

Exhibit 3
Without Photo Base

Map 9.9: Exhibit 3 – Composite Utility Plan
 Source: *City of Pelican Rapids Comprehensive Plan, 2004*

Electricity

Electricity has changed over the years in Pelican Rapids. At one time there was hydroelectric power generated from the dam at the Pelican River. Once the United States was engaged in World War II, this was pulled out as the metal was needed for manufacturing in the war effort. Currently, the major electric provider in the area is Lake Region Electric Cooperative which is located in Pelican Rapids and is a part of Touchstone Energy. Their main office is in pelican Rapids and it is a member owned business with a mix of residential, commercial, and industrial homes. According to the LREC website, “about a third live here less than six months of the year and use less than 500 kilowatt-hours (kWh) a month. We average 4.6 members per mile in our 3,200 square mile service territory. We own and maintain 5,600 miles of line.” (Lake Region Electric Cooperative, 2010) (See photograph 9.32)



Photograph 9.32: Lake Region Electric Cooperative

Source: Amy L. Nash

Phone / Communications

Loretel Systems, Inc. provides telecommunications to Pelican Rapids and also has an office in the city. According to their website, they provide a “variety of services including internet, digital television, telephone, and Verizon Wireless service.” (Loretel, 2010)

Public Services

Police

The City of Pelican Rapids has four full-time and four part-time police officers and they headquartered in City Hall. (See photograph 9.33)



Photograph 9.33: City hall
Source: Amy L. Nash

Fire department

The fire department in Pelican Rapids serves the city as well as the surrounding townships with rescue, fire suppression, and wildland fire suppression services. The department has 24 active firemen in the all volunteer department and covers an area of 360 square miles. According to the Pelican Rapids website, the equipment that they have includes a “Rescue mini pumper 4x4 with a 250 gallon tank, 250 gallon per minute pump, Rural pumper with 1000 gallon water tank and a 1000 gallon per minute pump, Rural tanker #1 with a 2000 gallon tank, Rural tanker #2 with a 2000 gallon tank, Wildland 4x4 pumper with a 250 gallon water tank and a 200 gallon per minute pump, and the City Pumper with a 1000 gallon water tank and a 1000 gallon per minute water pump.” (Pelican Rapids, 2010) The historic fire hall was saved in the community and has a very unique brick pattern. (see photograph 9.34)



Photograph 9.34: Original Pelican Rapids Fire Department
Source: Amy L. Nash

A new fire hall was built in 2006 and serves the fire department as well as the townships. The Economic Development Authority was behind the construction project and is leasing it to the city with the townships contributing to the cost of the lease. Although it is a leased building, the Fire Hall is looked at in the community as “owned” by the City. (see photograph 9.35) Last spring the fire department added some new rescue tools to their equipment, the jaws of life, an air pack for internal fires, and a foamer for the fire hose.



Photograph 9.35: New Pelican Rapids
Source: Amy L. Nash

Ambulance/EMT – Pelican Valley Ambulance service

The Pelican Valley Ambulance Service employs 18 people and five of them are full time. Of the full time employees, four of them are Paramedics and one is an Emergency Medical Technician. They average 1.5 calls per day over a year’s time. (Pelican Rapids, 2010) (see photograph 9.36)



Photograph 9.36: Ambulance
Source: Amy L. Nash

Medical Services

Pelican Rapids has a very well established medical presence and multiple health resources. Even though Pelican Rapids does not have an ER or a hospital, they are still able to provide 24/7 medical assistance. The city has a clinic operated by MeritCare (Sanford Health) that offers the services of a Family Nurse Practitioner and a Physician. There are also other doctors and nurses that have practicing privileges from surrounding clinics/hospitals.



Photograph 9.37: Clinic

Source: Amy L. Nash

Pelican Rapids also has a second clinic that is run by Sanford Health that employs 1 medical doctor and 1.5 position assistants. This is strictly a home care clinic and does not take in-patient care. Their office hours are 8am to 5pm M-F and 8am to 12pm Saturday. This clinic also has specialties such as obstetrics and gynecology, pediatric medicine and surgery, and family medicine. They also offer other services such as x-rays, mammograms, and an EKG. (Interview, Rita Cowie, 2010) Pelican Rapids also has Home Health Care Services, Therapy, and Rehabilitation Services available as well. (Pelican Rapids, 2010)

Pelican Rapids also offers other forms of auxiliary medical services such as an eye clinic staffed by 3 optometrists, 1 dental office, Pelican Dental, staffed by 2 dentists, and 1 pharmacy, Pelican Drug. (see photographs 9.38 – 9.40)



Photograph 9.38: Pelican Drug

Source: Amy L. Nash



Photograph 9.39: Pelican Dental Clinic
Source: Amy L. Nash



Photograph 9.40: Pelican Rapids Eye Clinic
Source: Amy L. Nash

Another facility with multiple specialties is Gottenborg Chiropractic. They employ 5 people: 1 chiropractor, a specialist in nutrition and supplements, a massage therapist, a billing manager, and a receptionist. (Gottenborg, 2010)



Photograph 9.41: Gottenborg
Source: Amy L. Nash



Photograph 9.42: Gottenborg
Source: Amy L. Nash

Nursing Homes

Pelican Rapids also has 2 nursing homes as well as an assisted living program. Good Samaritan Society, which is owned and operated by the Evangelical Lutheran Good Samaritan Society, is located on the main street of Pelican Rapids and has 35 beds where currently 28 are occupied for services. An average capacity is usually at about 80%. The center offers 24-hour-a-day skilled nursing services including physical, occupational and speech therapy. “Private rooms are available for all who are interested regardless of the payor source allow residents to create their own homelike environment within the center.” (Good Samaritan Society, 2010) (See photograph 9.43)



Photograph 9.43: Good Samaritan Society

Source: Amy L. Nash

The Pelican Valley Health Center is another nursing home that has skilled nursing care and other services such as care directed by an attending physician, social services, speech therapy, physical therapy, occupational therapy, and therapeutic recreation. The services of a Registered Physical, Occupational and Speech Therapist are available five days a week. It has a total of 40 beds, 36 of which are occupied making this nursing home close to capacity. There are some construction upgrades that are planned for this facility and currently are being worked through with an architectural team. In 1963, Pelican Valley Health Center expanded and built the Riverfront Manor which has a capacity of 20 beds. ([Pelican Valley Health Center](#), 2010)



Photograph 9.44: Pelican Valley Health Center

Source: Amy L. Nash

Pelican Rapids has an assisted living program called Love and Care LLC and is designed to give its residents a well monitored yet independent living space. These spaces can range anywhere from an apartment style room to even a single home. There also is Pelican Rapids Riverfront Manor, which is part

of the Pelican Valley Health Center Campus. It is a 20 unit retirement residence that qualifies as assisted living. It offers a continuum of care as part of the main campus, so transition is less traumatic. Units are studio or one bedroom and have 4 season porches, full service dining facility, beauty/barber shop, and a café/coffee bar as well as 24 hour access to care professionals. (Pelican Valley Health Center, 2010)



Photograph 9.45: Riverfront Manor

Source: Amy L. Nash

Pelican Rapids is also investigating the concept of Community of Care in which people stay in their home longer in an effort to make elder-care more affordable. In home care is an essential part of that as well as partnerships with the medical staff in the community. A prototypical community in North Dakota has implemented this and the founder is looking at the Community of Pelican Rapids as a second city for the program. “The mission of Community of Care is to ensure that older persons and others in need in rural Cass County have access to health, human and spiritual services that are essential to the maintenance of their well-beings and are offered within a community of faith.” (Community of Care, 2010)

Public Buildings/Spaces

As of 2010 the city of Pelican Rapids owns 9 buildings and leases 1 building. The owned buildings are as follows: City Shop and Storage buildings (also called the Public Works Building built in 2004), Historic City Hall, Fire Hall (leased from city organization to the city), Pool building, Shirren Park Bathhouse, Library, Waste Water Treatment Facility, and the newly constructed Municipal Liquor Store. The one city leased building is their City Hall. (Interview, Julie Lammers, 2010)

The library has had increased activity relating to the 4 day school week and programs held there. Many people from out of town are coming into Pelican Rapids to utilize the library. This may have something to do with the fact that the recent elections were held there and people came in from the townships to cast their ballot. The library is used for multiple meetings and classes run by Lutheran Social Services as well as community education classes. It was announced at the November 8, 2010 city council meeting that the previous week was a record week for circulation. (City Council Meeting, 11/08/2010). (see photographs 9.46 – 9.47)



Photograph 9.46: Library
Source: Amy L. Nash



Photograph 9.47: Library
Source: Amy L. Nash

The municipal liquor store was one of the newer commercial projects in the community. It was scheduled for completion the end of November 2010 with landscaping, asphalt, and final outdoor details to be completed spring 2011. (See photograph 9.48)



Photograph 9.48: Municipal Liquor Store
Source: Amy L. Nash

Schools

The Pelican Rapids School district has undergone multiple changes with the 4-day school week as mentioned in previous chapters. With regard to built capital, Pelican Rapids has two school facilities, the Viking Elementary School and the Pelican Rapids High School. The elementary school has 445 students total. Viking Elementary school recently went through a 4 million dollar renovation project which replaced doors, windows, gave them new ventilation, and a new heating system. (see photograph 9.49) Unfortunately the Pelican Rapids High School, which has 465 students, is in need of the same renovation and the city has voted down a bond referendum. The city recently had a team brought in to survey the condition of the school. It was a result of this survey that the school would need to spend approximately 5 million dollars to renovate and repair the high school. School Board and community leaders are

currently evaluating the situation to determine whether to spend the money to renovate or to build a new school altogether. (Deb Wanek, personal communication, 2010) (see photograph 9.50)



Photograph 9.49: Elementary School
Source: Amy L. Nash



Photograph 9.50: High School
Source: Amy L. Nash

Parks

The existing park system consists of two developed public parks (Sherin and Peterson Parks), and one recently developed park (The River park – North of the Library), one soccer field/playground equipment (Thompson Memorial park), one skateboard park and soccer field, and one ice skating rink (on the north end of the Elementary school building). There also is swimming pool. See Chapter 3 for further information specifically on the parks with relation to natural capital of the community. See photographs 9.48 – 9.57 for examples of this asset to the community and see map 9.10 for some locations in the community.



