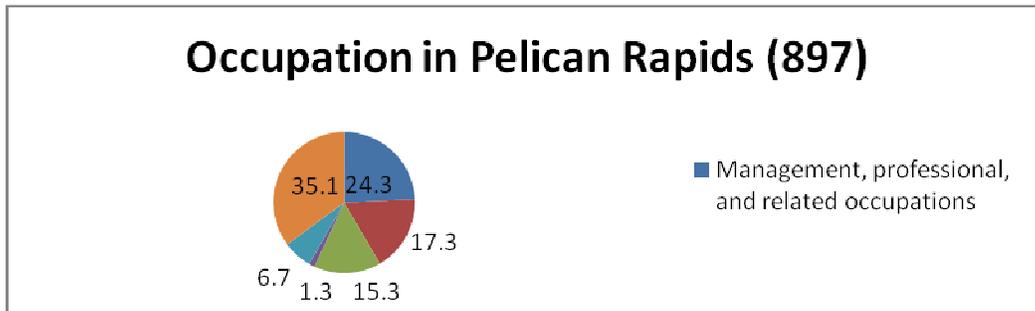


second category is “Service Occupations.” This includes food services, cleaning services, and personal care services. The third category is “Sales and Office Occupations.” This includes sales and administration occupations. The fourth category is “Farming, Fishing, and Forestry Occupations.” The fifth category is “Construction, Extraction, and Maintenance Occupations.” The sixth category is “Production, Transportation, and Material Moving Occupations.” This last category includes bus drivers, pilots, air traffic and control, etc. Figure 5.4 shows the percentage of workers in each category in Pelican Rapids.



**Figure 5.8 Occupation in Pelican Rapids, MN, 2000.**

*Source: 2000 Census Bureau*

### **Community Strengthening.**

One aspect of the community’s human capital is the Economic Development Authority group that was established in 1995, which has broad powers to provide encouragement and financial support of economic development and redevelopment in the city.” By creating a group whose goal is on focusing and encouraging economic growth, human capital is being improved through helping local citizens, as well as the community itself, with the motivation and means to thrive. A similar movement is the 3/50 program which also places the ability for success into the hands of the local citizens. The 3/50 program is a grassroots effort where the community chooses three locally-run businesses and asks its citizens to spend \$50 between the three chosen businesses rather than larger, non-local businesses such as McDonalds or Wal-Mart.

**Assets:**

- Federally funded program to teach leadership in schools for future success in the community
- Multi-cultural demographic make-up that offers an assortment of skills, perspectives and beliefs that can create a multi-faceted plan for success
- Strong immigration into the community

**Challenges:**

- Coordinate a web of services for both immigrant and native residents.
- Enhance programming and learning resources to traditional residents and immigrants.
- Small business entrepreneurship for immigrants.
- Low educational attainment average of citizens

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# 2010 Community Assessment

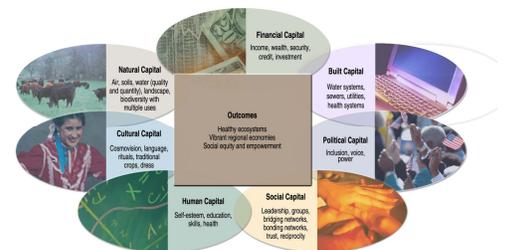
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## Chapter

# 6

## Social Capital



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## Pelican Rapids, Minnesota

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## **Chapter Six**

### **Social Capital**

Social Capital is the assets of a collective group that shares values, norms, and beliefs in a single, individualized, or instituted working relationship to achieve a mutually beneficial arrangement. There are two types of social capital; bridging and bonding (Flora & Flora, 2008). The community capital gives the economy, environment, and social equity an advantage by putting a stake in capital (Flora & Flora, 2008). “However, the community capacity of the social and human capital to construct a broad strategy that can take advantage of new and sometimes unexpected opportunities (strategic readiness) is key to long-term successful economic development that includes investment in built capital” (Flora & Flora, 2008). The bridging relationship is the glue that holds the society together or the services of the community as a whole. The bonding relationship is the network and economic gain. Robert Putnam would describe this in network connectivity as a homo or hetero relationship (Putnam, 2000). According to Flora & Flora in Rural Communities, "these ties tend to be ties between social, if not economic, equals" and that ‘entrepreneurial’ social capital is a less abstract concept of the levels in community trust" (Flora & Flora, 2008).

The social capital in Pelican Rapids, Minnesota is the collective representation of the institutional patterns, the different organizational sections of the city, and the working partners of the community. This chapter will look at the history of the social capital in the community, the voluntary organizations, the community organizations, a company initiative, the local organizations, and the future for the social capital of Pelican Rapids, Minnesota.

#### **Norwegian Grove**

The Norwegian Grove Township was incorporated in the year 1873 for a territory worthy of a civil township. There are 22 townships in Ottertail County, today. The community can be redefined in social capital. History and tradition are important of the local development and the city today, has many historical social ties exhibited in this infrastructure. The local taste-freeze is a generational landmark as most developing cities diminished the locality in the early 90’s ([www.tastee-freeze.com](http://www.tastee-freeze.com)). The community parks of Pelican Rapids include a time mark post for after the Vietnam War and the memorial is included in the natural park area with another monument located downtown. There are two parks that are connected by a walkway across the Pelican River to the E.L. Peterson. There is a third that was recently named Thompson Memorial Park on the north side with a modern playground. The entrance of the city has the rural components of a regional structure dating to the incorporation of townships. The local sign for the Lutheran Church is outside of town and on a side gravel road that cross-links to the main. The church has a face-side residence near the hill or bluff, at the entrance to the city with the location of another sign as representative of the foundational historic landmark. The Thanksgiving horse parade with twenty-five teams and floats accentuates the local support and respect for the tradition of the community, as most towns do not have live horse parades.

## Company Initiative

Pelican Rapids has many social groups within its company initiative at the West Central Turkeys that was bought by the Jenny-0 Turkeys in the early 90's. The bridging social capital is within the horizontal element of community organizations. The West Central Turkey Plant has a company range of workers is between 500 -999. In 1995 a Bosnian human resource director at West Central Turkeys embarked on a company initiative to sponsor refugee workers from Eastern Europe.

Nadine Brown of the West Central Minnesota Cultural Collaborative and Joan Ellison of the Pelican Rapids Public Library started a community initiative page for education programs and in they say "Hispanic, Vietnamese, Bosnian and Somali refugees have migrated to this historically white, rural community in search of work at the county's largest employer, West Central Turkeys with strong entrepreneurial tendencies. These factors combined to make immigrant integration in Pelican Rapids a crucial economic development issue. The strategy has been a coordinated effort by several organizations, including Lutheran Social Services, the Pelican Rapids Library and the local schools. The business is located on North Broadway Street. See photo reference of West Central Turkeys, Inc below: Photo 6:1



**Photograph 6.1. West Central Turkeys, Inc**  
Photograph taken by NDSU Community Development Class 2010

The community initiative is alike to membership agreement because of participation and sustainable development in the economy. Strong social support enhances capital output. Because of the leadership development in the community, the bonding of social capital can be of member interest and cooperating organizations. Because of the hetero and homo relationship in the bonding and bridging service in social capital there is an entrepreneurial community, which is leadership developments and invested resources. The donor advised funds are provided by the philanthropic organization for West Central Minnesota.

### **Voluntary Organizations**

The community of Pelican Rapids can be defined in its social support. This is the social, built, and financial capital components combined. The reason behind the voluntary institution is the sustainability and development, which can be redefined in economic, environmental and social gains in terms of "quality of life" (Flora & Flora, 2008). It is an organizing and guiding development that is in the community perspective and in cultural capital as an amenity

The voluntary services that are in the Pelican Rapids area can be found within the Community Center, Love & Care Inn, Lutheran Refugee Service, and the Oaks Senior Center. The Firemen's Relief Association has a grant share income with member interest dividends ([www.pelicanrapids.com](http://www.pelicanrapids.com)). Pelican Rapids Chamber of Commerce uses Face-book for its local or chamber page. The regional social structure is a part of the community participation, in service. Pierre Bourdieu describes social capital, as a tool, as actual or potential resources. The invested resource is the bridging capital within the area. The community had a Retail Trade Survey done in the year 2008. The community re-development is best surveyed as partnership in a cumulative risk assessment, local ownership of institutional structures and sustainable management. The 'friends of the library' are volunteers that have instituted, along with the community organization of ROTC, 'speakers' for local education. There is a documentation entitled 'Faces of Change' that highlights and promotes the historical development in contribution to the immigrant migration and the working group community.

### **Community Organizations**

Pelican Rapids, Minnesota has many community events like bike and trail rides to invite local sponsorship. A new program that utilizes these trails is the 'Fit City' program which is an attempt to make residents more active and healthy. The focus of work groups can be instituted with the Chamber of Commerce. The community organizations are the Rotary Club, Kiwanis, Lutheran Social Services, Veterans of Foreign Wars, OAKS (Organizing Acts of Kindness), Gideons International, and the Good Samaritan Center ([www.pelicanrapids.com](http://www.pelicanrapids.com)). There is also the Salvation Army and the American Red Cross. There is a diversity program called "EMFIT" for first and secondary migrants in proficiency of language skill in that, if they are not proficient, they are required to take English as a Secondary Language (ESL) courses. The Lutheran Resettlement Program is in Pelican Rapids and is part of the Lutheran Social Services and service partnership. There has been 20 years of work with the Park Board and Planning Commission. The hospital district of Pelican Rapids is a part of the economic infrastructure in community development to obtain initiative funding in finance. There is the Park Region Cooperative for local gas convenience and The Lake Region Electric Cooperative as the largest industry.

The philanthropy of organization has been created in Pelican Rapids with leadership development to keep youth in the community and increase leadership capacity. This was due to the realization that immigration provided entrepreneurial opportunities and a larger labor force. This resulted in the community making immigration “a crucial economic development issue” and they helped integrate the community on this idea by teaching residents and students about the different cultures that were immigrating to the community. There is an example of success in entrepreneurial learning by bridging social and built capital from the financial capital in nontraditional lending and investing between a reservation and service. The community is also able to put citizens and ownership of social capital into the hands of entrepreneurs within the Lutheran Social Services and college graduates of foreign descent to building investment from development. The local community can be observed by children of different cultural backgrounds playing soccer in the parks with competitors of different regions. The entrepreneurial activity can be seen in the community of Pelican Rapids in the locally owned Somalia Grocery Store in that they have also, included a mosque in the back of the building that used to be a local restaurant. The relationship of the organization in local development can be seen in Figure 6.1.



**Figure 6.1 Relation of Multiculturalism, Entrepreneurship and Understanding**

The Pelican Rapids School District has just recently shifted to a four day school week. There are benefits for students, parents and the school by making this move. The benefits for students include improved attendance, less interrupted class time as a result of longer class periods, improved school morale, lower drop-out rates, decrease in student discipline, increased participation in extracurricular activities, more time for personal business such as doctor appointments, and it’s easier to manage part-time employment. The parents also, enjoy the four day week because it provides more family time over a longer weekend as well as making appointments easier to schedule without missing class time. The school saves money on heating and utilities, school buses, and building maintenance expenses. The four

day week also provides the school a lot of flexibility to make up school days if school is cancelled due to inclement weather.

**High School.** Pelican Rapids High School serves students under a Multi-District Cultural Collaborative and the 21st Century Grant. There was a working relationship under the multicultural committee that formed in the late 80's to help promote cross-cultural understanding. There is an ESL (English as a Second Language) instructor in the High-school. The picture of the Pelican Rapids High-School and the Vikings Elementary School are shown below. See Photographs 6:2 & 6:3



**Photograph 6.2. Pelican Rapids High School**

Source: (<http://www.pelicanrapids.k12.mn.us/education/district.php>)

**Vikings Elementary School.**



**Photograph 6.3. Viking Elementary School**

Source: (<http://www.pelicanrapids.k12.mn.us/education/district.php>)

The extracurricular activities offered for boys and girls include band, basketball choir, cross country, golf, soccer, speech, and track. Cheerleading, dance team, softball, and volleyball are activities offered to girls while baseball, football, and wrestling are offered to boys. A very important activity now offered to students that lends itself to social capital program created in 2000 (for origins of the program refer to Chapter 5, Human Capital). Due to multicultural involvement, soccer has created unity, understanding and a shared source of pride. According to the quotes of a community study, “Everyone respects sports” and “this community began to see that these immigrants should be given respect”; “The soccer team gave us something to be proud of” ([www.sog.unc.edu](http://www.sog.unc.edu)). The school district offers a variety of organizations including Future Farmers of America, Future Leaders of America, The Yearbook Association, Students’ against Destructive Decisions Group, Drama, Special Olympics, Robotics, and a National Honor Society. Pelican Rapids school system was awarded a special grant through a program called the 21st Century Grant, which is a federally funded education grant whose goal is to “support the creation of community learning centers that provide academic enrichment opportunities during non-school hours for children, particularly students who attend high-poverty and low-performing schools (Pelican Rapids, 2010). According to the education webpage of Pelican Rapids; the program helps students meet state and local student standards in core academic subjects and the grant has provided great opportunities for academic achievement through programs like Teen Spot in the high school. Another similar program is the Targeted Services which offers academic tutoring and helps to develop “social skills development and a variety of recreational activities” (Pelican Rapids, 2010).

There are three sectors that are seen in local community development that are private; as seen in for profit, the public; of which is usually the government, and not for profit; which is educational, social services, philanthropic, religious, etc. of which have examples in intergenerational, citizen, training, multiple generations of new immigrants. There are interactions amongst the local community. The economic development targets specific parts of the population. In the following Table 6.1, are a list of the organized sectors, but it is important to note that some may be missing.

