of all the people

	2016	2006	% Change
agree	35.02%	45.5%	-10.48
neither agree nor disagree	29.96%	19.9%	+10.06
disagree	11.81%	15.9%	-4.09
don't know	11.39%	7.9%	+3.49
strongly disagree	3.38%	6.1%	-2.72
strongly agree	8.44%	4.7%	+3.74

### 75. Most elected officials care what people like me think

	2016	2006	% Change
agree	41.1%	47.8%	-6.70
neither agree nor disagree	30.08%	23.6%	+6.48
disagree	9.75%	11.6%	-1.85
strongly agree	8.9%	4.3%	+4.6
don't know	8.9%	7.6%	+1.3
strongly disagree	1.27%	5.1%	-3.83

## SECTION 10—DEMOGRAPHIC INFORMATION

### 76. How many years have you lived in Fosston?

	2016	2006	% Change	
Over 20 years		45.19%	42.7%	+2.49



4-10 years	17.15%	23.7%	-6.55
11-20 years	20.50%	17.2%	+3.30
1-3 years	14.64%	10.9%	+3.74
Less than 1 year	2.51%	5.5%	-2.99

### 77. What best describes this building?

One family house detached from any other houses

**2016:** 85.9%      **2006:** 79.5%

A building with two or more apartments

**2016:** 9.4%      **2006:** 12.3%

Other

**2016:** 1.71%      **2006:** 4.1%

Mobile home 8

**2016:** 2.99%      **2006:** 3.0%

One family house attached to one or more houses

**2016:** 0      **2006:** 1.1%

### 78. Is this house, apartment or mobile home...

Owned by you or someone in this house with a mortgage or free and clear?

**2016:** 82.25%      **2006:** 82.4%

Rented for cash or occupied without cash payment?

**2016:** 17.75%      **2006:** 17.6%

### 79. How many people, including yourself live in your household?

	<b>2016</b>	<b>2006</b>	<b>% Change</b>	
two	41.0%	39.7%	+1.3	
one	35.59%	32.6%	+2.99	
four	10.17%	17.2%	-7.03	
three		10.17%	10.5%	-0.33



five or more	2.97%	+2.97
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**80. Does any member of your household have a disability?**

	2016	2006	% Change
no	74.68%	79.4%	-4.72
yes	25.32%	20.6%	+4.72

**81. What is the highest degree or level of school you have completed?**

	2016	2006	% Change
High school graduate	24.79%	24.9%	-0.29
Some college, no degree	23.5%	20.4%	+3.10
Bachelor's degree	21.37%	18.2%	+3.17
12th grade or less, no diploma	7.69%	14.5%	-6.81
Graduate or professional degree	11.11%	13.0%	-1.89
Associate degree	11.54%	8.9%	+2.64

**82. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)**

	2016	2006	% Change
White/Caucasian	98.28%	96.7%	+1.58
Other	0.43%	1.8%	-1.37
American Indian or Alaskan native	1.29%	1.1%	+0.19
Asian or Pacific Islander		0.4%	-0.40

**83. Are you Spanish/Hispanic/Latino?**

	2016	2006	% Change
No	99.57%	99.6%	-0.03
Yes	0.43%	0.4%	+0.03

**84. In which category is your age?**

	2016	2006	% Change
65 years or older	51.05%	46.3%	+4.75
55-64 years	16.74%	15.6%	+1.14
45-54 years	15.48%	14.4%	+1.08



25-34 years	5.44%	10.7%	-5.26
35-44 years	9.62%	10.7%	-1.08
18-24 years	1.67%	2.2%	-0.53