Photograph 9.51: Pelican Pete
Source: Amy L. Nash



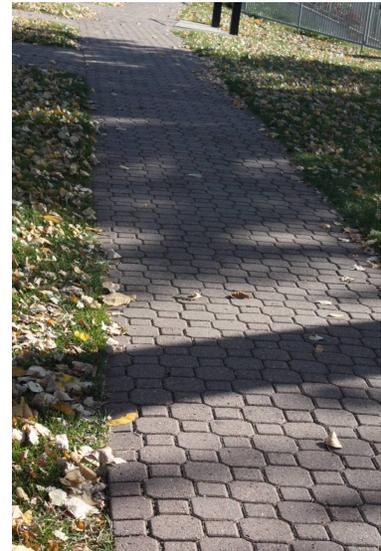
Photograph 9.52: Peterson Park Entrance
Source: Amy L. Nash



Photograph 9.53: Bridge
Source: Amy L. Nash



Photograph 9.54: Park
Source: Amy L. Nash



Photograph 9.55: Path
Source: Amy L. Nash



Photograph 9.56: Park
Source: Amy L. Nash



Photograph 9.57: Veteran's Park
Source: Amy L. Nash



Photograph 9.58: Skate park
Source: Amy L. Nash



Photograph 9.59: Swimming Pool
Source: Amy L. Nash



Photograph 9.60: Monument
Source: Amy L. Nash



Photograph 9.61: Monument
Source: Amy L. Nash

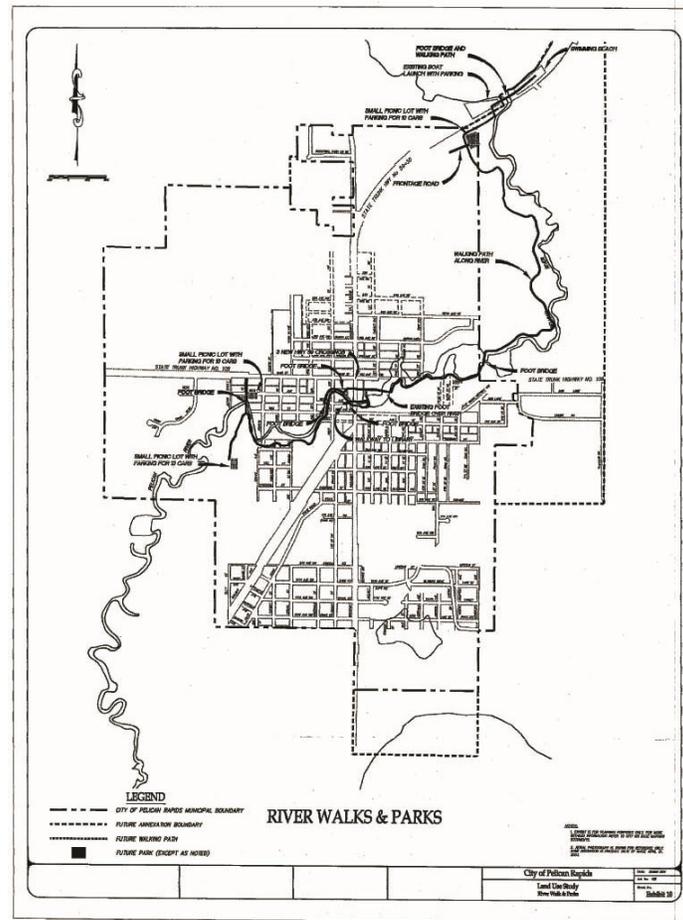


Exhibit 10
 Without Photo Base

Map 9.10: River Walks & Parks
Source: City of Pelican Rapids Comprehensive Plan, 2004

Transportation / Parking

Pelican Rapids has two state highways dividing the grid-setup system into quadrants. The Highways are Highway 59 and Highway 108 and serve as the main arterial. Although the grid is organized using the polar directions for addresses (NW, NE, SW, SE), there are some curved streets and a few cul-de-sacs. Most of these are in the slightly newer subdivisions. The two highways provide good access to Pelican Rapids and are relatively safe in terms of accidents. The City's comprehensive plan states that any accident problems are most often connected to intersections and areas that are not designed to contemporary standards. "Such problems typically include: intersection spacing, proximity to driveways, provisions for turning movements, signing, lighting, pavement markings, geometric design, and vision clearances. It is assumed that all new streets and highway improvements will be built according to contemporary planning and engineering standards." (City of Pelican Rapids Comprehensive Plan, 2004)

The city has plans for creating and delineating a loop collector system as previously mentioned that includes an industrial collector and a community collector organization. They have prioritized the sections that would be required to complete this system in the community. The city's intent is to design the roadways to collector standards with the collector as the main road and the other roads with approaching traffic stop and then turn onto the collector. They also have a major street plan that is used by the planning commission to drive the interconnectedness of any future street planning, utility line looping, pedestrian movement, neighborhood connectivity, and emergency vehicle ingress and egress.

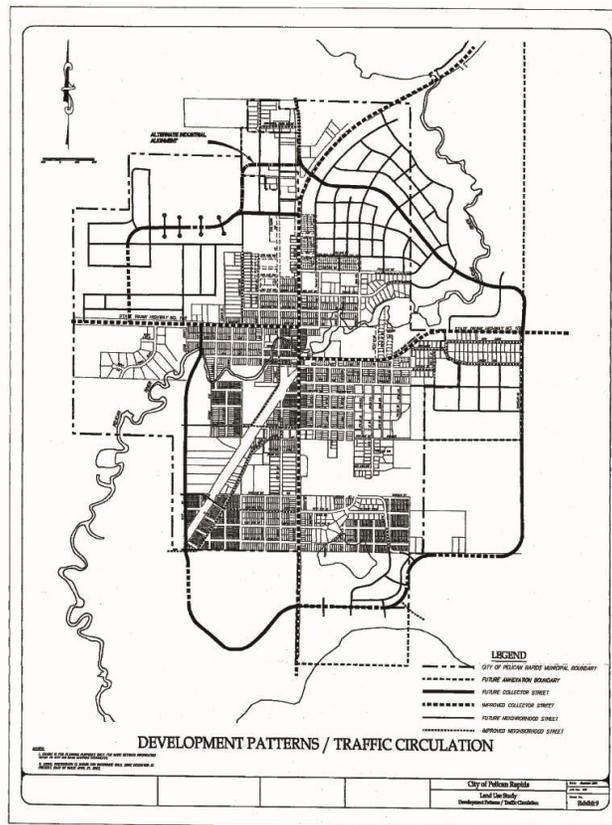


Exhibit 9
Without Photo Base

Map 9.11: Traffic Development Patterns & Circulation

Source: City of Pelican Rapids Comprehensive Plan, 2004

Parking in the downtown areas is along Broadway street and Highway 59 proper as the most visible areas for parking. There are spaces along the back side of businesses, but they are not used to their potential. In fact, many residents and most visitors do not know that this parking is available. Development of these spaces is a potential improvement that could be looked at in an overall growth plan for the city. There are a couple of parking lots that are listed in the comprehensive plan that are potential areas of development. The City is aware of the issue to make parking as convenient as possible in order to foster visitor stops as well as local shopping and business growth. Other future parking areas are also planned to integrate with green spaces and the river trail as well as providing additional parking to work in conjunction with VFW events that draw a larger number of vehicles and visitors. The plan specifically takes into account the area to the North Side of Mill Avenue / Highway 108: “There is a community movement in motion with considerable citizen involvement that suggests that the post office will need to be moved to another location in the near future. The existing lot and building are too small for the needs of the community. The Comprehensive Plan suggests that the existing buildings and parking lot area are to become the new improved entrance to the park, by removing the existing building...The brick path that is presently throughout the park is to be extended south from the north side of the existing parking lot to Mill Avenue / Highway 108. The rest of the existing parking lot is to be turned into a landscaped green entrance to the park.”

Pedestrian / Bicycle Traffic

Bicycle transportation is in the discussion phases as the City continues planning for a variety of transportation methods. There is currently no master plan for a bicycle path system, but as sustainability and health benefits are becoming more common play amongst citizens, bicycles will continue to be in the planning discussions. Interconnecting all parts of the city with a proposed trail system at the river will drive the process. The pedestrian system is also up for further discussion with the development of a sidewalk inspection and capital improvement plan. Sidewalks will be a priority as the collector systems evolve.

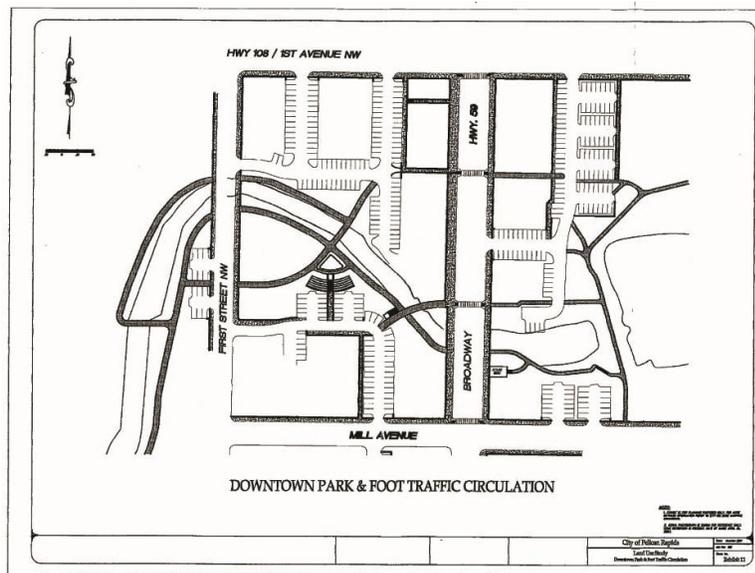


Exhibit 11
Without Photo Base

Map 9.12: Downtown Park & Foot Traffic
Source: City of Pelican Rapids Comprehensive Plan, 2004

Airport

Commercial air service is handled through airports approximately 25 miles away at Fergus Falls and Detroit Lakes at nearest. The City has a general service airport as a grass landing strip five miles north of the city along the west side of County Highway 9. The airport is lighted from dusk to dawn. “The airport is lighted from dusk to dawn. The airport was constructed in the mid 1960’s and has had only maintenance upgrades done that time.”(City of Pelican Rapids Comprehensive Plan, 2004, pg 41) The City is working with the State of Minnesota Department of Aeronautics to be part of the five year Capital Improvement Plan for future repairs as well as development.

Housing



Photograph 9.62: Historic House
Source: Amy L. Nash

Housing is another area of built capital that often drives a community and its growth and sustenance. See photograph 9.62 for the historic house in Pelican Rapids) According to the 2000 U.S. Census of Pelican Rapids MN, there were a total of 962 total housing units where only 884 were currently occupied leaving 78 unoccupied housing units. (See table 9.4, 9.5 and 9.6)

Housing Occupancy	Number	Percentage
Total housing units	962	100
Occupied housing units	884	91.9
Vacant housing units	78	8.1
Seasonal, Recreational, or Occasional use	15	1.6
Homeowner vacancy rate	2.3	X
Rental vacancy rate	9.7	X

Table9.4: Housing Occupancy
Source: US Census, 2000

Growth is the goal. The Planning Commission determined a goal number of having a population of 3,750 by the year 2024 which is 3% per year. The physical limits of the city were looked at in the comprehensive plan and it was determined that 25 houses per year at 10,000 square foot per lot translates to 8 acres of land per year or a total of 152 acres in 20 years. (City of pelican Rapids Comprehensive Plan, 2004) The annexation plan that was previously outlined, is sufficient for this and in fact exceeds it allowing for even further growth potential. Economic development studies have determined that much of the growth will come from a senior population as some citizens begin to get away from Fargo and other nearby cities in favor of a rural community that is near the convenience of the larger cities and those that do not want to live on the lake anymore. Further study is currently taking place to determine the needs that will be increasing for this growing population in the community.