**Table 6.1: Local Sections of Community Development**

<b><u>Private-for profit</u></b>	<b><u>Public</u></b>	<b><u>Not- for profit</u></b>
Park Region Co-op Lake Region Electrical Co-op	Fire Department Chamber of Commerce Minnesota Health Refugee Works United Way	Lutheran Social Services (Good Samaritan Society) Refugee Services Giving Plus Learning Program Central Lutheran Church Chamber of Commerce

The Refugee Works program is a partner to the Lutheran Immigration Refugee Service as one of the ten national voluntary organizations under Wilder foundations and a part to the 2009 international

night of networking (Refugee Works, 2010). Working in adjunct to these is the social bonding project that looks to promote unity in the diverse community of Pelican Rapids. The marriage of a new resident to another resident both of foreign origin began the start of “The International Day Festival” that works closely with the multicultural committee and the State of Minnesota for the naturalization ceremony. The faith based initiative of the regional churches of North Dakota and Minnesota work under a steering committee and community programs. The local community can save money by working with the non-profit organization for the elderly. The economical sustainability development is tied to the social organization and participation within the local community. The Giving Plus Learning Program is a non-profit program directed through an umbrella company of Riverview Place in Moorhead, MN. It is a mentoring service for adults to teach the English language. The Lake Region area is currently working with a Community of Care Program that is established under a steering committee and the Good Samaritan Society.

### **Local Organizations**

Robert Putnam describes a civil society that is without profit as gaining social capital (Putnam, 2000). The social and built capital work together for financial gain and the civil organizations make their due profit by joining to the community in advanced donation or regional structural sustainability.

The Chamber of Commerce has created Pelican Days out of the local businesses to participate in bringing business to the city by spending money at local businesses and earning prizes. The summer Turkey Festival supplies a talented regional artist that attracts money for the area by painting a portrait of a local scene in watercolor that is evocative of Terry Redlin. The “Pelican Pete Project” is a tourist attraction to the surrounding areas and each Pelican statue is invested time in a local organization. In order to support economic capital through social bonding, Pelican Rapids also implements the Pelican Bucks program. Pelican Bucks are certificates with a cash-value that people or businesses can purchase and which can only be spent in Pelican Rapids. Some businesses use these as a form of bonuses for their employees or the city also uses them as prizes for various events. Pelican Buck certificates can only be spent in Pelican Rapids and thus emphasizes both economic growth and social unity. Some local community activities are the Rotary club’s sponsorship of foreign exchange students. During the Turkey Days festivities, the Park Region Coop sponsors minnows for a minnow race which draws kids from all over the region during the summer. Also, “the local Jaycees, a junior chamber non-profit organization, sponsored twenty-three platforms for the bean bag toss last year” (Lake Area Newspaper, 2010).

## **Assets**

- Strong community support
- Philanthropic stakeholders
- Strong focus on diversity and cultural understanding. Has resulted in successful entrepreneurship by immigrants
- Variety of events in the summer that capitalize on the lakes area tourists
- Initiative of the West Central business as the largest regional business second to the Lake Region Electric Cooperative.

## **Challenges**

- Social organization and business in regional area profit measure
- Adult group fellowship and youth task force in regional trade area
- Strong community stakeholders
- The future of the (LSS) Lutheran Social Service Leadership

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# 2010 Community Assessment

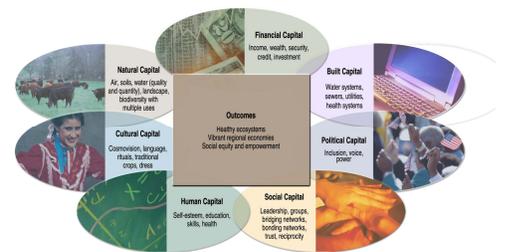
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## Chapter

# 7

## Political Capital



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# Pelican Rapids, Minnesota

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## **Chapter Seven**

### **Political Capital**

Pelican Rapids demonstrates a plethora of interesting political capital dynamics because of its unique demographic composition. Political capital “is the ability of a group to influence the distribution of sources within a social unit, including helping set the agenda of what resources are available” (Flora and Flora, 2008). Flora and Flora 2008 also cite a key component of political capital: power, or the ability to influence other people’s decisions. Two other examples include voice and inclusion. Voice can be measured through variables like how many people vote, or how many people are involved in community decisions (i.e. members of councils or organizations that choose where communities go). Inclusion can be viewed as the variety of people involved: are there more women than men? Are younger people that are involved in the community, or just their parents or grandparents? Do the various ethnic and racial groups enjoy representation?

When looking at the community of Pelican Rapids, political capital can be found in organizations such as the Diversity Committee or Chamber of Commerce, churches, businesses, as well as everyday people. The voice of the people can take a crucial role in community politics. For example, public debate and interest in the recent school changes ensured participation by a wide range of interested parties. A group’s or individual’s overall power, however, may be relatively low. Even though some people may speak out regularly, their opinions do not necessarily count in the overall decision. This chapter covers the various demographics of the community, including ethnic populations, socioeconomic status, age, and gender. The chapter then analyzes major community events that illustrate the voice and power of residents and organizations, and gives an account for the strengths and areas of improvement for Pelican Rapids. An emphasis is also placed on how political capital can create a spillover effect to other capital areas.

#### **The Role of Political Capital in Pelican Rapids, MN**

Political capital can be found in other capital areas which also are mentioned in other chapters. Social capital, found in bonds people enjoy with each other, involvement in the community, and bridging networks between groups, can tie into political aspects as well. The more social ties people have with each other and the more time they invest into a community, the more they may actively participate in the community’s issues. For example, Group A meets Group B, and they both discover they have a common interest, for example a Recreation Center for their children. By bridging the two groups together, both groups can push through funding for activities that both groups feel are beneficial to the community. Suppose these two groups were comprised of separate ethnic or racial categories- the bonds they formed have now allowed for more inclusion of perspectives and acceptance of different cultural behaviors.

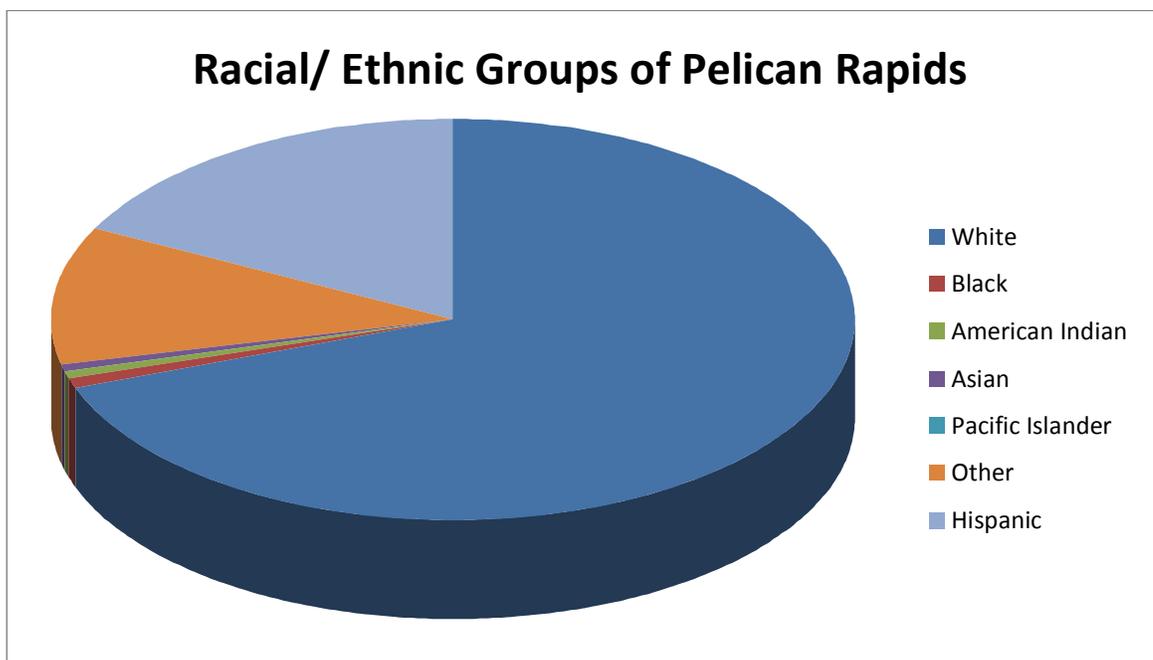
#### **Analysis of the Population of Pelican Rapids**

Each segment of the demographic population in Pelican Rapids can provide key clues to the three dimensions of voice, power, and inclusion. The following sections analyze race, ethnicity, age, gender, and socioeconomic status to compare various characteristics to each group’s political capital.

### Race and Ethnicity

The ethnic and racial population of Pelican Rapids, while still being racially dominated by whites, is incredibly diverse for a town of 2,374 people. The general breakdown of Pelican Rapids (shown in figure 7.1) illustrates that the population is mainly White (75.1%), followed by Hispanic (12.5%), African American (12.3%), Asian (3.6%), Native American (.9%), and Pacific Islander (.01%). This creates an intriguing study of inter-ethnic/ racial power relation. Flora and Flora 2008 explain that, “political capital reflects the dominant cultural capital: there is a tendency to support the status quo” (144). Theoretically then, Pelican Rapids should be dominated by a white majority that pushes through their important projects or laws. However, meetings with council members and various interviews suggest that Pelican Rapids is open to cultural perspectives and is also working to make the community a blend of all perspectives and desires.

Great strides have been made to include the various ethnic groups and give them the resources they need to be an integral part of the community. English as a Second Language (ESL) classes are highly recommended and given all year-round at the library for free, and a “safe” area exists at Lutheran Social Services, which meets all new refugees and immigrants with a smile and help on assimilation (references for housing, language classes, job ads, school enrollments, places to eat and shop, maps, etc.). The Bosnian population, per capita, has the lowest attendance to ESL classes, and consequentially has less ways to assimilate and contribute their unique perspectives to the community. Despite language barriers, a majority of immigrants express their intentions to vote and participate in the community.



**Figure 7.1: Racial Distribution in Pelican Rapids, MN, 2000**

*Source: U.S. Census Bureau, 2000 Summary File 1*

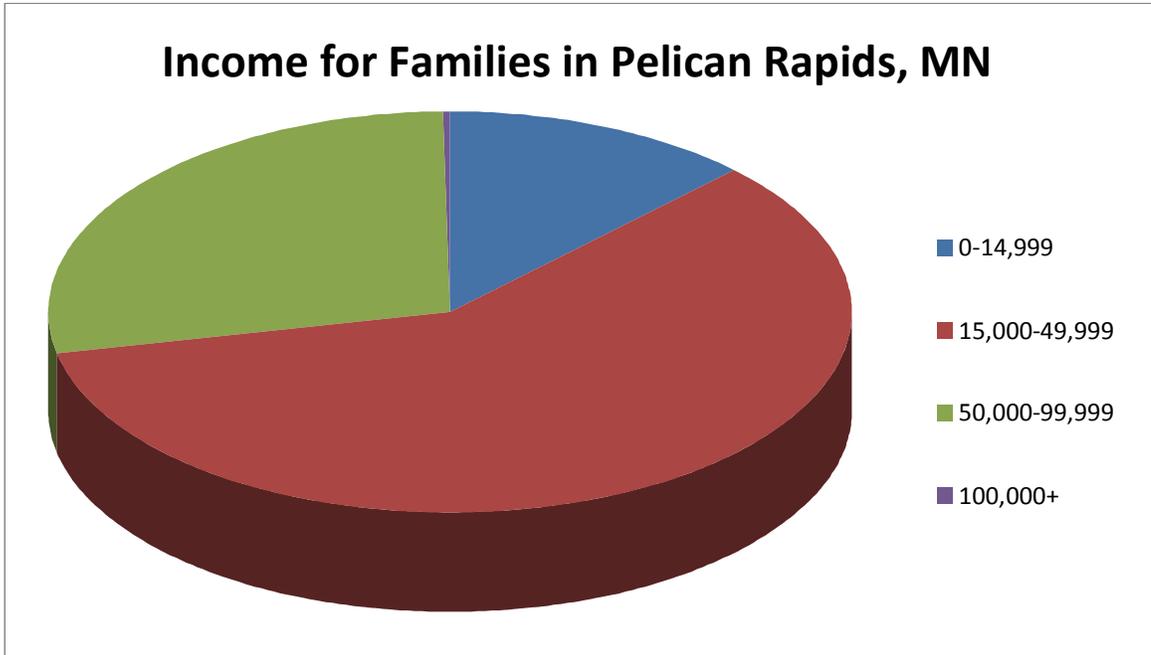
### Age and Gender Distribution

Pelican Rapids' gender distribution tallies 49.3% men and 50.7% women. This distribution spread is typical of most communities, with a predominance of women in each category (See Table 6.2). The most common age range, as described in Table 6.1, indicates that most of Pelican Rapids' population lies between 25 and 45 years of age. This distribution indicates a powerful force of people when it comes to political capital: a strong, solid band of working age people who exercise the power to mobilize for issues surrounding pay, benefits, hourly wages, and hiring. All ages seem to be involved in the community as well, in groups such as Boy Scouts, the high school student council, and Students Against Destructive Decisions (S.A.D.D.), which has also adopted highway 34 leading into the city.

### Socioeconomic status

Socioeconomic status, or the class level of citizens based on their income, hovers in the lower middle class range for Pelican Rapids, with a median income at \$27,232.00 (US Census, 2000). Figure 6.2 illustrates that a majority (59.1%) make \$15,000-\$49,000 a year, a middling, lower income range. While a small percentage of people (.2%) are in the lower upper class, most of the citizens in Pelican Rapids, MN sit in the lower middle and upper lower class range based on income. This could be due to the fact that 333 people in the community have an education of 9<sup>th</sup> grade or less (21.8%), and another 175 (11.5%) made it through high school but never graduated (U.S. Census, 2000). The census also measure high school graduation and upper level degree achievement. The high school diploma or higher rate for Pelican Rapids citizens 25 and older is 66.7%. However, a recorded 34% of that number (871 people) never completed an Associate's degree or higher in college (see Table 7.4). This education level is reflected in the majority of occupations held: 35.1% in production, manufacturing, and material moving, another 32.6% in service and office positions. Only 24% of the population is in a management or professional job.