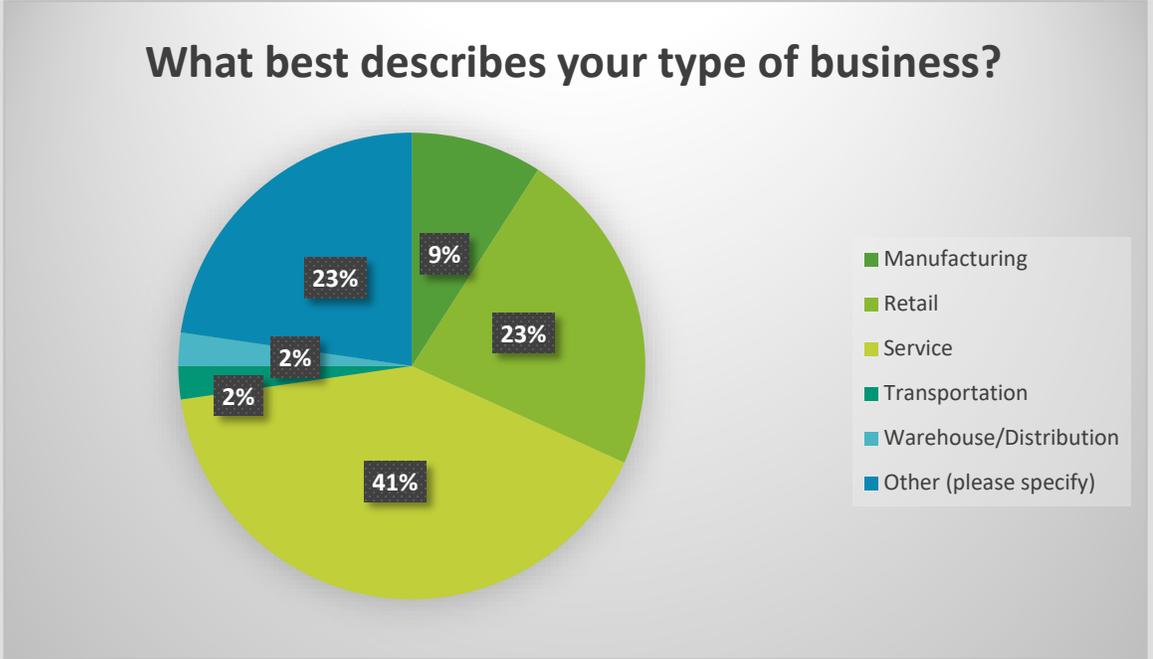
### 85. Your gender:

	2016	2006	% Change
Female	62.01%	57.8%	+4.21
Male	37.99%4	2.2%	

**APPENDIX 2: 2016 BUSINESS SURVEY QUESTIONS AND RESPONSES**

**1. What best describes your type of business?**

Answer Options	Response Percent	Response Count
Manufacturing	9.1%	4
Retail	22.7%	10
Service	40.9%	18
Transportation	2.3%	1
Warehouse/Distribution	2.3%	1
Other (please specify)	22.7%	10
<i>answered question</i>		<b>44</b>
<i>skipped question</i>		<b>0</b>



**2. How many years has your company been in operation in Fosston?**

Answer Options	Response Count
	44
<i>answered question</i>	<b>44</b>
<i>skipped question</i>	<b>0</b>
0-2 years	9.09%
3-10 years	13.64%



11-24 years	25.00%
25-50 years	31.82%
51+ years	18.18%

### 3. How many employees does your company have in Fosston?

Answer Options	Response Percent	Response Count
1-10	60.47%	26
11-20	23.26%	10
21-50	6.98	3
51-100	2.33	1
101 or more	6.98%	3
<i>answered question</i>		<b>43</b>
<i>skipped question</i>		<b>1</b>

### 4. Where is your company headquarters located (City, State)?

Answer Options	Response Percent	Response Count
Fosston	57.14%	24
Regional (Fargo, Grand Forks, Northwest Minnesota)	26.19%	11
Twin Cities	9.52%	4
Other	7.14%	3
<i>answered question</i>		<b>42</b>
<i>skipped question</i>		<b>2</b>