Units In Structure	Number	Percentage
Total housing units	958	100
1-unit, detached	556	58
1-unit, attached	15	1.6
2 units	52	5.4
3 or 4 units	34	3.5
5 to 9 units	59	6.2
10 to 19 units	56	5.8
20 or more units	108	11.3
Mobile home	78	8.1

Table 9.5: Units in Structure
Source: US Census, 2000

In an interview with realtor, Barb Grunewald, the following was discovered: There are currently 17 vacant homes for sale that average 1,100 to 1,500 square feet. Most of these houses have been repossessed or are currently going through the last stages of foreclosure. The prices differ between location and condition of these homes but they appear to range from around \$60,000 to \$134,000. All of these homes are within city limits. (Interview, Grunewald, 2010)

There are also places within Pelican Rapids that people are able to live that only require a rent. Renters account for nearly 40% of Pelican Rapids residential population. The average price range for rent in Pelican Rapids is \$361 a month. (see table 9.7) (US Census, 2000)

Housing Tenure	Number	Percentage
Occupied housing units	884	100
Owner-occupied housing units	549	62.1
Renter-occupied housing units	335	37.9
Average household size of owner-occupied units	2.84	X
Average household size of renter-occupied units	2.13	X

Table 9.6: Housing Tenure
Source: US Census, 2000

Gross Rent	Number	Percentage
Less Than \$200	39	11.7
\$200 to \$299	48	14.5
\$300 to \$499	154	46.4
\$500 to \$749	62	18.7
\$750 to \$999	8	2.4
\$1,000 to \$1,4999	-	-
\$1,500 or more	3	0.9
No cash rent	18	5.4
Median (dollars)	361	X

Table 9.7: Renting Information

Source: US Census, 2000

According to the 2000 Census, 288 of the 958 total homes were built before or during the year of 1939 showing that 30.1% of the homes in Pelican Rapids were 61+ years old in 2000, if we take into account the current year that adds on 10 additional years to these already old houses. During the the years of 1940 to 1959, 186 more homes where build or 19.4% of the total homesteads. Another notable period housing development was during the years of 1970 to 1979 where another 199 homes where established or 20.8%. shows the total all houses built during there time period from 1939 through March of 2000. (see table 9.8)

Year Structures Built	Number	Percentage
1999 to March 2000	8	0.8
1995 to 1998	61	6.4
1990 to 1994	32	3.3
1980 to 1989	98	10.2
1970 to 1979	199	20.8
1960 to 1969	86	9
1940 to 1959	186	19.4
1939 or earlier	288	30.1

Table 9.8: Age of Structures

Source: US Census, 2000

Mortgages on these houses range between \$300 to \$1,900 and a large number of houses are not mortgaged. (see table 9.9) These statistics were taking from the 2000 U.S. Census Bureau.

Mortgage Status and Selected Monthly Owner Costs	Numbers	Percentage
With a mortgage	261	60
Less than \$300	0	0
\$300 to \$499	53	12.2
\$500 to \$699	75	17.2
\$700 to \$999	97	22.3
\$1,000 to \$1,499	33	7.6
\$1,500 to \$1,999	3	0.7
Median (dollars)	705	-
Not mortgaged	174	40
Median (dollars)	239	-

Table 9.9: Mortgage Data
Source: US Census, 2000

The 2000 U.S. Census also states that a vast majority of these households do contain the essential plumbing and kitchen facilities. In fact less than 1% of the total households go without plumbing or complete kitchens. However, It appears that close to 2% of households do go without telephone service.

New or Recent Building Projects

Recently Main Street Pelican Rapids underwent a renovation that awarded qualifying businesses a certain amount of money depending on the condition of their building. Money for this project was distributed to these businesses after they filled out an application requesting funds for the improvements.

There is currently a new building project taking place in Pelican Rapids where 8 lots were purchased to contain 8 twin-homes. These twin-homes are being built by Soberg Construction based out of Pelican Rapids. The design and location of the homes gear toward senior buyers/retired. The twin-homes are conveniently placed near three churches and a grocery store. The City of Pelican Rapids laid the sewer and water pipes while Soberg construction is to complete the twin-homes. This coordination of infrastructure and development has been a positive addition to the community. (Interview, Soberg, 2010) (see photographs 9.63)



Photograph 9.63: New Housing development
Source: Amy L. Nash



Photograph 9.64: New Housing Development
Source: Amy L. Nash

Businesses

Businesses in the area are outlined in previous chapters. See photographs 9.65 – 9.74 for examples of some of the businesses as they relate to built capital of the community.



Photograph 9.65: Business
Source: Amy L. Nash



Photograph 9.66: Business
Source: Amy L. Nash



Photograph 9.67: Business
Source: Amy L. Nash



Photograph 9.68: Business
Source: Amy L. Nash



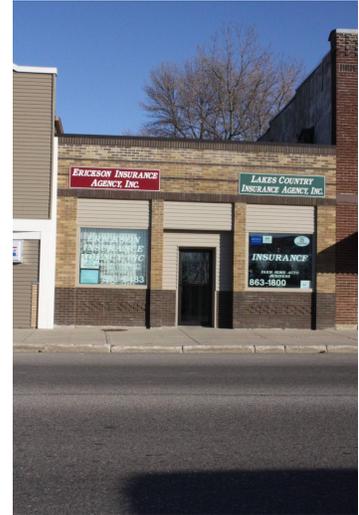
Photograph 9.69: Business
Source: Amy L. Nash



Photograph 9.70: Business
Source: Amy L. Nash



Photograph 9.71: Business
Source: Amy L. Nash



Photograph 9.72: Business
Source: Amy L. Nash



Photograph 9.73: Business
Source: Amy L. Nash



Photograph 9.74: Business
Source: Amy L. Nash

Religious Structures

Religious facilities and organizations are also mentioned in detail in previous chapters. See photographs 9.75 – 9.82 for examples of some of the churches and their character in the built environment.



Photograph 9.75: Church
Source: Amy L. Nash



Photograph 9.76: Church
Source: Amy L. Nash



Photograph 9.77: Church
Source: Amy L. Nash



Photograph 9.78: Church
Source: Amy L. Nash



Photograph 9.79: Church
Source: Amy L. Nash



Photograph 9.80: Church
Source: Amy L. Nash



Photograph 9.81: Church
Source: Amy L. Nash



Photograph 9.82: Church
Source: Amy L. Nash

Assets:

- Comprehensive Plan in place for guidance as the city grows and changes
- Clean community that has been maintained and improved in terms of built capital
- Proactive approach to infrastructure changes
- Appropriate infrastructure capacities for existing as well as targeted growth
- Housing stock available
- Business real estate available
- Strong public services: police, fire, ambulance
- Strong clinic healthcare and senior care facilities

Challenges:

- Infrastructure upgrade costs and logistics of completion
- School renovation issues and funding
- Costs and planning for street department and maintenance equipment
- Water Treatment plant equipment upgrades

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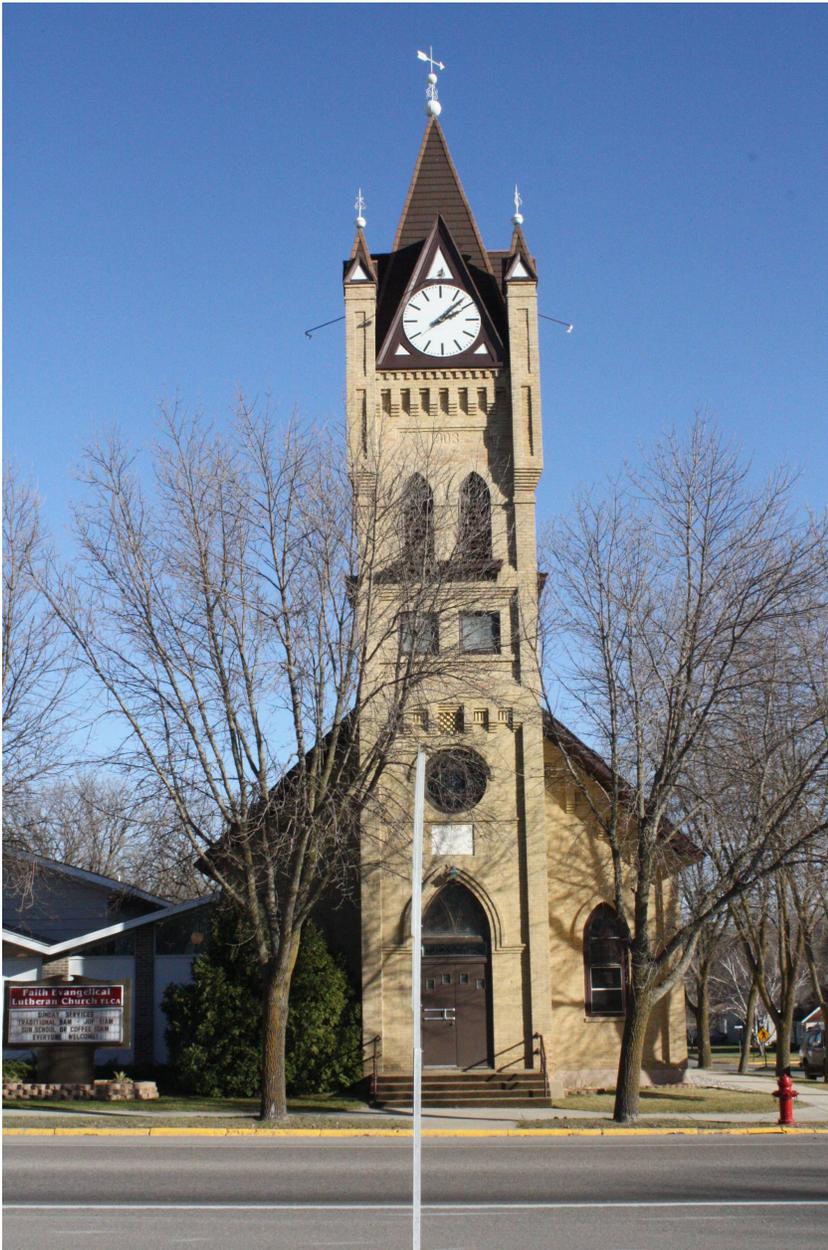
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Authors:

Amy L. Nash

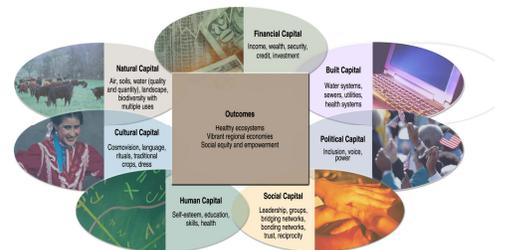
Jason Schreiber

2010 Community Assessment



Chapter 10

Defining a Community



Pelican Rapids, Minnesota

Chapter Ten Governments

The focus of this chapter is to understand the government structure of Pelican Rapids. Included in the assessment is the government organization, and its supporting resources; including, public services, emergency management, and parks and recreation. Through interviews and research of publications, a brief summary of our findings are provided below. This chapter concludes with a summary of strengths and challenges we discovered.