Since political capital reflects the interests of those who have the most power, wealth, and status in the community, these statistics reflect how a power structure may be set up and who has the most resources. As a lower income, lower education community, Pelican Rapids faces challenges with those citizens that have more resources. According to the advisory council, the "Lake Effect" occurs when the wealthy people who live on the lakes take no active part in the community (for example, contributing their money to local restaurants), but still can vote in county and city elections. In 2002, then-governor Jesse Ventura implemented new tax law that meant people who lived on lake property were taxed by the state and therefore their tax went to the state, not the local community (in this case, Pelican Rapids). This cut Pelican Rapids' tax base in half, and in doing so severely diminished funds available for the school and community programs. Levy's are imposed on citizens in order to pay for the school bills (teacher salaries, extracurricular transportation, free lunch programs, and general improvements), and this new tax law meant that an already strained low income area had to pick up more of the burden. A major issue facing the school that lead to the imposition of a four day week was the constant veto of the levy referendum by voters. This decision not only reflects the implications of a larger city on a rural and less powerful area, but the way resources are allocated in a community. The lake property tax included a wealthier base of people- now that those higher incomes are not flowing into the town, the less wealthy are overburdened by trying to pick up the slack, and often needed programs and improvement fall by the wayside (i.e. less funds available to provide educational opportunities).



**Figure 7.2: Income for Families in Pelican Rapids, MN**

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

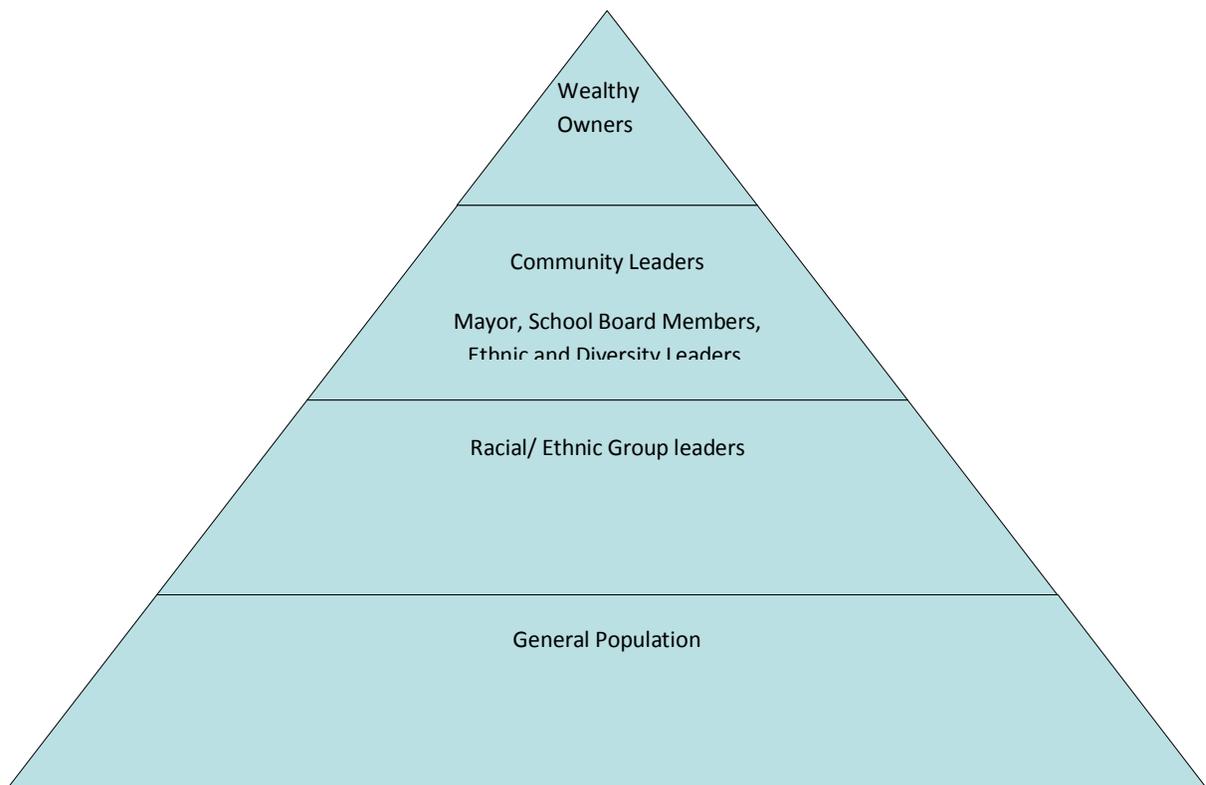
### The Voting Style of Pelican Rapids

Data given at a public council meeting after the November 2, 2010 election revealed the turnout for the election. 570 ballots were cast out of 1003 registered- a total of 56.83%. There were 472 votes for mayor, and another 471 for the two open council seats. In the District Representative and Senate elections, Pelican Rapids voted relatively equally, according to the Secretary of State election reporting results by county. The Republican party gained headway in Secretary of State, Auditor, and District 10 Representative, but the Democratic- Farmer-Laborer party pulled ahead for District 7 Representative, Governor, and Attorney General. This reflects a political ideology that favors a conservative and rural oriented take- conservative spending and personal values that favor tradition and a party that gives a voice to rural communities and favor subsidies for farmers.

### **Community Power Structure Map**

This map (See Figure 7.3) provides a tentative outline on how people in the community can access or distribute resources. Since this outline only generalizes, no names will be used. This expresses the political process of Pelican Rapids based on interviews with the advisory council. Our assessment maintains that a few key contacts, that all know each other, which community members, if they gain access to one, can access the others. An example of this system can be found in the church community. Often, Catholic Church leaders (priests, in this case) will be the central figure for the tightly knit Hispanic population. The Priest must be made aware and spoken to before the congregation can be accessed by a public official. Another instance happens to be the council of elders that handles the issues of the

Somalian community. If an issue of juvenile delinquency arises, for example, the elders will deal with it before the police do (if the police do at all). If an ethnic or racial group feels an issue in their community needs attention or an individual has an issue; they can easily contact the city's multicultural leader. This reflects bridges between groups and these groups can bond with each other. This structure is indicative of an amorphous structure. However, Pelican Rapids itself is subject to the higher state order. For example, the aforementioned tax laws passed by Jessie Ventura cut Pelican Rapid's tax base in half, which was something the leaders had no control over but had to obey. Another significant power source in the community is the people on the lake who control a lot of the hospital district resources, and they can therefore tax the city for a service they do not have. The Pelican Rapids website gives voice to what their political map is. Based on collaboration with the various townships and associations/ organizations in the community, Pelican Rapids aims to integrate all race and ethnicities through a strongly bonded and bridged community. They are community centered and aim to preserve the natural beauty of Maplewood and the other natural ecosystem around them. This means that the lake owners, for example, can push through legislation that preserves lake property for the wealthy and makes sure that more people cannot move onto the lake property. If a group need to push resources through, they can either get the attention of a powerful lake owner, or they can contact a city council member. The easy communicability between the lower pyramidal groups allows for further bridging between other groups.



**Figure 7.3: Pelican Rapids Community Power Structure Map**

### **Assets**

- Growing levels of inclusion evidenced in the candidacy of the first Hispanic school board members, the offers of English as a Second language classes, and the desire of the various ethnic groups to vote and be active in the community.
- Increased bonding and bridging networks that are aiding inclusion, such as a cultural contact for the immigrants upon arrival and English as a Second Language classes offered at the library for free
- Strategically planning the course of the town to make sure all racial/ ethnic groups are part of the system
- Youth and adult involvement in community in activities such as Adopt a Highway, the VFW and the American Legion, Boy Scouts, and Students against Destructive Decisions (S.A.D.D)

### **Challenges**

- Low levels of attendance to English as a Second Language classes, especially from the Bosnian population
  - Typically, people on who live on the lake do not participate in community activities
  - Metropolitan ordinances that affect rural communities harmfully (such as tax law)
  - People interact locally with other groups (e.g. polite talk and the occasional neighborly act) but do not come together to allocate resources and make their voices more integral

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# 2010 Community Assessment

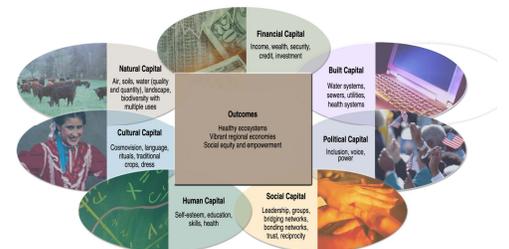
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## Chapter

# 8

## Financial Capital



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## Pelican Rapids, Minnesota

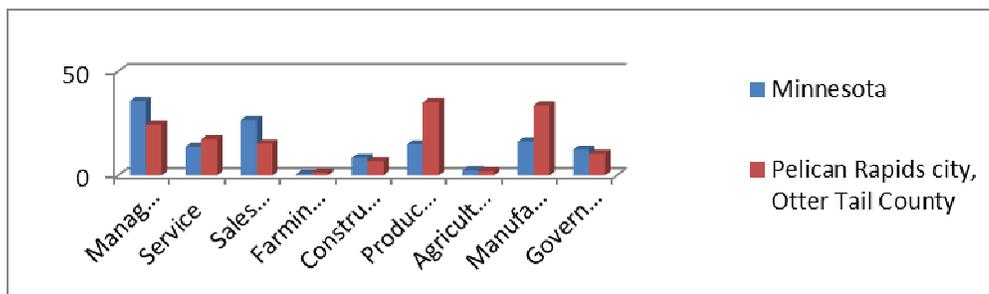
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## Chapter Eight Financial Capital

Financial capital encompasses the resources that are used for investment rather than consumption. This is not only confined to money, but buildings, machines, and services as well. If a building is bought simply to live in, it is not financial capital, whereas a building bought to be rented would be financial capital. Communities can use financial capital to develop new businesses and create new employment opportunities (Flora and Flora, 2008). In the following chapter the financial capital of Pelican Rapids, MN will be assessed based on the city’s use of its financial resources. The chapter will examine average incomes, businesses, commuting patten, the evolving economy, and the way money is invested in the community. It will conclude with a list of assets and strengths possessed by the community, as well as the challenges facing the community in the gathering and use of financial capital.

### Economic Base

The economic base of Pelican Rapids has changed many times throughout the years; first as a trading post, then agriculture and mixed retail, followed by manufacturing and professional businesses. Figure 8.1 (Appendix Table 8.1) identifies the industries that are the current economic base for Pelican Rapids. The table is representative in showing that the larger portion of the occupations in Pelican Rapids is within the Transportation and material moving fields. This is more related to the manufacturing industry which is the number one industry employer in Pelican Rapids. The third largest is by occupation; the management/professional related career fields. These fields provide professional and managements services for the community through teachers, doctors, lawyers, and manufacturing and transportation managers.



**Figure 8.1 Number of employees by industry sector, 2008.**

*Source: US Census Bureau*

### Businesses

The City of Pelican Rapids Chamber of Commerce has 111 businesses in the community. The types of businesses range from large companies of over 100 employees to owner-operator businesses (“Pelican Rapids Area Chamber of Commerce”, 2010).

The largest employer in the city is West Central Turkeys Inc, a poultry processing plant employing 720 people. The area also home to an iron and steel forging company, BTD Manufacturing Inc., and a farm and machinery equipment manufacturer called Attachments International Inc. In addition

to its industrial businesses, Pelican Rapids is home to Lake Region Co-op Electrical, the primary provider of electricity in the area. On a smaller scale Pelican Rapids is also home to many small businesses such as gas stations, shops, restaurants, grocery stores, and drug stores (Department of Employment and Economic Development 2010). Many of these businesses are can be found fronting the main street (Photograph 8.1).