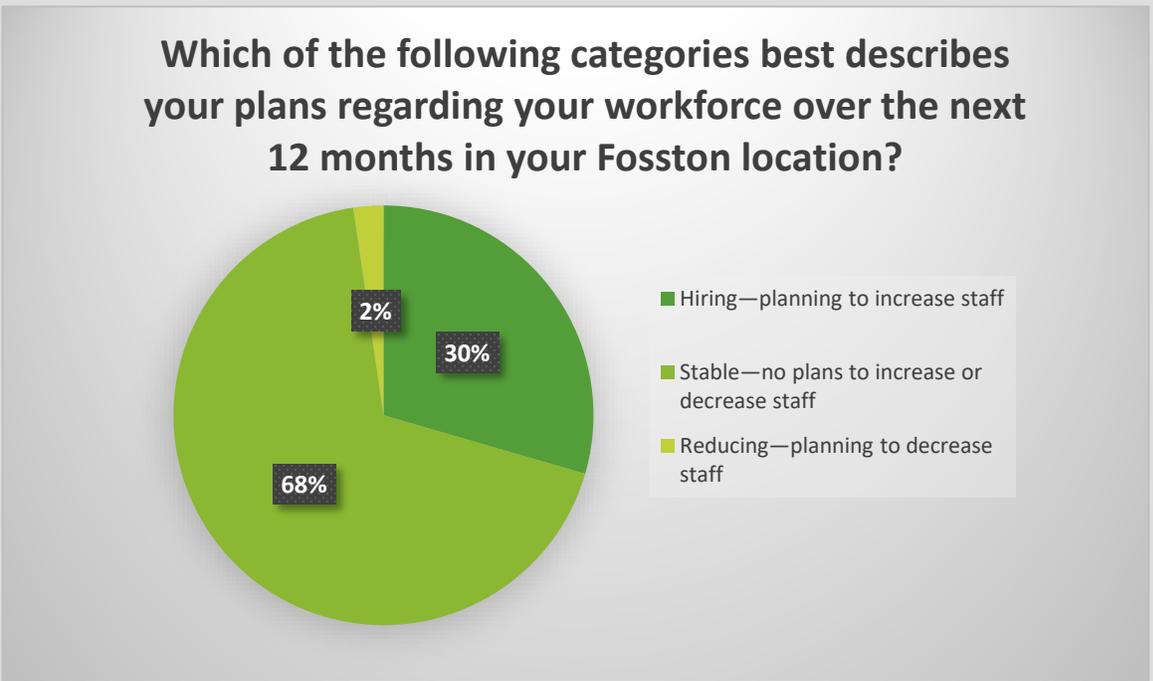
### 5. In general, how would you rate Fosston as a place to do business?

Answer Options	Response Percent	Response Count
Excellent	45.5%	20
Good	47.7%	21
Fair	6.8%	3
Poor	0.0%	0
Very Poor	0.0%	0
<i>answered question</i>		<b>44</b>
<i>skipped question</i>		<b>0</b>



**6. Which of the following categories best describes your plans regarding your workforce over the next 12 months in your Fosston location?**

Answer Options	Response Percent	Response Count
Hiring—planning to increase staff	29.5%	13
Stable—no plans to increase or decrease staff	68.2%	30
Reducing—planning to decrease staff	2.3%	1
<i>answered question</i>		<b>44</b>
<i>skipped question</i>		<b>0</b>