Photograph 10.1: Community Building Pelican

Source: Nicole Crutchfield

Local Government

The city was incorporated in 1883; however, there was settlement prior to that. (Pelican Rapids Centennial, 1983) There is a wealth of information published regarding the history and settlement of the area, with much of it found at the Chamber of Commerce or City Library. Examples of available historical information include the Pelican Rapids Centennial, historic maps, and photos. The settlement and history of the area is fascinating as it combines native people, immigrants, industry, entrepreneurialism, and creativity to tap into the resources and assets which are highlighted in the

preceding chapters of this report. An example of this creativity is the painted pelican statue program. These are pelicans throughout the city that have been adopted by local organizations. The adopted pelican in close proximity to the Chamber of Commerce is seen in Photograph 10.1. (City-wide tours and visits at the Chamber of Commerce, 2010)

Governance

Over the past 185 years government structure has evolved to what it is today. The city is structured as Statutory City, which means it operates under the State of Minnesota's Statutes. City Ordinance, 100.03 Statutory rules adopt "The definitions and rules of construction, presumptions and miscellaneous provisions pertaining to construction contained in Minnesota Statutes, Chapter 645 are adopted by reference and made a part of this code". (www.pelicanrapids.com) The city codes can be found online or at the city clerk, located at City Hall.

Federal and State government administrations play a large role in the city's capacities. The federal administration passes down empowerment to the state which passes authority and empowerment to the local government. For rural communities, financial dependence on government financing programs also plays a role. One example is with grants and loan programs. The State of Minnesota has a Local Government Assistance program which allocates money to Pelican Rapids. The continued reduction in these monies over the recent years (due to the national economic downturn) effects how much the local government can sustain their local programs to assist business owners and citizens. (Personal communication and interviews. 2010).

Pelican Rapids is defined by the Minnesota Legislation as a 4th Class City, which means the population less than 10,000. (Dyson, 2008) The City of Pelican Rapids currently have codes and ordinances that govern operations and administration, street, park and public property improvements, water and sewer, municipal regulations and licensing, liquor, wine and beer, traffic and motor vehicles, nuisances and offenses, building and land use regulation, housing. (www.pelicanrapids.com) City administration and governance is physically located at City Hall. (Photograph 10.2)



Photograph 10.2: City Hall and Police Station
Source: Nicole Crutchfield

Organization

The city has a city council-manager form of government. There are 4 elected council members and an elected mayor, which meet two times per month. Primarily the minutes of these meetings indicate that the subject matter of the meetings relate to public hearings, management of public facilities (such as the new municipal liquor store), budget, and administration items. (City website and Interview City Clerk, 2010)

The current city administrator is Don Solga. He reports to the Mayor and administers several city departments, including fire, wastewater, utilities, library, as an example. A full list departments is found at the City website. To assist with this administration, Mr. Solga has five superintendents that assist with designated segments of the city, which are Park/Streets, Water/Sewer , Administration, Police, Fire, Library (technically the Library makes up a sixth superintendent, but they also have their own governance, budget and board. (See Figures 1.1 for city organization structure). (Interview, Mr. Solga 2010)

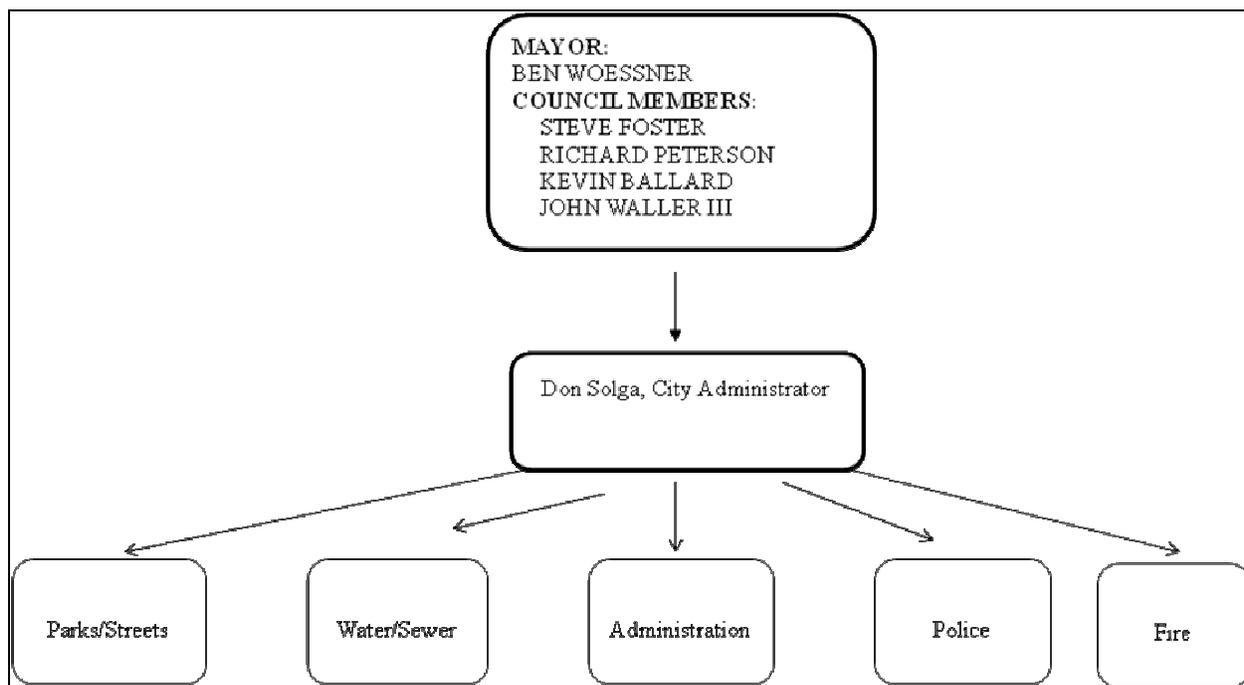


Figure 10.1 City Organization Chart,

Source: city website and interviews

The city council appoints volunteers to serve on boards which include the Planning Commission, Library Board and Park Board. The appointed and elected bodies have the following responsibilities as described in the City Codes.

- The Planning Commission has five appointed members and one selected City Commission member. They make recommendations regarding subdivisions, zoning, and land development. The Planning Commission meets one time per month at the City Chambers at City Hall. (www.pelicanrapids.com)
- The Park Board consists of three members. They make recommendations to the City Council regarding all parks, streets and publicly owned property within the City relating to the use of parks, streets and publicly owned areas in the City. The Park Board has a park fund within the City Treasury. (City Code)
- The Library Board consists of five members. The City Council establishes a library fund by levying a specific library tax and/or by annually budgeting money for the library. The Board of Trustees of the Pelican Rapids Public Library has established Friends of the Pelican Rapids Public Library Endowment Fund (The "Endowment") for the purpose of soliciting contributions and funding for the library from individuals, foundations and corporations ("Private Funds" or "Private Funding") in an effort to create a permanent endowment and to provide additional funding for the library. (City Code and <http://pelicanrapids.lib.mn.us/index.php>) The library is located downtown and provides a cultural resource to the community. (Photograph 10.3)



Photograph 10.3 Public Library Signage and Logo

Source: Nicole Crutchfield

Financial

Revenues for the 2010 City of Pelican Rapids Budget equal \$ 1,738,832 with a special levy of \$132,431. Revenues are derived from street light grant, general taxes, local government aid, police fines, swimming pool, fire relief association (state contribution) and the liquor store. The largest percentage of revenue is local government aid (LGA) from the State of Minnesota (mentioned above) and the general taxes. Figure 10.2 displays the percentage of revenue by category. (2010 City Budget)

Through provisions allowed in state law, the city of Pelican Rapids runs a liquor store and the revenues fund city business. The City Council authorizes the store manager to run the “off-sale” liquor business. No other liquor stores can exist within the city limits. A new liquor store is currently under construction.

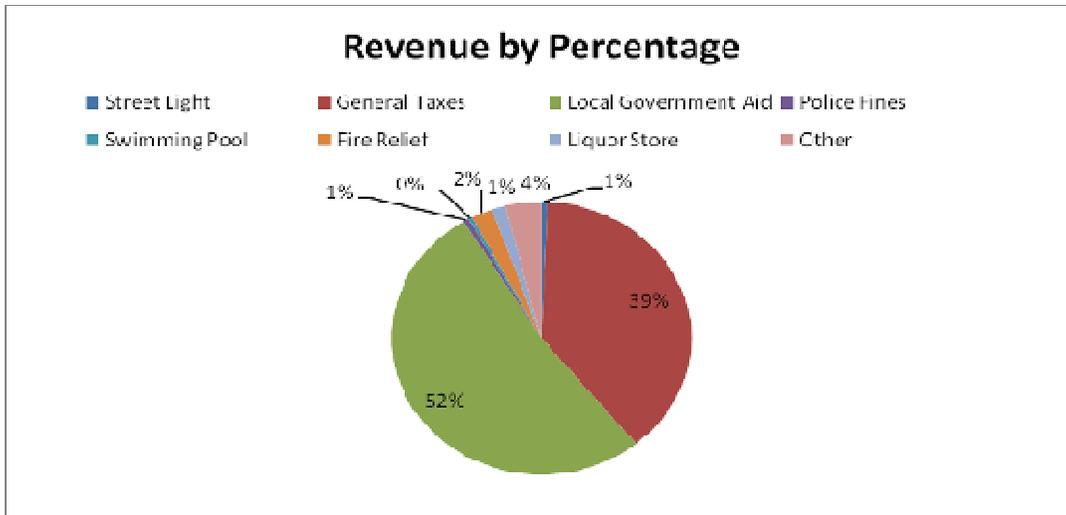


Figure 10.2: City Revenue by Category
Source: 2010 City of Pelican Rapids Budget

The city leaders adopt and operate from a balanced budget. Expenditures are budgeted for \$1,738,832 for the 2010 City Budget. The greatest percentage of expenses are assigned to transfers to other divisions (library, capital equipment funds, and firemen's relief association aid), operations of city services (swimming pools, parks, capital improvements) and public safety. The remaining revenues are spread broadly to other categories. (2010 City Budget).