**Photograph 8.1 Main Street businesses, Pelican Rapids**  
*Source: Class Photographs*

### Primary and Secondary Industry Jobs

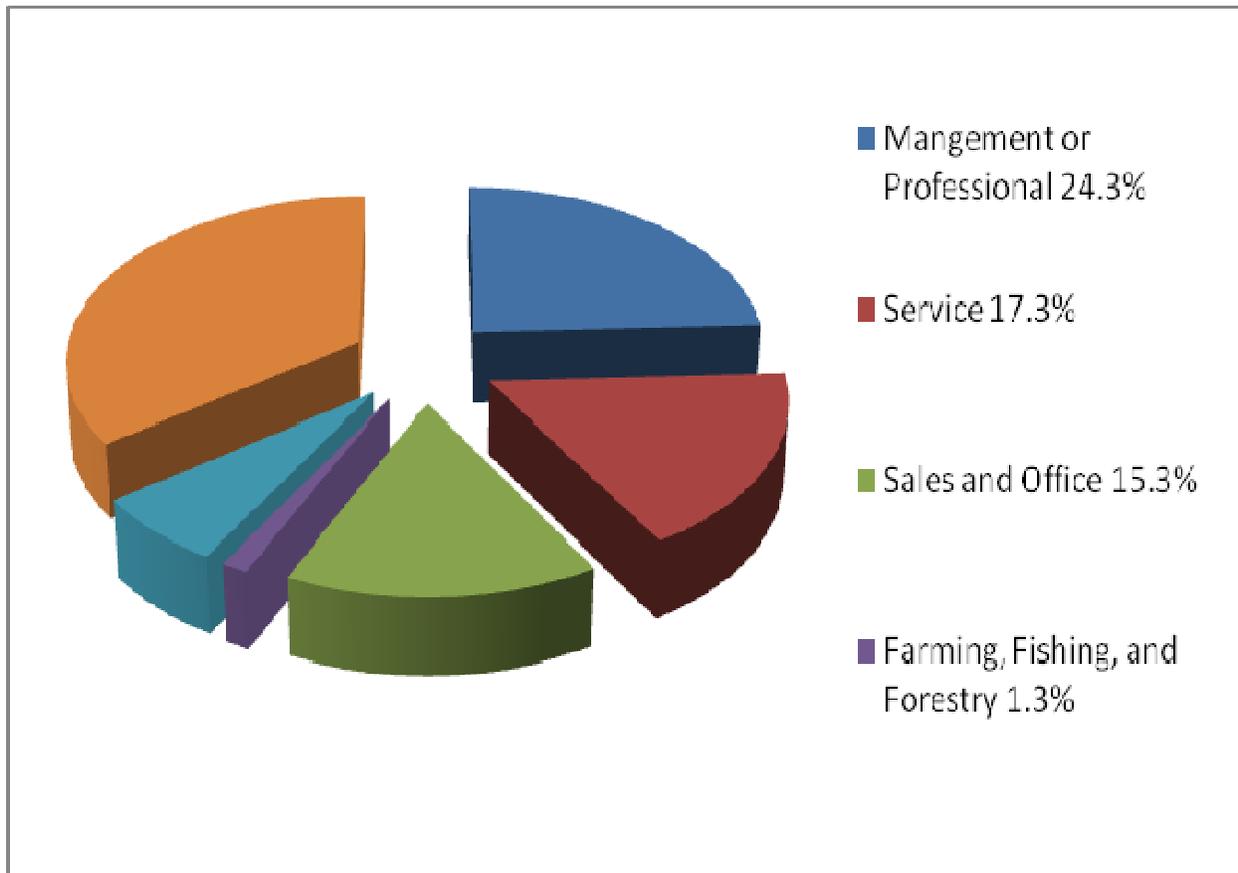


**Photograph 8.2 Tax Incentives.**  
*Source: Jerome Billups*

In an effort to create economic opportunity and wealth generation, Pelican Rapids uses a series of strategic opportunities to create primary or base jobs. Primary jobs are jobs that produce goods and services in excess of what can be consumed by the local market. Those goods not consumed by the local market are exported to other markets in exchange for money, or export income. Currently the primary producers for this industry are West Central Turkey Inc., BTD Manufacturing Inc., Attachment International Inc., and Card Brokers of America. They produce more products than can be consumed, or bought, by its customers in Pelican Rapids. The products are “exported” to another market, and money is returned to Pelican Rapids for the products. This is what creates the flow of new wealth into the community.

Although important in an overall economy, the retail sector does not typically create new wealth in the community. This is because retail outlets located within an area are typically exchanging money that has already been "created" by primary employers in that area. It is not "new money."

Figure 8.2 (Appendix Table 8.2), Shows the number of employees by industry sector. There are no new creators of monies within the community. The majority of Pelican Rapid’s economic base is exported products.



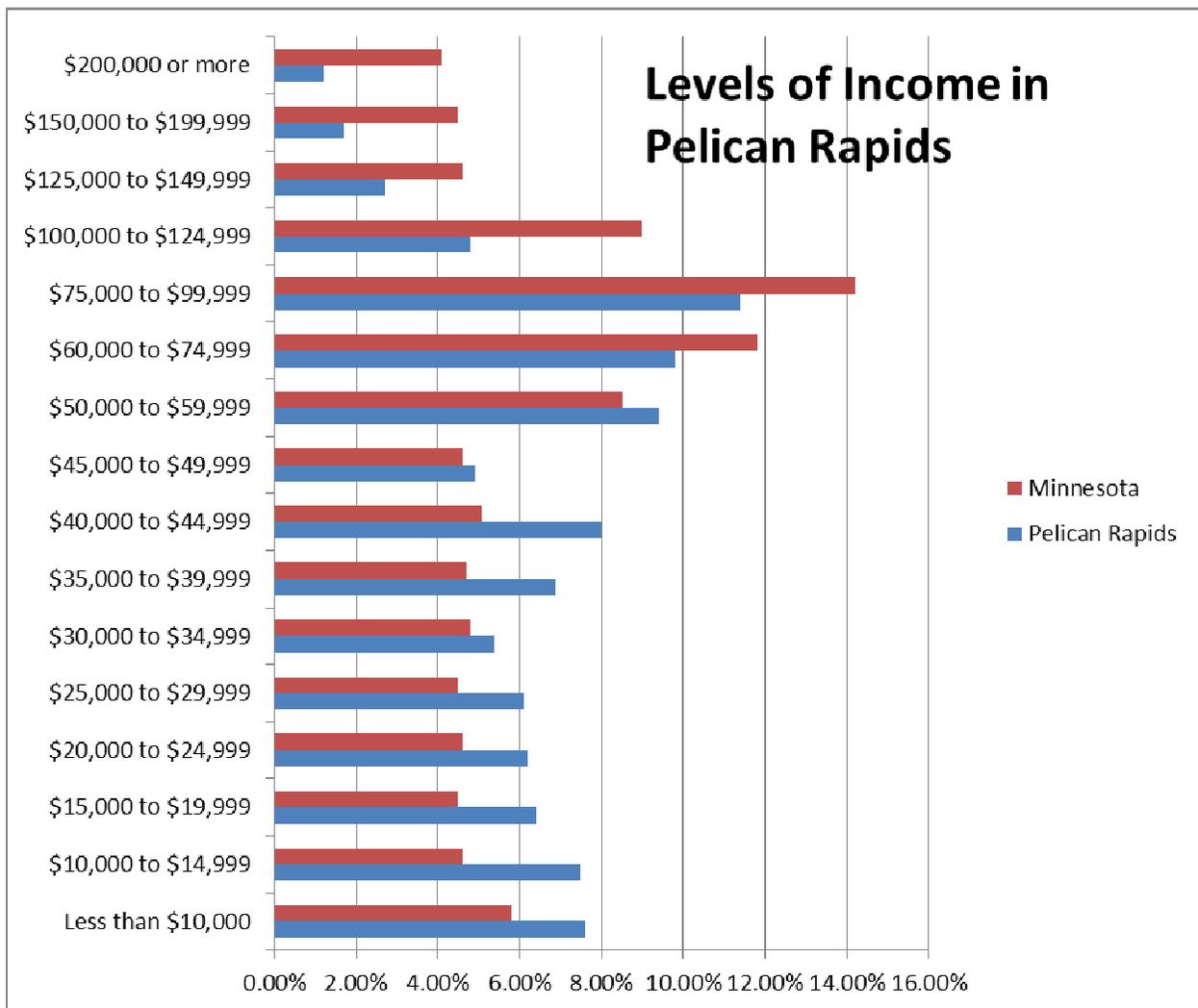
**Figure 8.2 Number of employees by occupation, Pelican Rapids, MN, 2008**

*Source: U.S. Census Bureau, 2008*

## Commuting Patterns

Pelican Rapids is located on Minnesota State Highway 108 and US Highway 59. It is 12 miles north of Interstate 94, giving the city plentiful transit routes (“Department of Employment and Economic Development “, 2010). Despite the access to roadways, the mean travel time on the commute to work is only 11.9 minutes. Census data says that of the 893 people working in the community, 38 work from home. Another 506 people commute alone in a personal vehicle. Carpooling is practiced regularly by 191 people, with the remaining people traveling to work by walking and other means. There were no people who claim to use public transportation (US Census, 2008)

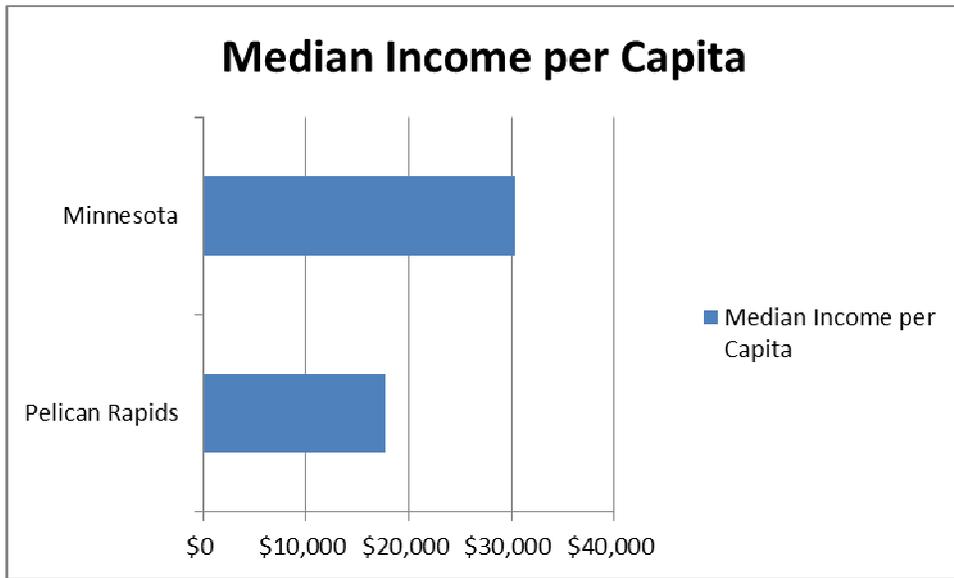
## Income Levels



**Figure 8.3 Household income levels in Pelican Rapids in 2008.**

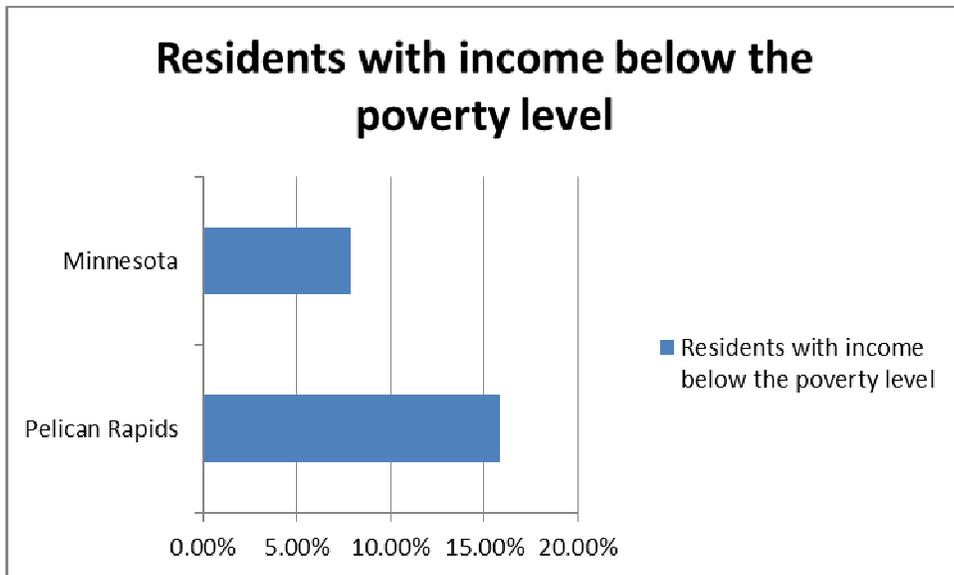
*Source: U.S. Census Bureau*

Figure 8.3; Appendix Table 8.3. Income relating to \$59,000 and below the Pelican Rapids community surpasses the rest of the State. Unfortunately, this include income levels that are at or below poverty levels.



**Figure 8.4 Median household income in Pelican Rapids in 2008.**

*Source: U.S. Census Bureau*

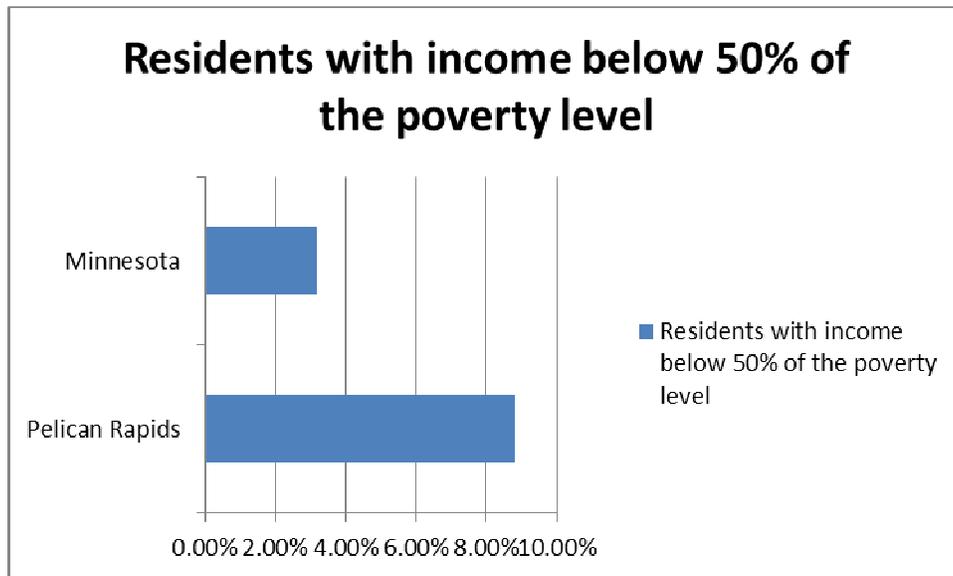


**Figure 8.5 Income below the poverty level.**

*Source: U.S. Census Bureau*

Figure(s) 8.4., and 8.5, show the relationship between median income level and poverty.

Pelican Rapids median income per capita is almost half of the State of Minnesota. This in-turn translates to Pelican Rapids poverty level is double the State’s average on residents with income below the poverty level.