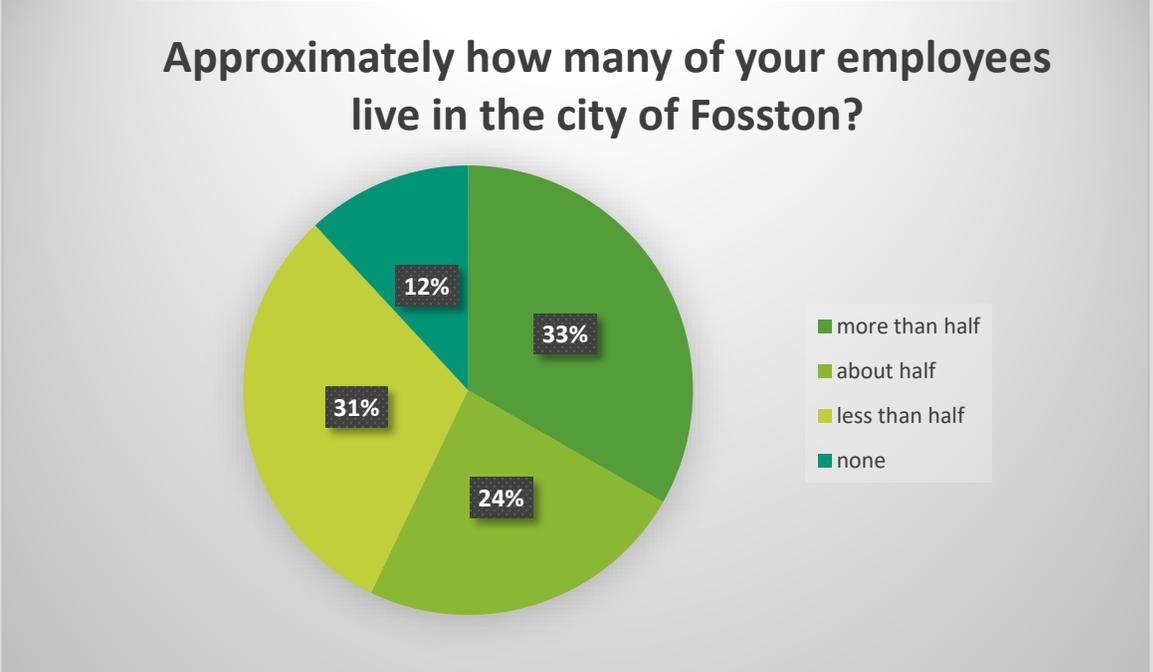


**7. Approximately how many of your employees live in the city of Fosston?**

Answer Options	Response Percent	Response Count
more than half	33.3%	14
about half	23.8%	10
less than half	31.0%	13
none	11.9%	5