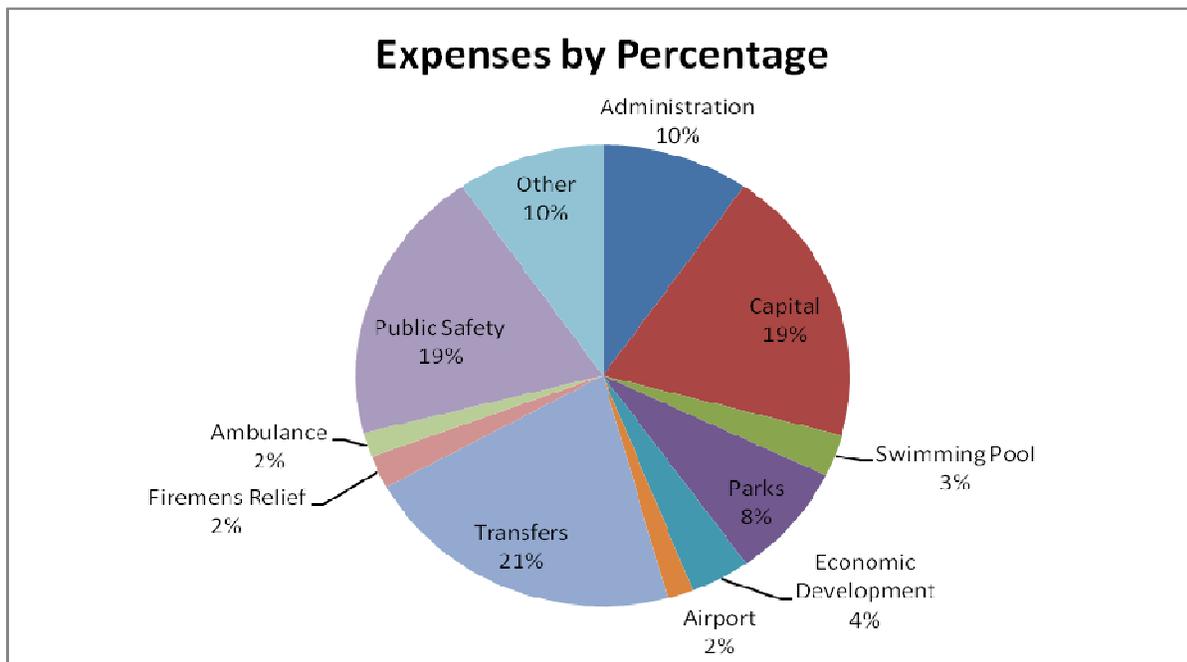


Figure 10.3 City Expenses by Category
Source: 2010 City of Pelican Rapids Budget

The City does carry a debt load. The debt report (2010) identifies 14 bond issues, with a total principal of \$11,253,000 annually. The interest payment due annually is \$2,227,923. Minnesota State Statutes 475 requires a statutory 5% debt service coverage requirement which equals \$605,577. The annual anticipated water rates, sewer rates, and captured tax increments as a revenue source equals \$9,749,044. The year end annual debt service fund balance following payment and interest from expected revenue sources equals \$152,184. The total debts will balance to zero in 2029. Figure 10.4 displays the amount borrowed and expected revenues in comparison to the total sum.

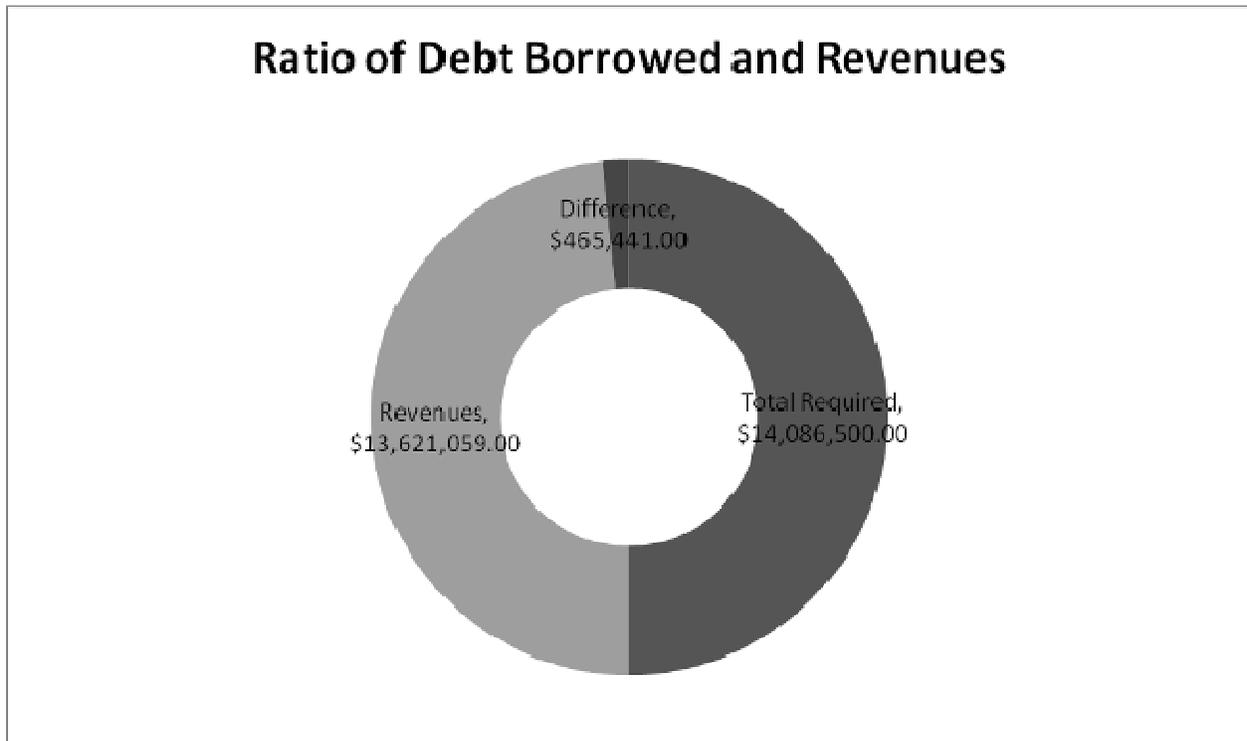


Figure 10.4 Debt Ratio

Source: 2010 Debt Load Report for the City of Pelican Rapids.

Community Leadership (activities, policy, and other organizations)

Community activities are broadly based to incorporate a diverse population. However, this outreach for increased participation has to be done creatively. Contact with church organizations, and understanding their political involvement assists the city government administration; however, the leaders in the community desire more involvement. (Steering Committee meetings, 2010) There have been recent increases to the diversity of the political structure within the community. For instance, in the past election there was a Hispanic candidate. The Park Board has two high school students. (Interview, Solga, 2010)

In the Social and Cultural Capital Chapters of this book, there is additional documentation of the diversity and public outreach groups within the community. The integration of diversity and international cultural involvement in the community's economic development activities serves as a national example.

North Carolina's Center for Rural Development's publication, *Small Towns, Big Ideas* uses Pelican Rapids as a case study and model. The community is dependent on facility and programs at the library open community-wide conversations, active citizens, and newspaper articles to help promote cultural activities and public involvement. The community leaders expressed in our Steering Committee members that they are proud of the involvement today but they do strive to continue to do more. (October 2010).

Policy Development

The city government and community have invested in a long range vision and strategy, At the Library and at City Hall with the City Clerk, are two important documents that state the vision and strategy of the city and government. These are the Pelican Rapids Comprehensive Plan of 2004 and the Vision Statement 2001. According to the Comprehensive Plan, a group of people came together to form the "Blandin Group". The Blandin Group is a group of people in the community who have done extensive training on "how to be effective and involved in their community". (Comprehensive Plan, 2004, page 2.) The Comprehensive Plan serves as a "To Do List" or an implementation plan for physical planning. In fact, the park currently under construction by the library is a direct result of the task list for park development within the Comprehensive Plan (page 52). (Photograph 10.5)



Photograph 10.5: View looking south towards new park (pre 2010 construction)

Source: Nicole Crutchfield

Community Police and Fire Services

The city is served with a police and fire department. The police department is served by a Chief of Police. The police department employs four fulltime officers and four part time officers and these officers protect a jurisdiction within city boundaries. On occasion the police department assists the county sheriff's department. The police officers of Pelican Rapids patrol the area in three cruisers. In addition to the police department's duties, they also offer a D.A.R.E program at the school. One officer is assigned to the project and has an office at the school. The police department of Pelican Rapids have a very clear mission; "We are committed to respectful law enforcement and service, delivered to all citizens with the highest regard for the protection of life and community safety." (Interview, Solga, 2010)

Overall, Pelican Rapids has very low crime rates. Most of the crimes committed are minor city ordinances and traffic violations. There are no incarceration facilities in Pelican Rapids. Individuals who have been arrested are transported to the facilities in Fergus Falls, MN.

The fire department in Pelican Rapids has 25 fire fighters who are all volunteers. The fire department not only serves Pelican Rapids, they also serve the city of Erhard and nine townships including Pelican, Erhard Grove, Maple Grove, Dunn, Scambler, Lida, Norwegian Grove, Tansem, and Trondhjem. The fire fighters protect these areas using seven fire engines that are housed in the fire hall with eight stalls. (Photograph 10.5) The fire fighters are also trained in other areas. These include vehicle extraction, elevator rescue, hazardous materials, gas leaks, water rescue, and others. The fire fighters of Pelican Rapids are very dedicated to their work and always follow the motto: “Everyone goes home!” (Interview, Solga, 2010)

A sample of police report findings for the week of November 01, 2010, conclude minor nuisances; such as dog at large, parking complaint, medical needs, tickets, assisting the public, and residents check. Interestingly, in conversations with local leaders and the general public, we heard a perception about increased crime. However, when discussing with local authorities, it is believed that this is a perception more so from people who do not live in the community.



Photograph 10.5: Pelican Rapids Fire Department

Source: Nicole Crutchfield

Emergency Management

The City Administrator is responsible for all emergency management situations. Don Solga , the City Administrator does not have any staff employed for emergency management; however he seeks

resources when he needs them. Pelican Rapids does have an Emergency Operations Plan, and according to the emergency manager it is a work in progress. Pelican Rapids also has a Dam Emergency Action Plan which is there in case of a breach in the dam. All of these plans are updated by the emergency manager (City Administrator).

There are some emergency situations that require special attention to specific groups such as the elderly. In this case, the fire department works with senior living facilities and together identify an evacuation plan for appropriate situations. There are also shelters available if there were an emergency. Pelican Rapids is also part of the county's mass notification system (MIR3). The alert system which keeps people informed via internet. If an emergency were to come up, individuals can also tune in to the local access channel two for up to date information. (Interview, Solga, 2010)

School District

The citizens and property owners within Pelican Rapids also elect the School Board. There are six elected members. One of the largest issues perceived through interviews and research is the budget and financing education. In 2010 a referendum failed to increase the levy. Detailed budget and finance information, the failed referendum information is provided on the school district's website (School District).