**Figure 8.6 Income below 50% of the poverty level**  
*Source: U.S. Census Bureau*

Figure 8.6. Shows the poverty level of Pelican Rapids is almost 50% greater in most cases than the rest of the state. The poverty rate surged to 14.3 percent last year as the recession took its toll on incomes. In 2009, the poverty level stood at \$21,954 for a family of four; the average family size in Pelican Rapids 2.5. Poverty rates have risen since 2000 as the economy has slumped. The percent of Minnesotans in poverty decreased from 10.2 in 1990 to 7.9 percent in 2000. Since then, poverty rates have shown an upward trend. In 2008 the rate was 9.6 percent.

**Economic Change**

The city of Pelican Rapids started off as a trading post for the British Northwest Company, which was attempting to trade with the Native Americans of the area. The area was homesteaded as people moved west and the city came to rely heavily on agriculture. Pelican Rapids was to be part of a northward railroad line from Fergus Falls, but the line was never completed and Pelican Rapids was a railroad dead end until the line’s removal. The town continued to thrive, based primarily on agriculture, and over time the role of agriculture has also expanded to the raising and processing of turkeys, the largest single employment in the area (“Pelican Rapids Chamber of Commerce”, 2010). According to the City Administrator, Don Solga, the city used to have a farm implement dealer, as well as a new car dealership, but they moved to the larger population centers of Fargo/Moorhead and Fergus Falls as they became more feasible markets. The town still has many individually owned and operated shops, which alongside the manufacturing and poultry industries make up the core of the economic activities in Pelican Rapids (Don Solga, 2010).

## **Assets**

- Mean commute time is one of the shortest in the state at 11.9 minutes
- Strong core economy of small business
  - 111 businesses register with the Chamber of Commerce
  - 893 people employed within the community
  - Majority of businesses owned by local business owner, rather than large outside companies.
- Willingness to accept change.
- Lots building potential for enterprising businesses.

## **Challenges**

- Seasonal lake population severely reduces tax base during the off season, discover ways to recoup tax loses.
- Incentives for development provided by the city have not resulted in major retailers establishing businesses in Pelican Rapids, forcing residents to travel to outlying cities for luxury goods. Reconnect with the community and establish which businesses outside the area could be brought to Pelican Rapids.

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# 2010 Community Assessment

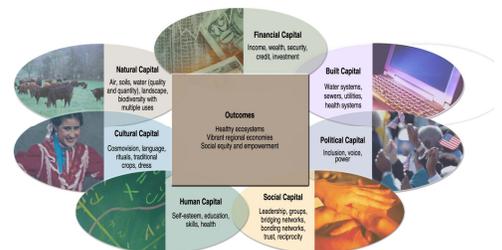
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## Chapter

# 9

## Built Capital



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## Pelican Rapids, Minnesota

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## Chapter Nine

### Built Capital

#### What is built capital

In the book *Rural Communities Legacy + Change* by Flora and Flora (2008), built capital is defined as providing a foundation that supports and facilitates human activity. Built capital is also known as physical capital in the book *Asset Building and Community Development* by Green and Haines (2008). Physical capital refers to a community's sense of place and what components make up that sense of place. These can be roads, buildings, railroads, bridges, vacant land and so on. Often we talk of built capital and mean it is the "infrastructure" of the community, water, sewer, streets, electricity, and even the medical system, housing stock, and school system. This chapter will explore these aspects of the community of Pelican Rapids – the parts that were built in order to create the place. The city of Pelican Rapids is also fortunate enough to have a completed Comprehensive Plan that is up to date and complete. Much of the information in this chapter originated from this plan and was verified.

#### Built Capital of Pelican Rapids

"The City of Pelican Rapids is both a bedroom community for some commuters and a region work center for others." (City of Pelican Rapids Comprehensive Plan, 2004, pg 6) The City of Pelican Rapids is also rich in its offerings of built capital as a community. It is fortunate for its size to have such a good stock. There is not an abundance of new construction in the community, so most of the discussion of built capital refers to existing buildings and infrastructure. There is a wide range of ages of components, but all have been well maintained. The streets, lights, business district, and housing stock are all in good shape. See Photograph 9.1. There aren't very many areas that are in dire need of repair. As with all communities large and small, there are some buildings that need some attention and have some repairs that can be done. Overall, there is not more than is typical proportionately in this community. In fact, there are many buildings on the main street that show wonderful charm and beauty in the details from when it was built. The community has taken stock of this asset and had the 1898 Historical Courthouse building renovated in 2004 with special attention to retention of original materials and details as well as some revitalization efforts for other buildings on main street. The community is very clean and there is obviously a lot of pride in the appearance of the community, from the planters on main street to fresh paint on a picnic shelter in the park. Built capital connects and ties into many of the other capitals of a community and the pride in appearance sets the stage for these ties to be strong assets of Pelican Rapids.



**Photograph 9.1 Main Street, Pelican Rapids, MN**

*Source: Amy L. Nash*

## Vision/Comprehensive Plan & Built Capital

In 2004 a number of public involvement meetings in Pelican Rapids yielded the need for the planning department to begin to investigate some priority areas that were identified in the meeting. This process started a visioning and comprehensive plan writing process for the community to serve as a guide for growth, change, and planning. The Planning Commission began the process under the Minnesota comprehensive planning statute Chapter 462 355 and a Comprehensive Plan for the City of Pelican Rapids was put together. The plan ended up a cross between a typical city comprehensive plan and a detail (design) plan.

This process began with the vision. An overall goal of the vision was to strengthen the community and grow in business and population. A combination of community meetings and work with the Blandin Organization resulted in a vision document for the city. As stated in the Comprehensive Plan, “ it was determined to just keep the Vision in front of the people by establishing a new group called “Friends of the Vision”. (City of Pelican Rapids Comprehensive Plan, 2004, pg 2) The group wrote articles about projects being done that were part of the Vision Statement. They also organized a public meeting in which they gathered information from the community in order to document the “Vision Update, April 2003”. A brief summary of this vision includes the following statement, “...it’s most enduring beauty is intangible and can be found in the innovative spirit of its citizenry as they improve their lives and invigorate the local economy.” The vision also addresses each of the following categories: economy, government, diversity, aesthetics, education, youth, recreation, pride, medical, housing, ethics, community information, and religion. A number of suggested projects were listed from exploration meetings in 2001 and 2003 and many of these projects involved additional buildings/development or modifications to some of the existing built capital of the community. A summary table of the suggestions that related to built capital are as follows – see table 9.1 (City of Pelican Rapids Comprehensive Plan, 2004):

SUGGESTED PROJECTS LIST		
ECONOMY		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
Spec. Retail Building	Electrical power generation using the river Antique stores Pizza Parlor Expand Pelican Drug More unique shops Furniture store City Liquor Store with trailer parking Butcher shop Utilize Industrial parks lots General store Mini-mall with ethnic consignment gifts More parking Drinking Fountains Public Restrooms	Clothing Store Shoe Store
GOVERNMENT		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
Land Use regulations	Stop light at Citgo	City Comprehensive Plan
		County Services available locally
DIVERSITY		

Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
Multicultural learning center/museum	Local restaurants Refugee Center Multicultural daycares	Multicultural restaurants
AESTHETICS		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
Attractive Community welcome signs Flower baskets on street lights	More trees on Main street Street lights in south town near schools Better Sidewalk upkeep Funds set aside to maintain parks More lighting Refresh/paint Main Street to "clean it up" Improved parks with more equipment Community garden – flower/vegetable Murals Renovate/Beautify empty lots Another river crossing on NE part of city	Storefront upkeep No interest loans for storefront improvement Flower gardens Benches on Main Street
YOUTH		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
	Arcade Youth Center with organized activities, competitive tournaments, and garage bands BMX bike track	
RECREATION		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
Indoor Ice Arena Indoor archery range Go-Kart Racing Soccer Field	Amphitheater for community events City square for concerts (fine arts) Park with keystone Sidewalk for residents Indoor water park Basketball courts Recreation hall – weddings, parties, large meetings Climbing wall (in community center) Mini water park Indoor pool with lessons Indoor baseball/batting cages Indoor play area for preschool children	Movie Theater Mini golf River Walks Sliding/sledding park Bike trail Public beach park Hiking trail
MEDICAL		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003

24 hour/7 day a week emergency health care facility		
HOUSING		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
Land use Regulations	Restrictions on parking cars on lawns	
COMMUNITY INFORMATION		
Suggested in 2001	Suggested in 2003	Suggested in both 2001 & 2003
Install community billboard with time & temp	Signs for our community – attractions, parks, fields Uniform signage for community – same theme, font, color	

**Table 9.1: Suggested Project List – Pelican Rapids**  
*Source: City of Pelican Rapids Comprehensive Plan, 2004, pg 14-18*

The planning process followed and was guided by the City Council-appointed Planning Commission and an outside consultant. “The consultant developed a series of planning meetings to facilitate input and feedback from the Planning Commission and the public.” The information from these meetings as well as further research completed the comprehensive plan. A complete list of citizen suggestions was charted in the comprehensive plan as exhibit 6 (see Table 9.2) :

CITIZEN SUGGESTIONS								
	EDA & EDC	SCHOOL BOARD	CHAMBER OF COMMERCE	SERVICE GROUPS	LIBRARY PARK BOARD	MINORITY GROUP	YOUTH MEETING	PUBLIC MEETING
PARKS								
ACCESS TO PARKS								
PARK TRAILS/RIVER TRAILS								
HOUSING								
AIRPORT FACILITY								
JOB								
TRADES								
BUSINESS DISTRICT								
MALL CONCEPT DOWNTOWN								
PARKING								
COMMUNITY CENTER								
TEEN CENTER								
DOWNTOWN THEME								
HISPANIC/BUSINESS								
BIRDING TRAIL								
TOURISM								
MOVEL								
LAGOONS -- SMELL								
PARK REGION TANK								
MEDICAL CLINIC								
SENIOR CITIZENS								
SENIOR CENTER								
EDUCATION QUALITY								
ACCESS TO BUSINESS								
FARMERS RELATIONSHIP TO COMMUNITY								
FISHING MUSEUM								
CLEAN COMMUNITY								
GENERATE BUSINESS								
LIQUOR STORE -- NONE								
RIVER FRONTAGE USAGE								
PUBLIC BEACH								
HIWAY BYPASS								
TRAFFIC PROBLEMS								
GOLF COURSE								
POST OFFICE								
BUSINESS FUNDING IMPROVEMENTS								
SPORTS STORE								
HOCKEY								
DEVELOPMENT DIRECTOR								
STRONG CITY GOVERNMENT								
CITY YOUTH BOARD								
CLOTHING STORE IN TOWN								
WORLD BAZAR								
ENCOURAGE DIVERSITY								
PUBLIC TRANSPORTATION								
AMPHITHEATRE								
COMMUNITY THEATRE								
RESTAURANTS/DOWNTOWN								
DOWNTOWN REDEVELOPMENT								
CONNECTED TO HIGHER EDUCATION								
3 MAJOR EVENTS PER SUMMER								
LANGUAGE EDUCATION								
DANCES FOR GROUPS								
APPRENTICE PROGRAM								
RECREATION PROGRAMS								
TREES DOWNTOWN								

Table 9.2: Exhibit 6 – Citizen Suggestions  
 Source: City of Pelican Rapids Comprehensive Plan, 2004

## Local Infrastructure

### Zoning & Land use

The city of Pelican Rapids occupies approximately 1,720 acres (2.68 square miles) with 400 acres of these as agricultural in nature. A central business district exists in the center of town and residential areas nearly entirely surround it. Although there are some signs of urban sprawl showing up in the township, the Planning Commission is aware of this and has facilitated an agreement between Pelican Rapids Township, Ottertail County, and the City of Pelican Rapids to limit sprawl and address the issue. (City of Pelican Rapids Comprehensive Plan, 2004)

The Planning Commission developed a zoning map (see map 9.1) in conjunction with the comments that the community voiced at public meetings. The zones are set up to allow for growth in both housing and industrial zones. Zoning ordinances were also expanded upon to require the commercial zone to meet strict standards in categories such as access, parking and architectural appearance. These are consistent with the Land Use Plan and is updated on five-year intervals. The City's Land Use and Zoning plan also reflects "compatible land uses and standards with ensure environmental and neighborhood compatibility." (City of Pelican Rapids Zoning, 2004) Other forward thinking objectives that are part of the evolutionary process of zoning and land use that the City has addressed as important are:

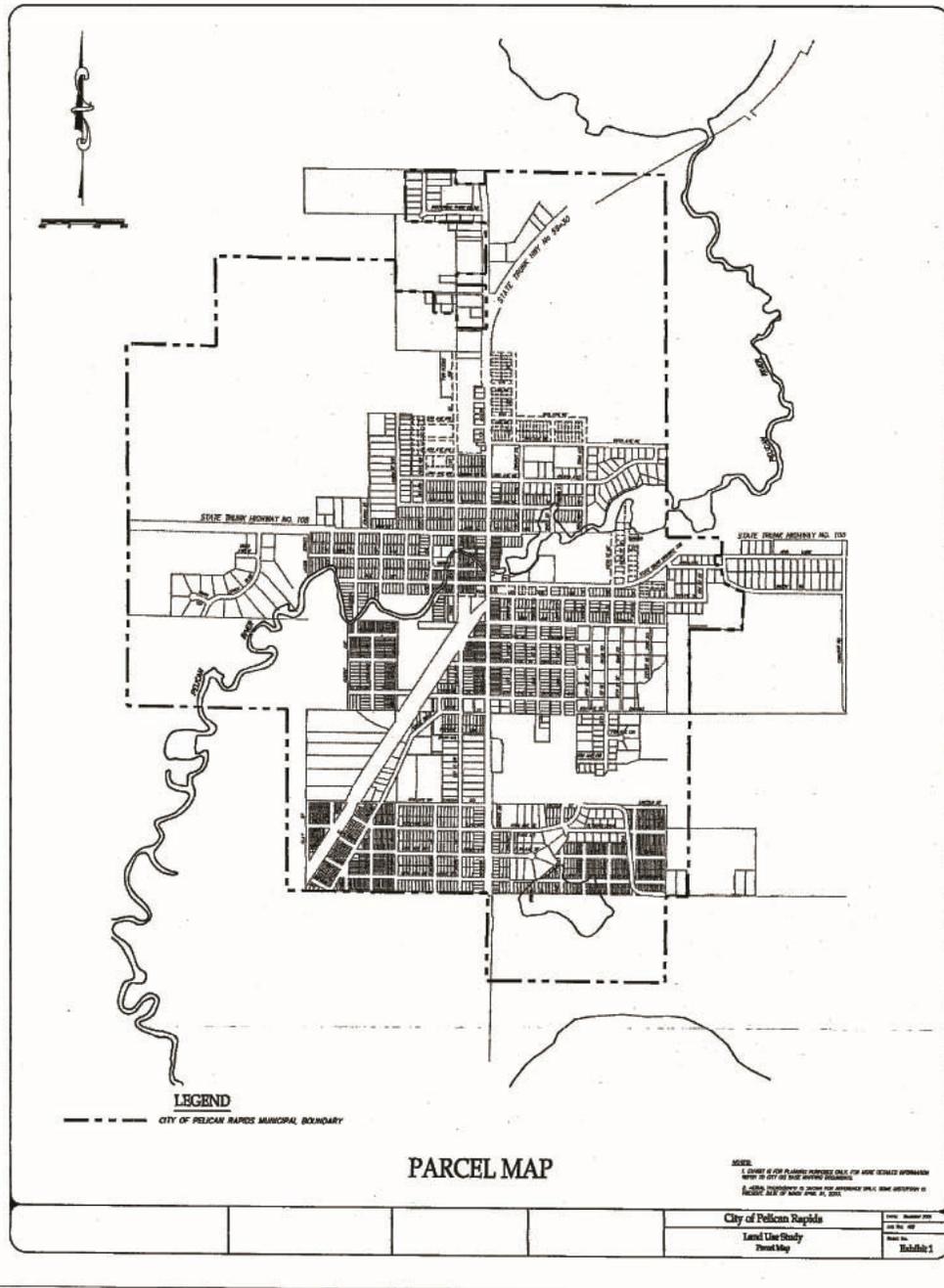
- Seek compatibility between township plans and city plans in terms of infrastructure.
- Encourage city infill from the center outwards
- Incorporate conservation, environmental and historic preservation values into city land use decisions
- Protect fringe areas along the industrial zone so as to not create undesirable areas in the future by developing housing along this edge
- Emphasis on the target market of housing demographics projections from the State of Minnesota Administration Department in order to capitalize on appropriate projected growth



**Photograph: Entry to Pelican Rapids**

(photograph included for page infill)

Source: Amy L. Nash

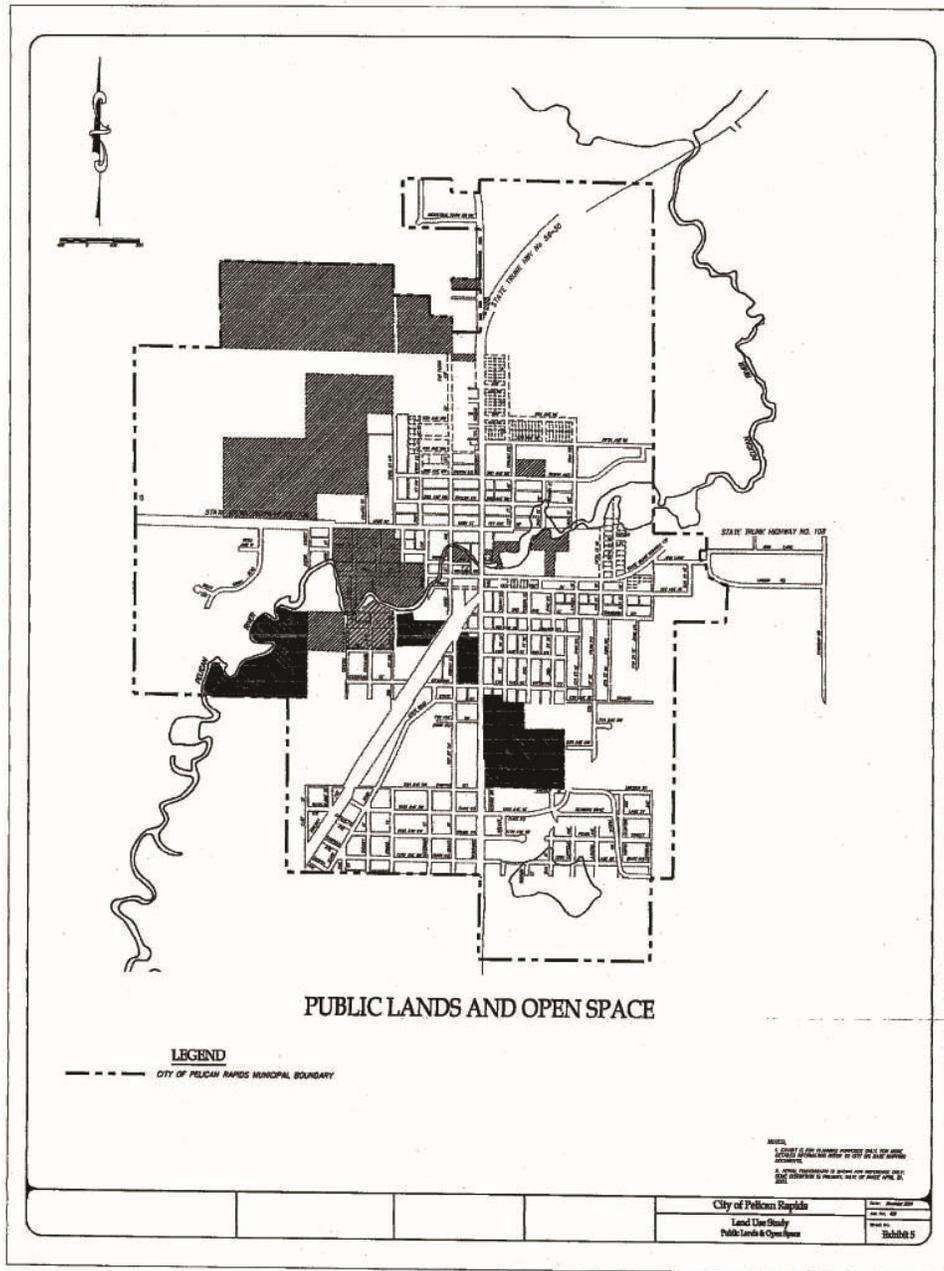


**Exhibit 1**  
**Without Photo Base**

**Map 9.1: Exhibit 1 – Parcel Map**

*Source: City of Pelican Rapids Comprehensive Plan, 2004*

The city of Pelican Rapids also has assets of extensive public lands and open space. Most of this is in conjunction with the Pelican River and allows for the preservation of the areas alongside the water. Parks and other opportunities are within these spaces and mentioned in previous chapters (see map 9.2).



**Exhibit 5**  
**Without Photo Base**

**Map 9.2: Exhibit 5 – Public Lands and Open Space**  
*Source: City of Pelican Rapids Comprehensive Plan, 2004*

Annexation of additional land was also addressed by including a plan for adding 82 acres on the south side of Lake Region Avenue on the south side of town; 40 acres south of the existing industrial park, north of the turkey plant, east of the city lagoon, and west of Highway 59; 534 acres from the

existing city limits to the north/south section of BUR Oak Hills Road, north of the east/west section of Bur Oak Hills Road, north to Prairie Lake following the property line as it comes to Prairie Lake. Annexation also was designed to add land that would protect the beauty of the Pelican River of which ensures this resources as an essential community asset. (see map 9.3)

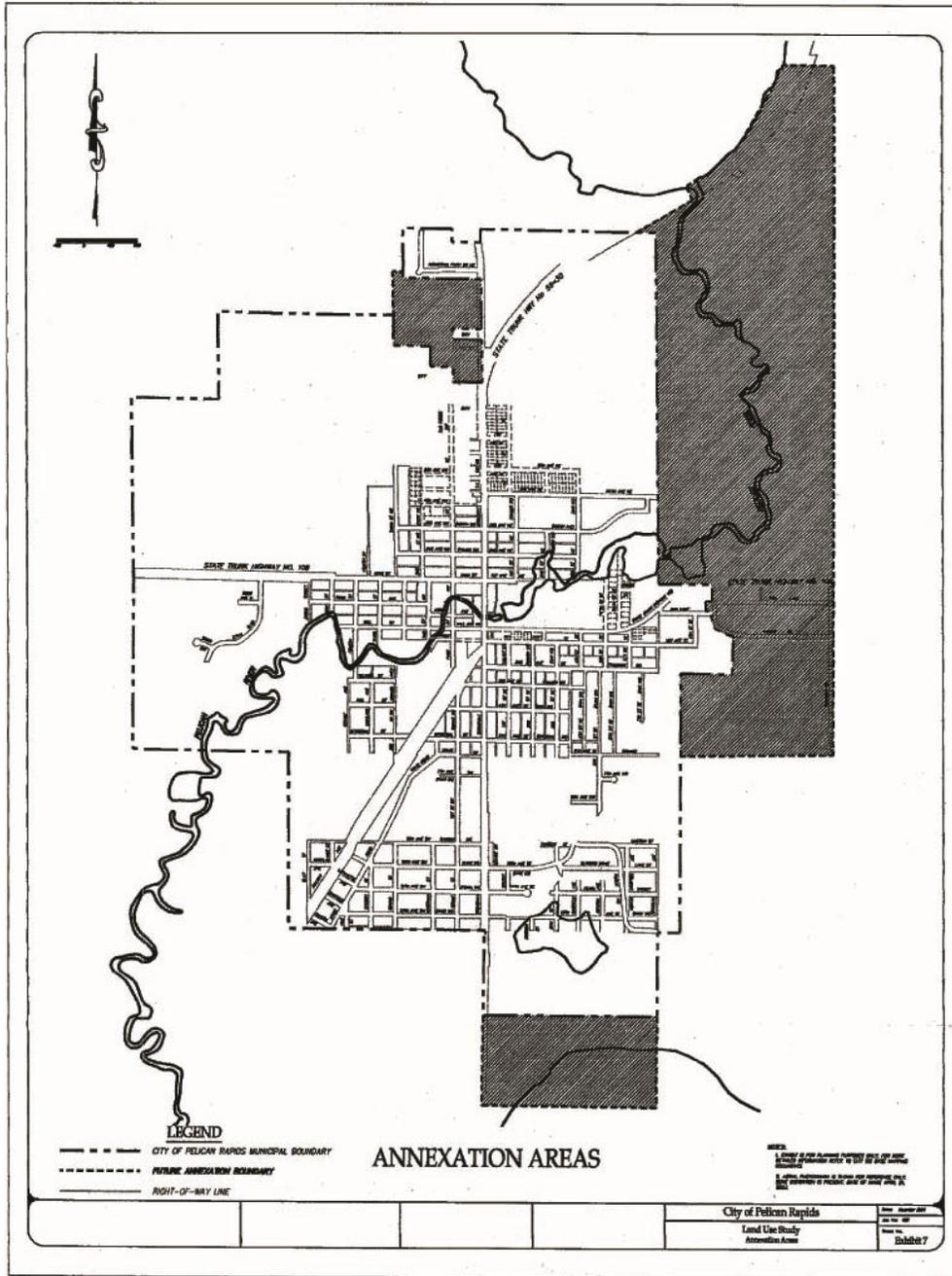


Exhibit 7  
Without Photo Base

**Map 9.3: Exhibit 7 – Annexation Areas**  
Source: City of Pelican Rapids Comprehensive Plan, 2004

**Zones**

Pelican Rapids is broken into three zones with residential further broken into 4 subcategories(see map 9.4):

- 1. Commercial
- 2. Industrial
- 3. Residential
  - a. R1
  - b. R2
  - c. R3
  - d. R4