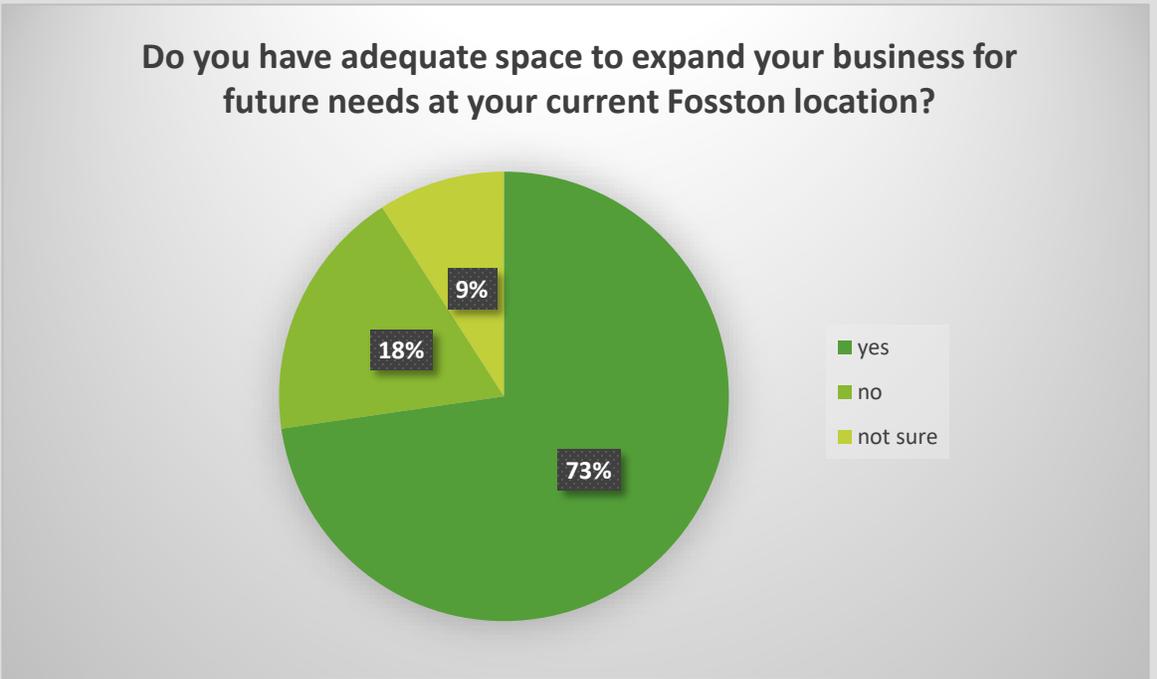
*answered question* 42

*skipped question* 2



**8. Do you have adequate space to expand your business for future needs at your current Fosston location?**

Answer Options	Response Percent	Response Count
yes	72.7%	32
no	18.2%	8
not sure	9.1%	4
<i>answered question</i>		<b>44</b>
<i>skipped question</i>		0



**9. Does your company have any plans to leave your current location?**

Answer Options	Response Percent	Response Count
yes	4.5%	2
no	95.5%	42
<i>answered question</i>		<b>44</b>
<i>skipped question</i>		0



**Businesses who answered "yes" primary reason cited for leaving:**

*Hard to hire new staff.*

*Downsize.*

## 10. What is the single most important issue facing your business?

	Response Count
	29
<i>answered question</i>	29
<i>skipped question</i>	15

### Comments

*Finding qualified (skilled) employees. (Mentioned six times)*

*Recruitment of providers and certain staff positions.*

*Lack of professional jobs.*

*Housing for employees.*

*The possibility of too many competing restaurants opening*

*Street crown and storm sewer improvements needed.*

*Retail business: getting local people to shop in town and attracting people from outside town to shop here.*

*Keep shopping local.*

*Lack of retail sales growth.*

*A healthy economy.*

*Logistics—location to customer base.*

*Location and prices.*

*Lower disposable income in the area.*

*City support for growth in the future.*

*City road construction delays our carriers.*

*Continual population growth.*

*Consolidation of businesses/farms, and when the buying power of local business leaves town.*

*Ag prices—labor for farms.*

*Room for growth—additional lots for assisted living.*

*Lack of funding.*

*City support for local businesses.*

**11. What are the three most important things the City of Fosston can do to improve your ability to operate a successful business in Fosston?**

	<b>Score</b>
Market the City of Fosston as a great place to live to attract workforce	8.30
Work to improve and diversify housing for workforce	8.07
Improve infrastructure (roads, utilities)	7.29
Enhance communication with business community	7.05
More/better crosswalks for pedestrians	7.00
Increase police presence	7.00
Provide more parking	6.73
Add to special events (holiday lighting, shopping nights, street festivals, etc.)	6.54

**12. What is the one suggestion you would have for the City of Fosston to support continued growth and to help businesses?**

	Answer Options	Response Count
		27
	<i>answered question</i>	27
	<i>skipped question</i>	17

**Comments**

- Keep doing what you are doing. (Mentioned five times.)*
- Need a daycare center. (Mentioned three times.)*
- Continue to grow industrial park.*
- Work with the large employers and the community to help build and if needed subsidize to make it an added benefit for our community.*
- Improve affordable housing.*
- More housing for families.*
- Better housing/more options for potential employees.*
- Expand industrial waste system.*
- Continue with your programs to help startup businesses*
- Keep bringing new business to town.*
- Support existing businesses in Fosston vs. putting all energy into recruiting more.*
- Treat all businesses the same.*
- Support and encourage local recreational opportunities for people of all ages, from the parks, softball, hockey rink, golf course and theater.*
- Keep eliminating the run-down, empty buildings and facilitate new buildings—really improving the look of the town!*
- Senior services.*



*Increase lot space within city limits for assisted living growth.*

*Market to keep young-new graduates in town, or to return to Fosston after college.*