Each year, since 2004, the school district has had to make cuts. According to the financial information available on the school district's website, approximately 4.5 teachers were cut in 2010. The cuts affect special education, physical education and music education. Citizens and staff leaders have creatively sought alternative funding through grants; such as, 21st Century Grant at \$351,517 and the Enhancing Education through Technology (E2T2) \$149,900. (School District)

There are many activities for children, young adults and adults as part of continuing education and adult education. Most of these activities are supported by the School District facilities and organization. There are volunteer opportunities to assist with the School District's after school program for grades K-12. The School District also runs programming on Monday s programming from 8:00 - 5:00 to offset the four-day school week. (School District)

Adult continuing education can be found at the Pelican Rapids school district website. Upon browsing the catalog, there is a wide diversity of programs for adults and the population at large within the community. Again, the school district's facilities become an important resource for this program.

Conclusion

The strengths and assets for the local government within Pelican Rapids is a result of so many community capitals coming together to form a network of facilities, governance, and financial support. Particularly, social capital, human capital, and cultural capital have synergized to provide a solid foundation and strength for the community. Examples of this includes the solid strength of the School District, despite financial hardships, an established long range and short range policy document to lead government direction, and working with a balanced budget.

Few challenges are discovered in regards to government structure and community organization.

The primary obstacle is lack of varied revenue sources and funding as the dependence on local government aid and state assistance with education greatly impact the budget. Below is a summary listing the strengths and some challenges in more detail.

Assets:

- City Council-Manager form of government provides voices to the community while providing a strength and longevity in policy setting and direction
- Diversity in demographics based on immigrant cultures
- Creative and willingness to try new experiences to solve problems
- Outreach by leadership and interested community members to involve all citizens including age and ethnicity
- Strength of school district organization and facilities
- Good Comprehensive Plan, strong vision statement, and balanced budget to provide the necessary tools for governance with a common mission
- Community facilities and willingness to share among different organizations and groups
- Multiple levels of involvement among citizen members
- Continued investment in city facilities

Challenges:

- Not many people to do the work, or few people wear several different hats
- Additional outreach to demographically diverse populations, staying persistent
- Continuing to be creative with resource use
- Perseverance and staying the course with strong government structure based on limited funding and resources
- Broadening marketing and tourism facilities to bring additional revenue sources
- Lack of revenue resource diversity
- Dependence on state and federal aid for revenue sources, as outside revenue sources are a large percentage of the budget

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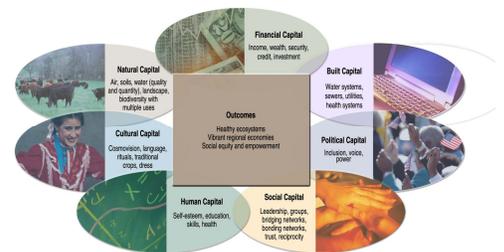
Jane Eisenbeis

2010 Community Assessment



Chapter 11

Local Development Organizations



Pelican Rapids, Minnesota

Chapter Eleven

Local Development Organizations

This section focuses on the economic and social development organizations, within the Pelican Rapids area. The government of Pelican Rapids has focused and placed “Community Development” within its vision statement. “... By maintaining a commitment to the needs and perspective of both residents, and visitors, and by working with various organizations and volunteers to create an environment of trust, cooperation and ownership, it helps develop a strong sense of community pride and a welcoming spirit. It aggressively researches and develops progressive and proactive policies and programs to encourage robust commercial, agricultural, residential and recreational development, simultaneously promoting investment in our community from outside and within...” (“Pelican Rapids”, 2010)

The Pelican Rapids Economic Development Authority (EDA)

The Pelican Rapids Mayor and City Council serve as the governing body of the Pelican Rapids Economic Development Authority (EDA) which has broad powers to provide encouragement and financial support of economic development and redevelopment in the City. The EDA has maximum EDA powers and the maximum Housing and Redevelopment Authority powers allowed by law. The Pelican Rapids Economic Development Authority was established January 9, 1995. (“Pelican Rapids”, 2010)



Photograph 8.2. Tax Incentives.

Source: Jerome A. Billups

Pelican Rapids has available a local loan pool, several tax increment financing, districts, an industrial park with full complement of public utilities and services with reasonable rates access to WMCIF grants and loans and local lending agencies willing to participate in local business startups and expansions. (“Positively Minnesota”, 2010)

The Pelican Rapids Area Economic Development Cooperation

The Pelican Rapids Area Development Corporation (PRADC) is a non-profit corporation formed by individuals, businesses, and government from Pelican Rapids and the surrounding area. The corporation

administers a local loan pool and works closely with federal, state, and local governments to bring together people and resources to spur economic growth.



Photograph 11.1. Main Street businesses, Pelican Rapids, MN

Their primary mission is to “To promote economic growth by pro-actively supporting business, industry, and services”

- Maintain strong communication and links with the Pelican Rapids Area Chamber of Commerce, and the City of Pelican Rapids, the City of Erhard, and surrounding townships;
- Maintain strong communication with area businesses in order to attract time, talents, and financial support;
- Develop inventory and maintain records detailing land and buildings available;
- Develop a comprehensive plan which outlines short-term, intermediate, and long-term goals, objectives, and initiatives within northwest Otter Tail County;
- Gather, maintain, and enhance information regarding sources of funds including grants, personal and business contributions, gifts, endowments, and special funds to be utilized in the activities of the development corporation;
- Gather information regarding development efforts of other communities within our region in order to employ successful strategies in the development corporation within the Pelican Rapids area.

Support and financial resources for the Pelican Rapids Area Economic Development Corporation come from the following area, regional, state and federal programs:

- Pelican Rapids Area Economic Development Corporation
- Pelican Rapids Area Chamber of Commerce
- City of Pelican Rapids

- City of Erhard
- Cormorant Village
- Dunvilla
- Economic Development Authority
- Pelican Rapids Area Community Fund
- Pelican Rapids Loan Pool
- Erhard Loan Pool
- West Central Initiative Fund
- Midwest Minnesota Community Development Corporation
- Tax Increment Financing
- Industrial Revenue Bonds
- Small Business Administration
- Blandin Foundation
- Minnesota Department of Trade and Economic Development
- Otter Tail County Tourism
- Area Lake Associations
- And these townships: Dora, Dunn, Elizabeth, Erhards Grove, Friberg, Lida, Maplewood, Norwegian Grove, Pelican, Scambler, Star Lake, and Trondhjem (Pelican Rapids City Government)
("Pelican Rapids City," 2010)

Foundation Roles in Rural Communities

Foundation roles support efforts to build new leaders and raise awareness of existing ones. To support national and regional resource organizations that research and convey good practices and provide technical assistance. The foundation(s) uses its influence to get people to the table to work beyond their parochial interest. Then support their efforts to force regional vision and commitment to action that encourages the development of regional efforts. By adopting promising practices and learning from other agencies. They are better able to research and disseminate models that work. Foundations promote growth from within and support entrepreneurial development ("Economic Development", 2007)

The Blandin Foundation is one such foundation that approaches local community development by developing from within the community; by focusing on community leadership. Within context of leadership, this is how things get done in communities; it is as important as what gets done. Energy builds as people see new possibilities in themselves, in one another and in their community. The Blandin Community Leadership Program is centered on three core competencies:

- **Framing:** Engaging and encouraging the community to identify, choose, and define issues affecting community health.
- **Social Capital:** Building a network of relationships for getting things done for a healthy community.
- **Mobilizing:** Engaging enough people and resources to get the job done.
("Blandin Community," 2010)

Government Role in Rural Communities

Restructure programs, rules, and regulation to eliminate incentives and provide disincentives for smokestack chasing. The government should continue to expand and support the Rural Collaborative Investment Program, overall devolve control of resources to the regional level. The government's continued role should have flexibility in administrating federal funds for economic and community

development. Then have the ability to coordinate programs across agencies that are dependent on this funding to implement their community initiatives. Government promotes and capitalizes regional loan program that focus on small business. They support Small Business Association programs that provide business expansion and retention in the community. (“Economic Development,” 2007)

The Small Business Association is a governmental based department whose primary goal is to provide programs and services to help businesses start, grow, and succeed.

This is accomplished through:

- Business planning from start up to exit strategies.
- Services which include financial assistance, training, and interpretation of laws and regulation.
- Providing tools and learning resources and an opportunity for marketing and outreach programs.
- Taping into local resources and district offices to assist women, small business developers, and veteran business and providing export assistance with product goods. (sba.gov)

Assets

Pelican Rapids is a position to launch itself as the ideal small town within the area. They have much to benefit from their economic community development programs. Pelican Rapids is a promising community rich in history and developmental potential of its social and cultural capitals. Examples their socio-cultural economic assets include:

- The Economic Development Authority (EDA) is organized and ready to assist with new business developments. Benefits of this will result in fewer delays and assistance with funding.
- The Pelican Rapids Area Development Corporation (PRADC) is diversified and able to provide a network of support for new entrepreneurs.

Challenges

- Development strategies for improving upon businesses within the community. Focusing on self will have an effect on how other potential industries will look at Pelican Rapids
- Develop and encourage others to become involved with local leadership.
- Capitalize on government programs that directly benefit the community.