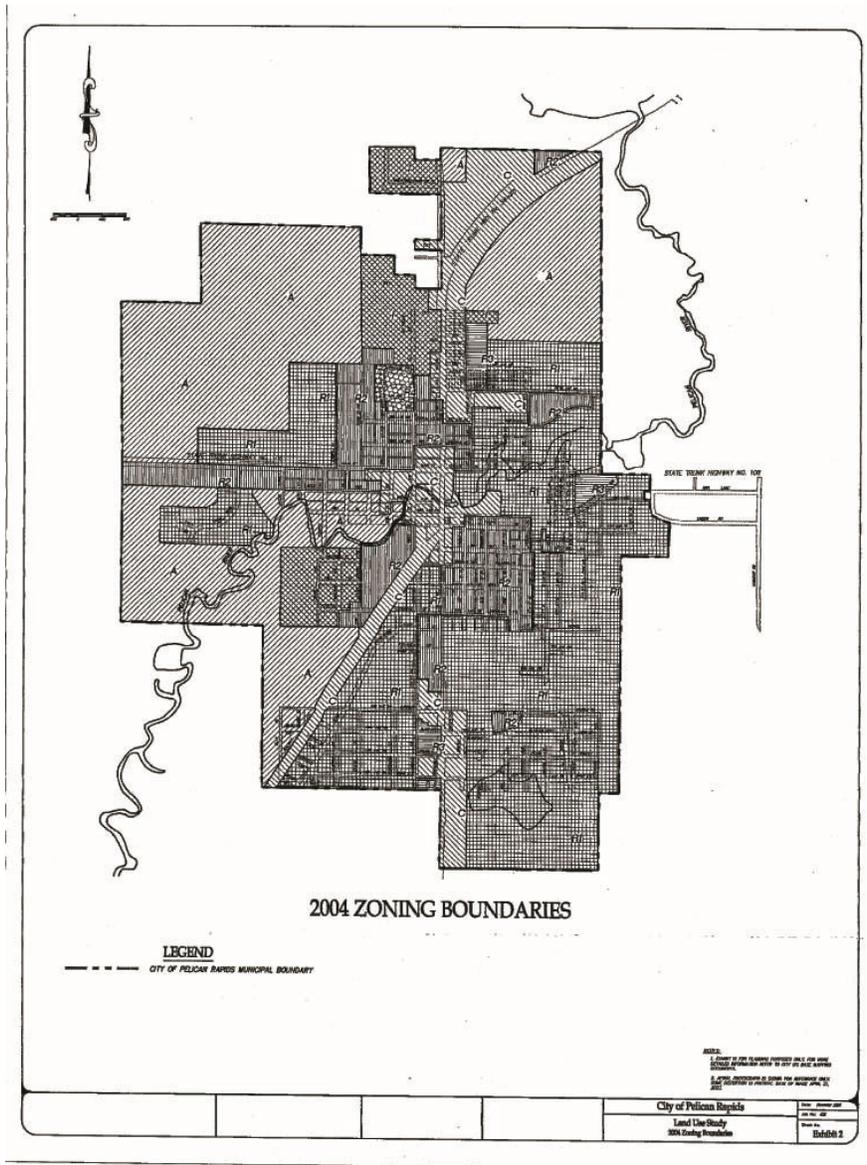


Exhibit 2  
Without Photo Base

Map 9.4: Exhibit 2 – Zoning Boundaries

Source: City of Pelican Rapids Comprehensive Plan, 2004

Following annexation, a Future zoning boundary map would stand. (See map 9.5)

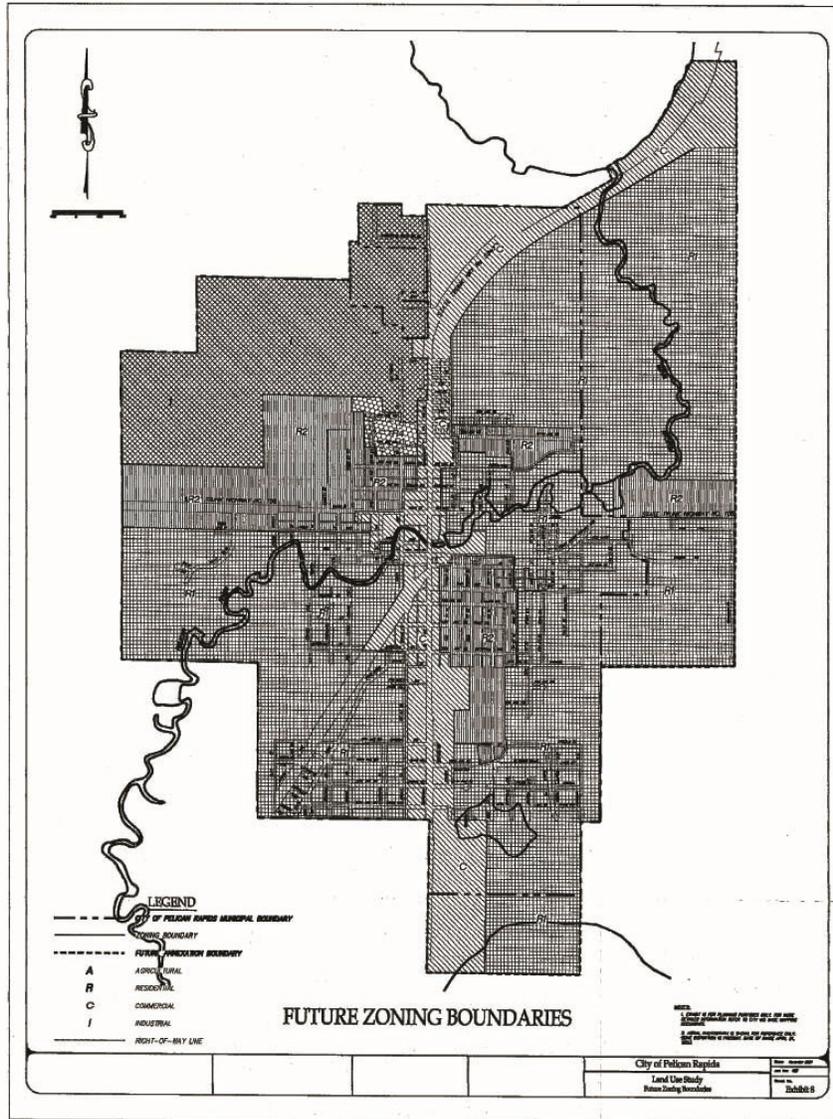


Exhibit 8  
Without Photo Base

**Map 9.5: Exhibit 8 - Future Zoning Boundaries**

Source: City of Pelican Rapids Comprehensive Plan, 2004

**Commercial Zone: Renaissance Zone / Central Business District**

In the 1990's there was a marked loss of businesses in the central business district. "Some of the old buildings downtown have been torn down and are now vacant lots." (City of Pelican Rapids Comprehensive Plan, 2004, pg 19) In the early 2000's, there were some signs of a positive turn with changes to a handful of businesses. These include: Old Lake Region Electric building has been remodeled into a professional building and new city hall, two new coffee shops, ice cream store,

remodeled and expanded drug store, new car wash, old city hall was remodeled and became the Chamber of Commerce building and historical center, new pizza restaurant, new full service bank. The Economic Development Authority (EDA), Economic Development Corporation (EDC) and the Chamber of Commerce are all working toward the goal of “obtaining business leads, new jobs, and assistance with financial programs to promote and develop business activity and community improvements.”

Other objectives include focus on “downtown retail, downtown growth (identify potential infill sites in and on the fringe of the downtown area that could facilitate new or expanded down businesses and parking needs), downtown improvements (identify downtown public works improvements and beautification measures to keep the area appealing for customers), commercial sprawl (monitor commercial development trends and assess impacts on the city commercial development), Good Transportation (Maintain an active interest in the state transportation improvements program to assure safe and efficient transportation services for the Pelican Rapids economy and for the commuting activity to the Fergus Falls, Detroit Lakes and Fargo areas), Hotel, Retirement Housing, Update Zoning and Subdivision Ordinances (add provisions to the ordinances to protect zoning from mixed use that does not protect the value of existing real estate)(City of Pelican Rapids Comprehensive Plan, 2004, pg 20)

The Redevelopment Zone is listed as “a zone that can be labeled as in need of a major overhaul.” This area is in conjunction with the Central business district. (See map 9.6). Typical photos of the downtown area are also shown. (see photographs 9.2 – 9.9)

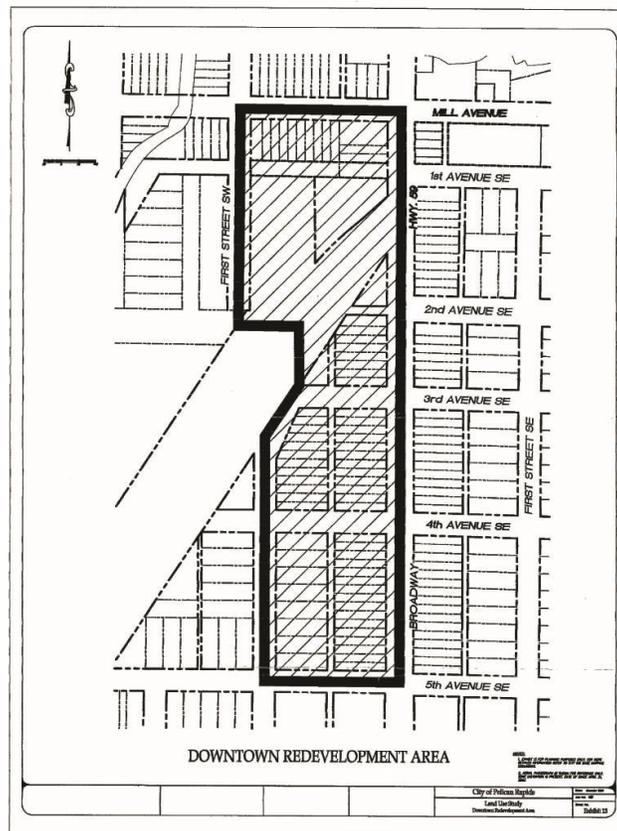


Exhibit 13  
Without Photo Base

**Map 9.6: Exhibit 13 – Downtown Redevelopment Area**

*Source: Pelican Rapids Comprehensive Plan, 2004*



**Photograph 9.2: Downtown Businesses**  
*Source: Amy L. Nash*



**Photograph 9.3: Downtown Businesses**  
*Source: Amy L. Nash*



**Photograph 9.4: Downtown Businesses**  
*Source: Amy L. Nash*



**Photograph 9.5: Downtown Businesses**  
*Source: Amy L. Nash*



**Photograph 9.6: Downtown Businesses**  
*Source: Amy L. Nash*



**Photograph 9.7: Downtown Businesses**  
*Source: Amy L. Nash*



**Photograph 9.8: Historic Courthouse**

*Source: Amy L. Nash*



**Photograph 9.9: VFW**

*Source: Amy L. Nash*

### **Industrial Zone**

The zoning concentrates the industrial area in one location in the northwest corner of the community with the inclusion of a 40 acre existing industrial park, turkey plant, water tower, water treatment plant, city garage/shop, existing industrial complex that is outside of the City limits, city's sewage lagoon system, and county's trash transfer site. Some industrial businesses are outside of this central zone, but are grandfathered into the zoning ordinance; however, they are encouraged to bring their property up to the new ordinance standards. The advantage of this centralized location is the diminishment of undesirable aesthetics, heavy traffic, industrial noise, dust, and unsightly views.

### **Residential Zone**

Residential Zones are broken into four categories:

- R-1: Single family dwelling, two-family dwelling, park, playground, elementary schools, church and other religious structures, offices of members of recognized professions carried on in their dwellings or special use permitted, home occupation meeting zoning requirements.
- R-2: All uses permitted in R-1 as well as apartment buildings
- R-3: All uses permitted in R-2 as well as cold storage rental buildings but must have special use permit
- R-4: Single family manufactured homes built in conformance with Minnesota Statutes



**Photograph 9.10: Newer housing development**

*Source: Amy L. Nash*

See photograph 9.10 for an example of one of the newer developments on the edge of the community. The goal of growth for a rural community is often one of the most challenging. Pelican Rapids made a commitment toward this goal by addressing it in the visioning process. The next step was to ensure that the growth was possible in terms of zoning and acreage. The Planning Commission began to set in motion the process to make land available for development and took this into account when analyzing the possible areas available for annexation. The following table gives a sense of the possibilities for development and its potential results:

Residential Acreage:	
Areas inside the City:	
Location:	Acres:
South of Highway 108	10 acres
East of highway 59 (northeast corner)	135 acres
<b>TOTAL</b>	<b>145 acres</b>
Annexed Land:	
Southeast end of the City:	50 acres
Northeast corner of the City	187 acres of new residential
<b>TOTAL</b>	<b>237 acres</b>
<b>GRAND TOTAL</b>	<b>382 acres</b>
*Using 1/3 acre per lot, this translates into 1146 new homes or approximately 2,945 people (over twice the number needed for the 20 year goal).	