*Keep promoting and expanding the City of Fosston.*

*Keep local taxes down.*



## APPENDIX 3: ACTION STEPS BRAINSTORMING SESSION

### ECONOMIC DEVELOPMENT ACTION STEPS

- Acquire one home per year along Highway 2 corridor until all space is converted to commercial [7 times]
- Market to local, regional, and beyond. [7 times]
  - Website (\$) and time (contract outside resource)
  - Get on Tri-Valley county resource page
- Task Force (Kevin G) to spearhead daycare facility [7 times]
- Annual meeting of all committees, commissions, etc. to get updated on all. [4 times]
  - Conduct surveys
  - Have initial meeting ASAP→assign facilitator. (Fosston for All)
- Develop incentive program to help private building owners lease up open commercial space by 2018 [2 times]
- More inclusive/varied workforce. Olmstead (DAC, school, DEED) [1 time]
- Promote and beautify community through programs such as “One Vegetable—One Community” [1 time]
- Partner with U of M Center for Sustainability. Apply for grants to support existing clean industry.
  - Obtain updated assessment of needs
  - Provide industries with information on what is available
- Develop next “Come Home to Fosston” brochure for 2018 All-School Reunion (FEDA)
- Connect high school students to community career opportunities
  - Project Lead the Way
  - Create a Task Force of employers and school (school board make resolution to support)
- Develop plan for acquisition/demo of old shoe shop (West building)

### HOUSING ACTION STEPS

- Accommodate aging in place housing options and identify services, such as healthcare and transportation that will support homeowners. Include survey. [6 times]
- Entice opportunities for young families [5 times]
  - Relocation/homeownership, build tax base
  - City/utilities/banks/lenders
  - Build Fosston program
- Multi-family housing—encourage/offer/incentivize developers and renters [5 times]
  - Establish programs for tobacco free environment
- Identify, acquire, and demolish blighted homes. Example—9 homes, do 2/year by 2020. [4 times]
- Update housing study by end of 2018 (EDA) [2 times]

- Encourage EDA to consult with developer [2 times]
- Assist conversion of old Palubicki building to apartments by 2018 [2 times]
- Assist Park Core in building out mobile home park by 2018 [1 time]
- Specifically assess senior housing stock and future needs
- Enforce city ordinances—City Council action
- Process to identify zoning violations, review/amend as needed

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#### LAND/TRANSPORTATION/INFRASTRUCTURE/ FACILITIES ACTION STEPS

- Complete sidewalk/FIT Trail expansion (2019) [8 times]
- Begin development of Aspens housing by 2018 and make “Build Fosston program more user friendly [7 times]
- Acquire additional land for industrial park. (2017) [5 times]
- Incorporate quality of place into FEDA’s goals. [4 times]
- Redevelop Mittun Park into Southside Neighborhood Park by 2020. More equipment; consider nature-based play. [2 times]
- Work with Essentia Health on undeveloped property by SummerField Senior Apartments. [2 times]
- Phase out cable by 2020 and enhance fiber connection/usage.
- Acquire Tangen property for future development.

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#### QUALITY OF PLACE ACTION STEPS

- Create Task Force to study partnerships between school district, nonprofits, and City for programs. [5 times]
  - Art in businesses → art walk [2 times]
- Partnership→early childhood and daycares (cover the hours that parents need) [5 times]
- Remarket City, hitting all quality of place goals—YouTube, Joe Hanson/Student Team, or another media group such as MSBA or City. [4 times]
- People care [3 times]
- School→long-term facilities maintenance plan (maximum of 10 years) [3 times]
- Establish Arts & Heritage Commission by 6/1/2017. [3 times]
  - Apply for public art grant
  - City partner with nonprofits for funding opportunities
- Task City Administrator to identify healthcare leaders and proposed frequency of meetings with city leaders by 6/1/2017. [1 time]
- Continually market (brand) each area—local/region/state (Task Force members, Star Committee)
- Expedite school improvements when reduced tax impact is favorable