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APPENDIX

Appendix Tables

Table 6.1 Racial and Ethnic Distribution of Pelican Rapids

Race/ Ethnicity	Number of People	Percent of Population
White	1862	78.4
Black/ African American	17	.7
Native American	22	.9
Asian	85	3.6
Pacific Island/ Native Hawaiian	1	.000
Hispanic	465	14.2
Other	303	12.8

Table 6.2: Population Distribution of Pelican Rapids, MN

Source: U.S. Census Bureau Summary File 1: Age and Gender characteristics

Age	Male	Percent Male	Female	Percent Female
90 and over	17	.7%	33	1.4%
85-89	31	1.3%	56	2.4%
80-84	24	1%	73	3.1%
75-79	39	1.6%	53	2.2%
70-74	41	1.7%	59	2.5%
65-69	30	1.3%	46	1.9%
60-64	21	.9%	39	1.6%
55-59	43	1.8%	44	1.9%
50-54	71	3%	44	1.9%
45-49	83	3.5%	67	2.8%
40-44	89	3.7%	84	3.5%
35-39	71	3%	61	2.6%
30-34	78	3.3%	72	3%
25-29	80	3.4%	63	2.7%
20-24	75	3.2%	64	2.7%
15-19	98	4.1%	93	3.9%
10-14	105	4.4%	88	3.7%
5-9	97	4%	80	3.4%
4 and under	77	3.2%	85	3.6%
Total Gender Pop	1170	100%	1204	100%
Total Population	2374	49.3%	X	50.7%

Table 6.3: Selected Economic Characteristics by Household

Income	Number of People	Percent of Population
Less than \$10,000	151	17
\$10,000-\$14,999	67	7.5
\$15,000-\$24,999	176	19.8
\$25,000-\$34,999	129	14.5
\$35,000-\$49,999	177	19.9
\$50,000-\$74,999	113	12.7
\$75,000-\$99,999	51	5.7
\$100,000-\$149,00	22	2.5
\$150,000-\$199,000	0	0
\$200,000+	2	.2
Total Median Income	\$27,232	X

Table 6.4 Occupations Held in Pelican Rapids, MN

Occupational Category	Number of People	Percent of Population
Management and Professional	218	24.3
Sales and office	155	17.3
Service	137	15.3
Farming, Fishing, and Forestry	12	1.3
Construction, Extraction, and Maintenance	60	6.7
Production, Transportation, and Material Moving	315	35.1

Table 6.5 Educational Attainment in Pelican Rapids, MN

Educational Attainment (Population 25 years and over)	Number	Percent
Less than 9 th grade	333	21.8
9 th -12 th grade, no diploma	175	11.5
High school graduate or equivalency	432	28.3
Some college, no degree	239	15.7
Associate degree	73	4.8
Bachelor's degree	195	12.8
Graduate or professional degree	79	5.2
Percent high school graduate or higher	66.7	(X)
Percent bachelor's degree or higher	18.0	(X)

Source: U.S. Census Bureau Summary File 3 Pelican Rapids, MN 2000

Source: U.S. Census Bureau Summary File 3 for Pelican Rapids, MN 2000

1. What is the community's power structure? Do the following activities, but **DO NOT** use names in the report.
 - b. Read pp. 118-119 in *Rural Communities: Legacy and Change*. Using your local newspaper, replicate the classic Floyd Hunter (1953) study using the *reputational technique* to determine power in your community. How did your results reinforce what you discovered from the secondary and interview data you analyzed in the questions above?
 - c. Who are the leaders (power brokers) in the community's organizations (including businesses, governmental, and non-profit groups)? In how many of the community's organizations do these individuals hold membership and/or leadership positions?
 - d. Which power elites (individuals, families, cliques) exercise power and influence decisions in the community outside of organizations?
4. If something is going to get done in this particular community, how will it happen?
3. What are the relations like between the various strata?
4. How much "voice" and power do the residents from each strata have? What connections exist among the members within each strata? What connections exist between members of different strata?
5. What organizations/agencies/groups work to provide "voice" for those who held less power (e.g., unions, neighborhood association, churches)?
6. What roles do institutions like schools, newspaper, businesses, hospitals and clinics, churches, and voluntary associations play in maintaining or changing the community's

- social stratification system and power structure?
7. Describe the political ideology(ies) in the community. What has been the predominant political affiliation (voting patterns in last elections)? What are the community's social and political attitudes toward various issues (based on other polls or surveys)?

Appendix: Figure 9.1

Highways and Streets	211,385
Snow/Ice Control	5000
Snow Removal Hired	4000
Street Maintenance	21500
Street Signs	6000
Street Lights	30000
Street Lights Lease	29500
Storm Drain	5000
Weed Control	500
Skating Rink	9300
Swimming Pool	51300
Parks	140000
Airport	29900
Economic Development	68000
Fire	51000
Emergency Warning System	4500
Animal Control	1500
Police	366308
Government Buildings	29500

Source: 2010 City of Pelican Rapids Budget

Appendix: Figures in Chapter 10

2010 CITY OF PELICAN RAPIDS BUDGET
(preliminary)

	2010 BUDGET	01/31/2010 ACTUAL	ACTUAL OVER (UNDER) BUDGET
RECEIPTS			
01-1200 STREET LIGHT GRANT	10,000.00	0.00	(10,000.00)
3010, 3070, 3080, 3090, 3110, 3121 LICENSE	2,500.00	0.00	(2,500.00)
3011, 3016, 3351 GENERAL TAXES	669,799.00	0.00	(669,799.00)
3120 BUILDING PERMITS	1,000.00	0.00	(1,000.00)
3340 LOCAL GOVERNMENT AID	908,614.00	0.00	(908,614.00)
3342 PERA AID INCREASE	2,219.00	0.00	(2,219.00)
3344 AIRPORT STATE GRANT	4,200.00	0.00	(4,200.00)
3345 POLICE STATE AID/INS RECEIPTS	15,000.00	0.00	(15,000.00)
3346 STATE SNOW REMOVAL AID	5,000.00	0.00	(5,000.00)
3348 SPEC PRJ STATE GRANTS	0.00	0.00	0.00
3382 POLICE EDUCATION AID	1,500.00	0.00	(1,500.00)
3400 COUNTY GRANTS	1,900.00	0.00	(1,900.00)
MAP, COPIES, STREET SERVICE,			
3510, 3530, 3724, 3840 SALE OF PROPERTY	0.00	0.00	0.00
3610, 3620 POLICE FINES	10,000.00	0.00	(10,000.00)
3727 PENALTIES	0.00	0.00	0.00
3810 INTEREST	0.00	0.00	0.00
3811 LMCIT	5,000.00	0.00	(5,000.00)
3820 LAND RENTAL	4,600.00	0.00	(4,600.00)
3821 LAND RENTAL - AIRPORT	6,560.00	0.00	(6,560.00)
3860, 3862, 3868, 3869, 3872, 3873, 3874 CONTRIBUTIONS	3,400.00	0.00	(3,400.00)
3870 RENTAL HOUSING FEES	1,200.00	0.00	(1,200.00)
3891 CAMPERS	800.00	0.00	(800.00)
POLICE FORFEITURE, IMPOUND,			
3841, 3893, 3894 REPORTS	2,000.00	0.00	(2,000.00)
3905 HANGER RENT	11,040.00	0.00	(11,040.00)
3906 AIRPORT FUEL	0.00	0.00	0.00
3910, 3911, 3912, 3913 SWIMMING POOL	7,500.00	0.00	(7,500.00)
3921 FIRE RELIEF ASSOC-STATE	40,000.00	0.00	(40,000.00)
3950 REFUNDS PREVIOUS YEARS	0.00	0.00	0.00
3971 LIQUOR STORE	25,000.00	0.00	(25,000.00)
TOTAL REVENUES	1,738,832.00	0.00	1,738,832.00
SPECIAL LEVY	132,431.00		
EXPENSES			
4010 LEGISLATIVE			
4011 COUNCIL			
5100 SALARY	5,200.00	0.00	(5,200.00)
5140 PENSIONS	400.00	0.00	(400.00)
5400 EXPENSES	1,200.00	0.00	(1,200.00)
4013 5400 PUBLICATIONS	9,000.00	0.00	(9,000.00)
TOTAL	15,800.00	0.00	15,800.00
4020 EXECUTIVE			
4021 MAYOR			
5100 SALARY	1,600.00	0.00	(1,600.00)
5140 PENSION	123.00	0.00	(123.00)
5400 EXPENSES	300.00	0.00	(300.00)
	2,023.00	0.00	2,023.00
4022 CITY ADMINISTRATOR			

2010 CITY OF PELICAN RAPIDS BUDGET
(preliminary)

	2010 BUDGET	01/31/2010 ACTUAL	ACTUAL OVER (UNDER) BUDGET
5100 SALARY	40,190.00	0.00	(40,190.00)
5140 PENSION	5,890.00	0.00	(5,890.00)
5170 EDUCATION	1,600.00	0.00	(1,600.00)
5200 OFFICES SUPPLIES	1,000.00	0.00	(1,000.00)
5210 OPERATING SUPPLIES	700.00	0.00	(700.00)
5220 REPAIR & MAINTENCE SUPPLIES	200.00	0.00	(200.00)
5300 PROFESSIONAL SERVICES	0.00	0.00	0.00
5310 COMMUNICATIONS	1,000.00	0.00	(1,000.00)
5320 TRAVEL	400.00	0.00	(400.00)
5370 R & M SERVICE	500.00	0.00	(500.00)
5400 MISC/LMC DUES	3,200.00	0.00	(3,200.00)
5409 MEDICAL INSURANCE	3,300.00	0.00	(3,300.00)
5510 RENT	720.00	0.00	(720.00)
5530 CAPITAL OUTLAY	1,000.00	0.00	(1,000.00)
	<u>59,700.00</u>	<u>0.00</u>	<u>59,700.00</u>
4040 5400 ELECTIONS	0.00	0.00	0.00
4050 FINANCIAL ADMINISTRATION			
4051 CLERK TREASURER			
5100 SALARY	34,000.00	0.00	(34,000.00)
5140 PENSION	4,900.00	0.00	(4,900.00)
5170 EDUCATION	2,000.00	0.00	(2,000.00)
5200 OFFICE SUPPLIES	1,000.00	0.00	(1,000.00)
5210 OPERATING SUPPLIES	200.00	0.00	(200.00)
5220 R&M SUPPLIES	100.00	0.00	(100.00)
5300 PROFESSIONAL SERVICE	600.00	0.00	(600.00)
5310 COMMUNICATIONS	700.00	0.00	(700.00)
5320 TRAVEL	250.00	0.00	(250.00)
5370 R&M SERVICE	300.00	0.00	(300.00)
5400 DUES	300.00	0.00	(300.00)
5409 MEDICAL INSURANCE	4,300.00	0.00	(4,300.00)
5530 CAPITAL OUTLAY	2,000.00	0.00	(2,000.00)
TOTAL	<u>50,650.00</u>	<u>0.00</u>	<u>50,650.00</u>
4054 AUDITING	4,500.00	0.00	(4,500.00)
4060 5306 LEGAL (GENERAL CITY)	8,000.00	0.00	(8,000.00)
5307 LEGAL (EMPLOYEE RELATIONS)	1,000.00	0.00	(1,000.00)
5308 (POLICE)	15,000.00	0.00	(15,000.00)
5309 (POLICE UNION)	1,000.00	0.00	(1,000.00)
4071 ACCOUNTING-ADMINISTRATION SUPPORT-MICROFILM			
5100 SALARIES	13,800.00	0.00	(13,800.00)
5140 PENSION	2,100.00	0.00	(2,100.00)
5170 EDUCATION	500.00	0.00	(500.00)
5200 OFFICE SUPPLIES/MICROFILM	0.00	0.00	0.00
4091 PLANNING/ZONING			
5100 SALARIES - BLDG CODE	4,500.00	0.00	(4,500.00)
5140 PENSION - BLDG CODE	700.00	0.00	(700.00)
5300 BUILDING CODES	1,000.00	0.00	(1,000.00)
5301 RENTAL HOUSING	0.00	0.00	0.00
5400 PLANNING/ZONING/MAPPING	500.00	0.00	(500.00)
5409 MEDICAL INSURANCE	800.00	0.00	(800.00)
	<u>23,900.00</u>	<u>0.00</u>	<u>23,900.00</u>
4094 GENERAL GOVT. BLDGS.			
5100 SALARIES	0.00	0.00	0.00
5140 PENSIONS	0.00	0.00	0.00
5210 OPERATING SUPPLIES	500.00	0.00	(500.00)

2010 CITY OF PELICAN RAPIDS BUDGET
(preliminary)

	2010 BUDGET	01/31/2010 ACTUAL	ACTUAL OVER (UNDER) BUDGET
5220 R&M SUPPLIES	1,500.00	0.00	(1,500.00)
5300 PROFESSIONAL SERVICES	0.00	0.00	0.00
5370 R&M SERVICE	6,200.00	0.00	(6,200.00)
5400 MISC/COUNTY GARBAGE	300.00	0.00	(300.00)
5510 RENTAL	17,500.00	0.00	(17,500.00)
5530 CAPITAL OUTLAY	500.00	0.00	(500.00)
TOTAL	26,500.00	0.00	26,500.00
4111 PUBLIC SAFETY--POLICE			
5100 SALARY	180,588.00	0.00	(180,588.00)
5110 PARTTIME	46,000.00	0.00	(46,000.00)
5140 PENSION	50,000.00	0.00	(50,000.00)
5120 OVERTIME (COURT TIME)	4,000.00	0.00	(4,000.00)
5130 CALL TIME	1,000.00	0.00	(1,000.00)
5170 EDUCATION	5,700.00	0.00	(5,700.00)
5200 OFFICE SUPPLIES	3,500.00	0.00	(3,500.00)
5210 OPERATING SUPPLIES	25,000.00	0.00	(25,000.00)
5220 R&M SUPPLIES	2,000.00	0.00	(2,000.00)
5300 PROF. SERVICE	2,000.00	0.00	(2,000.00)
5310 COMMUNICATIONS	7,000.00	0.00	(7,000.00)
5320 TRAVEL	800.00	0.00	(800.00)
5370 R&M SERVICE	8,000.00	0.00	(8,000.00)
5400 MISC TASK FORCE	2,000.00	0.00	(2,000.00)
5409 MEDICAL INSURANCE	15,000.00	0.00	(15,000.00)
5510 RENT	720.00	0.00	(720.00)
5530 CAPITAL OUTLAY	13,000.00	0.00	(13,000.00)
TOTAL	366,308.00	0.00	366,308.00
4112 5101 PUBLIC SAFETY--FIRE	51,000.00	0.00	(51,000.00)
4191 5400 EMRGCY MGMT/WARN SYSTEM	4,500.00	0.00	(4,500.00)
4196 5400 ANIMAL CONTROL	1,500.00	0.00	(1,500.00)
4212 HIGHWAY/STREETS			
5100 SALARY	56,385.00	0.00	(56,385.00)
5140 PENSION	8,300.00	0.00	(8,300.00)
5170 EDUCATION	1,200.00	0.00	(1,200.00)
5200 OFFICE SUPPLIES	1,500.00	0.00	(1,500.00)
5210 OPERATING SUPPLIES	18,000.00	0.00	(18,000.00)
5220 R&M SUPPLIES	10,000.00	0.00	(10,000.00)
5300 PROF. SERVICE	1,000.00	0.00	(1,000.00)
5310 COMMUNICATIONS	1,800.00	0.00	(1,800.00)
5320 TRAVEL	100.00	0.00	(100.00)
5360 PUBLIC UTILITIES	10,000.00	0.00	(10,000.00)
5370 R&M SERVICE	8,000.00	0.00	(8,000.00)
5371 CRACK SEAL/SEAL COAT	20,000.00	0.00	(20,000.00)
5372 SIDEWALK REPAIR	18,000.00	0.00	(18,000.00)
5400 FEES	600.00	0.00	(600.00)
5409 MEDICAL INSURANCE	2,500.00	0.00	(2,500.00)
5000 5610 PW FACILITY PRINCIPLE	5,000.00	0.00	(5,000.00)
5000 5620 PW FACILITY INTEREST	5,500.00	0.00	(5,500.00)
5000 5630 PW FACILITY PAYING AGENT	0.00	0.00	0.00
5530 CAPITAL OUTLAY	43,500.00	0.00	(43,500.00)
TOTAL	211,385.00	0.00	211,385.00
4213 5213 SNOW/ICE CONTROL	5,000.00	0.00	(5,000.00)
4213 5214 SNOW REMOVAL HIRED	4,000.00	0.00	(4,000.00)
4215 5215 STREET MAINTENANCE	21,500.00	0.00	(21,500.00)

2010 CITY OF PELICAN RAPIDS BUDGET
(preliminary)

	2010 BUDGET	01/31/2010 ACTUAL	ACTUAL OVER (UNDER) BUDGET
4216 5216 STREET SIGNS	6,000.00	0.00	(6,000.00)
4217 5360 STREET LIGHTS	30,000.00	0.00	(30,000.00)
4217 5400 STREET LIGHT LEASE	29,500.00	0.00	(29,500.00)
4224 5224 STORM DRAIN	5,000.00	0.00	(5,000.00)
4227 5227 WEED CONTROL	500.00	0.00	(500.00)
4527 SKATING RINK			
5100 SALARY	3,700.00	0.00	(3,700.00)
5140 PENSION	400.00	0.00	(400.00)
5200 OFFICE SUPPLIES	0.00	0.00	0.00
5210 OPERATING SUPPLIES	600.00	0.00	(600.00)
5220 R&M SUPPLIES	200.00	0.00	(200.00)
5310 COMMUNICATIONS	300.00	0.00	(300.00)
5360 UTILITIES	100.00	0.00	(100.00)
5370 R&M SERVICE	500.00	0.00	(500.00)
5400 DUES	500.00	0.00	(500.00)
5530 CAPITAL OUTLAY	3,000.00	0.00	(3,000.00)
TOTAL	9,300.00	0.00	9,300.00
4529 SWIMMING POOL			
5100 SALARY	24,000.00	0.00	(24,000.00)
5140 PENSION	1,800.00	0.00	(1,800.00)
5170 EDUCATION	1,200.00	0.00	(1,200.00)
5200 OFFICE SUPPLIES	200.00	0.00	(200.00)
5210 OPERATING SUPPLIES	8,000.00	0.00	(8,000.00)
5220 R&M SUPPLIES	3,000.00	0.00	(3,000.00)
5310 COMMUNICATIONS	100.00	0.00	(100.00)
5360 PUBLIC UTILITIES	2,000.00	0.00	(2,000.00)
5370 R&M SERVICE	2,000.00	0.00	(2,000.00)
5400 MISC/LIC/CHANGE MONEY	500.00	0.00	(500.00)
5530 CAPITAL OUTLAY	8,500.00	0.00	(8,500.00)
TOTAL	51,300.00	0.00	51,300.00
4552 PARKS			
5100 SALARY	67,700.00	0.00	(67,700.00)
5140 PENSION	9,400.00	0.00	(9,400.00)
5170 EDUCATION	800.00	0.00	(800.00)
5200 OFFICE SUPPLIES	200.00	0.00	(200.00)
5210 OPERATING SUPPLIES	5,000.00	0.00	(5,000.00)
5220 R&M SUPPLIES	2,500.00	0.00	(2,500.00)
5300 PROF. SERVICE	0.00	0.00	0.00
5320 TRAVEL	150.00	0.00	(150.00)
5360 PUBLIC UTILITIES	1,000.00	0.00	(1,000.00)
5370 R&M SERVICE	2,700.00	0.00	(2,700.00)
5371 TREE REMOVAL & PLANTING	4,000.00	0.00	(4,000.00)
5400 LICENSES/FEES	400.00	0.00	(400.00)
5409 MEDICAL INSURANCE	8,600.00	0.00	(8,600.00)
5521 HISTORICAL CITY HALL	6,000.00	0.00	(6,000.00)
5000 5610 PW FACILITY PRINCIPLE	5,000.00	0.00	(5,000.00)
5000 5620 PW FACILITY INTEREST	5,500.00	0.00	(5,500.00)
5000 5630 PW FACILITY PAYING AGENT	0.00	0.00	0.00
5530 CAPITAL OUTLAY	17,850.00	0.00	(17,850.00)
5531 SEASONAL DECORATION	3,200.00	0.00	(3,200.00)
TOTAL	140,000.00	0.00	140,000.00
4650 ECONOMIC DEVELOPMENT			

2010 CITY OF PELICAN RAPIDS BUDGET
(preliminary)

	2010 BUDGET	01/31/2010 ACTUAL	ACTUAL OVER (UNDER) BUDGET
5400 ECONOMIC DEVELOPMENT	60,000.00	0.00	(60,000.00)
5401 W C L ENDOWMENT/BIRDING TRAIL	3,000.00	0.00	(3,000.00)
5402 ECON DEV - CONSULTING	5,000.00	0.00	(5,000.00)
TOTAL	68,000.00	0.00	(68,000.00)
4931 5403 BONDS/INSURANCE	55,000.00	0.00	(55,000.00)
4940 5400 AIRPORT FUEL	0.00	0.00	0.00
4961 5813 FIREMENS RELIEF ASSOC AID	40,000.00	0.00	(40,000.00)
5000 TRANSFERS/INVESTMENTS/NON-DEPT EXPENSES			
4985 ELECTRONIC READER BOARD	100.00	0.00	(100.00)
4991 LIBRARY TRANSFER	140,000.00	0.00	(140,000.00)
5400 HISTORICAL SOCIETY	500.00	0.00	(500.00)
5401 LAND RENTAL TAXES	1,600.00	0.00	(1,600.00)
CAPITAL EQUIP FUNDS	217,586.00	0.00	(217,586.00)
5000 5610 HISTOR CITY HALL DEBT SERVICE	8,280.00	0.00	(8,280.00)
TOTAL	368,066.00	0.00	(368,066.00)
5100 5400 AMBULANCE	30,000.00	0.00	(30,000.00)
5110 AIRPORT			
5200 OFFICE SUPPLIES	50.00	0.00	(50.00)
5220 R&M SUPPLIES	500.00	0.00	(500.00)
5300 PROFESSIONAL SERVICES	0.00	0.00	0.00
5310 COMMUNICATIONS	450.00	0.00	(450.00)
5360 PUBLIC UTILITIES	3,600.00	0.00	(3,600.00)
5370 R&M SERVICE	2,000.00	0.00	(2,000.00)
5400 MISC. INSURANCE	12,000.00	0.00	(12,000.00)
5401 LAND RENTAL TAXES	1,350.00	0.00	(1,350.00)
5530 CAPITAL OUTLAY	10,000.00	0.00	(10,000.00)
TOTAL	29,900.00	0.00	29,900.00
5120 5210 BUS OPERATING SUPPLIES	3,000.00	0.00	(3,000.00)
TOTAL EXPENDITURES	1,738,832.00	0.00	1,738,832.00
SPECIAL LEVY	132,431.00		

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