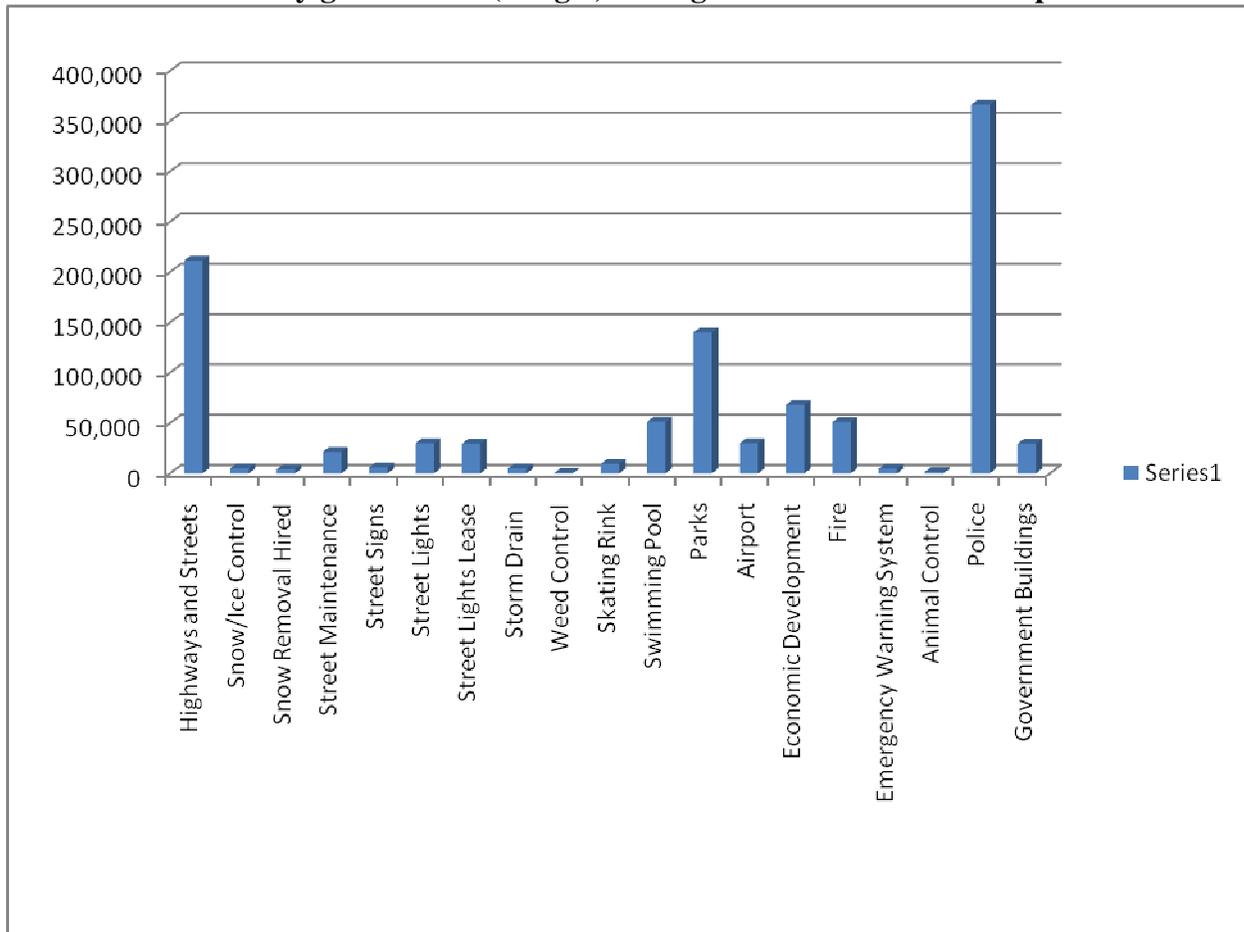
**Table 9.3: Residential acreage**

*Source: City of Pelican Rapids Comprehensive Plan, 2004*

### Tax Base / Mill Levy

The Taxable Market Value of Otter Tail County is \$92,844,900.  
 Each resident in Pelican Rapids pay \$118.921 which equals the Mill Levy of Pelican Rapids  
 \$33.794 of the \$118.921 go towards Otter Tail county  
 \$79.13 go to the City  
 \$4.801 go to the Schools  
 \$0.634 go to Hospitals – hospital district  
 \$0.562 goes to the HRA  
 (Ehlert, personal communication, 2010)

### Financial status of city government (budget) – budget for infrastructure / expenditures



**Figure 9.1: City Budget Appropriations for Built Capital & Infrastructure Systems**

*Source: 2010 City of Pelican Rapids Budget*

At the November 8, 2010 City Council Meeting, it was discussed that there may be further cost implications of older equipment used by the street department for snow removal. Various repairs and break downs compounded this year and will need to be addressed in the upcoming year. This will have some affects on the appropriations for this area of infrastructure. At this time, further investigation of costs and options is underway.

## Streets: Highways, Streets, Lights, and Bridges

Two state highways (hwy 108 and hwy 59) divide the city into quadrants (see photograph 9.11). There are benefits and disadvantages of this arrangement with regard to growth and commercialism, and it will prove to be one of the driving forces in plan implementation, plan developments, and future talks with Minnesota Department of Transportation (MNDOT) on maintenance and development of these highways. A possibility of moving these highways to outer edges was also explored in the comprehensive plan, but it was also stated how this is a double edged sword as this arrangement can lessen some potential commercialism by “encouraging” the bypass of the central business district by increasing the convenience of continued travel. A loop collector system was discussed as a possibility to eliminate the need for neighborhood traffic to go through the center of town. A potential industrial collector loop can address truck traffic. Future planning with MNDOT will be critical so as to minimize impacts to the central business district. One disadvantage that will need to be taken into account is that the schools flank the busy Highway 59. Future school planning as well as transportation planning will need to coordinate on possibilities to solve this issue. (City of Pelican Rapids Comprehensive Plan, 2004)



**Photograph 9.11: Highway Sign**

*Source: Amy L. Nash*

Streets are mostly made up of asphalt or concrete with concrete curb and gutter. (See photographs 9.12 – 9.15) There are a few streets that are gravel within the city, but are being addressed by the City Council in conjunction with some infrastructure upgrades and repairs that are being explored in the near future.



**Photograph 9.12: Highway**

*Source: Amy L. Nash*



**Photograph 9.13: Residential Street**

*Source: Amy L. Nash*



**Photograph 9.14: Highway in downtown**  
*Source: Amy L. Nash*



**Photograph 9.15: Typical curb & gutter**  
*Source: Amy L. Nash*

There are a number of streets that are built at a lower elevation than the adjacent structure and retaining walls are incorporated. Some of these are very striking in appearance and give the streets a unique character. Most of the retaining walls are constructed of round field stone or slab fieldstone as the facing. There are some wood faces and manufactured retaining wall block. (See photographs 9.16 – 9.20)



**Photograph 9.16: Retaining Wall**  
*Source: Amy L. Nash*



**Photograph 9.17: Retaining Wall**  
*Source: Amy L. Nash*



**Photograph 9.18: Retaining Wall**  
*Source: Amy L. Nash*



**Photograph 9.19: Retaining Wall**  
*Source: Amy L. Nash*



**Photograph 9.20: Retaining Wall**  
*Source: Amy L. Nash*

Street signs vary from traditional residential corner street signs to a couple different styles of overhead street signs that are mostly used on the highways through town. (See photographs 9.21 – 9.23)



**Photograph 9.21: Residential Street sign**

*Source: Amy L. Nash*



**Photograph 9.22: Overhead Street Sign**

*Source: Amy L. Nash*



**Photograph 9.23: Overhead Street Sign**

*Source: Amy L. Nash*

There are also a couple different styles of street lights in Pelican Rapids. A more traditional light also incorporates the opportunity to hang a flag for decoration. (See photograph 9.24 – 9.25) The main street also has a number of planters incorporated into the sidewalk-streetscape. (See photograph 9.26)



**Photograph 9.24: Light Pole**  
*Source: Amy L. Nash*



**Photograph 9.25: Light Pole**  
*Source: Amy L. Nash*



**Photograph 9.26: Planter**  
*Source: Amy L. Nash*

The bridges over the Pelican River that are off the major highways are constructed of concrete with metal railings and are in excellent condition. One of the newest bridges is adjacent a new Veteran's River Park being constructed along the river near the Library. (See photographs 9.27 – 9.29)



**Photograph 9.27: Bridge**  
*Source: Amy L. Nash*



**Photograph 9.28: Bridge**  
*Source: Amy L. Nash*



**Photograph 9.29: Bridge**

*Source: Amy L. Nash*

### **Public Utilities / Other Services**

“There is limited restriction on development in the community. The only limitation would be for public utility services. The utility services limitation is a cost limitation because some parts of the community and the land being annexed into the community cannot be served by gravity flow sanitary sewer lines without the cost of adding pump stations. However, in reflection, this is a normal cost to all communities. The utility services have more than enough capacity to handle the growth of the city.”  
(City of Pelican Rapids Comprehensive Plan, 2004)



**Photograph 9.30: Public Works Facility**

*Source: Amy L. Nash*



**Photograph 9.31: Water Tower**

*Source: Amy L. Nash*

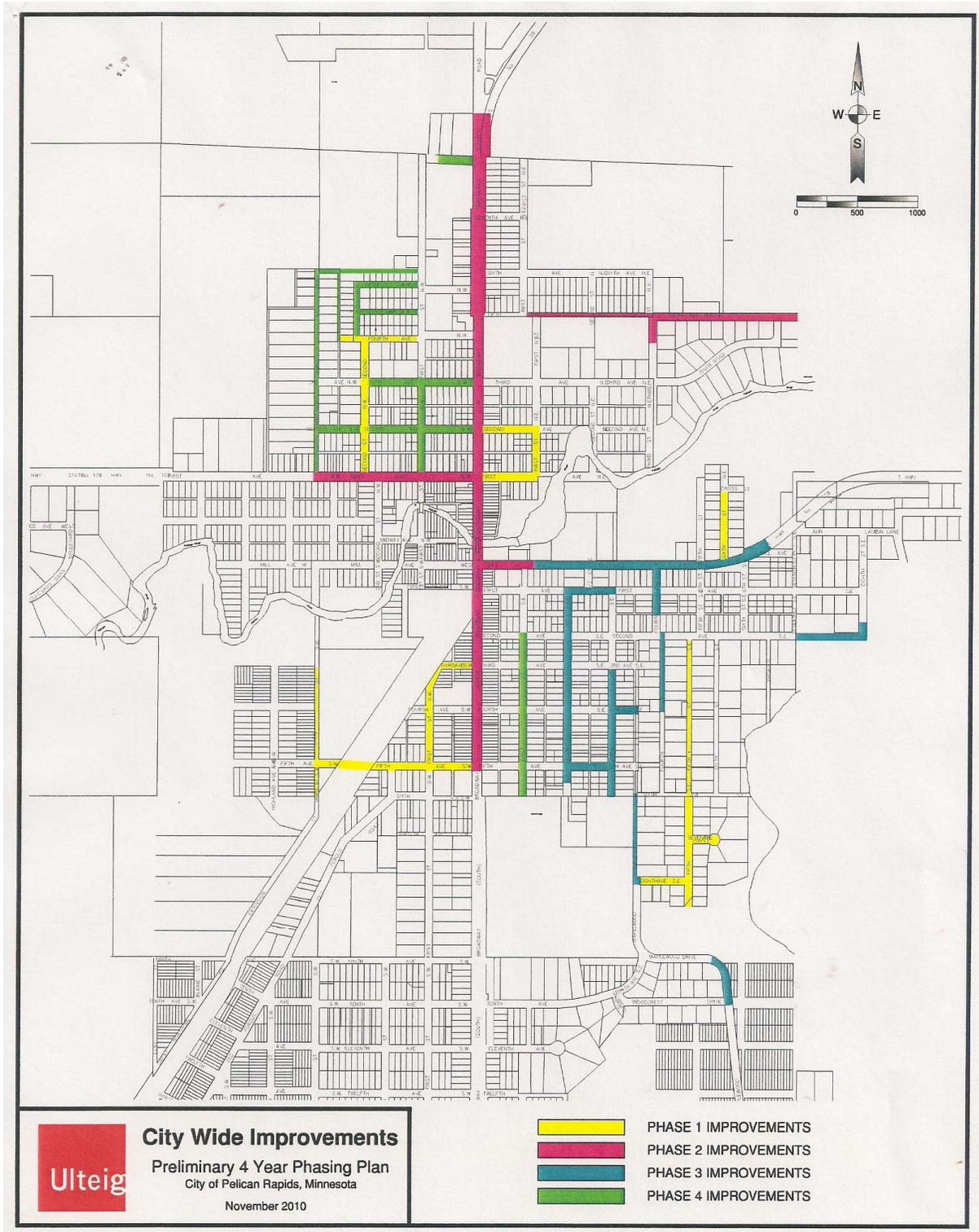
### Water – Sewer – Garbage/Recycling

The most important part of any city infrastructure includes water supply, waste water collection, and garbage disposal/recycling. All of these systems are always intended to be designed for and last multiple decades, but as with all rural communities, there comes a time in which these systems need to be improved or addressed. The Pelican Rapids water system consists of 5 wells, which pump water from two aquifers. (City Council Meeting, 11/8/2010) This is a plentiful and high quality source of water. The city owns a water treatment facility that recently had work done for control improvements. This project was approximately \$300,000. (Ehlert, personal communication, 2010) According to the comprehensive plan, “the water treatment facility can produce 1,200,000 gallons per day. The water tower has a capacity of 500,000 gallons and the city has a wet well water storage tank at the water treatment facility that has a capacity of 20,000 gallons.” The treatment facility has the capacity to produce approximately 650,000 gpd. The City’s analysis indicates that the plant capacity could handle an additional 8,700 people of which is slated to be sufficient to accommodate the projected twenty year growth. The only challenges to the supply end of the water system is if industry in the City grows or changes that would require more water (ex. West Central Turkey adding an additional production line). There is a water tower in the community of which adequately supplies storage and pressure, but another may need to be added if there is additional development. (See photograph 9.31) Water pipes in the distribution system range from 2-inch to 12-inch with the smaller sizes as more obsolete as a typical and inadequate for the current fire-protection uses. Some water mains are cast iron and will also need replacement. Infrastructure upgrades have factored in this work and will be discussed later. (See photograph 9.30 for the public works building)

The City owns a waste water treatment facility of which recently underwent some construction with the building of an addition. Currently they are using only 1/3 of it’s potential capacity. (Solga, personal communication, 2010) There are challenges in terms of improvements needed to this system due to some age of equipment and the output of some of the water testing. Some testing resulted in very low levels of TSS etc. in water quality testing; however, phosphorus levels are still high. The City is continuing to work on this issue. The city also anticipates approximately \$1,000,000 of improvements needed to the wastewater treatment plant in the area of equipment. (City Council Meeting, 11/8/2010) The City operates a lagoon system or pretreatment pond on the northwest side of the city in conjunction with the treatment facility. Citizen comments have directed the city to continue to explore options to reduce the odor that comes from this system as best as they can with technology.

Sewer lines in the southeast and northeast parts of town have clay tile sewer lines and have some infiltration problems from cracking of the pipes. The southwest part of the town is mostly PVC pipe and the northwest is half PVC and half clay tile. Recently, the City has coordinated with an engineering firm to begin investigation and planning as to the infrastructure upgrades that will need to take place. The City Council and Planning Commission have made a commitment to taking a proactive approach to upgrades and repairs rather than a reactive approach that is often harder to plan and often much more costly.

At the Council Meeting held on November 8, 2010, there was discussion of the next steps in this process and the driving force of action is to begin funding applications for the municipal improvements. The total anticipated costs are approximately \$6,000,000. The path that is being looked at involves a project priority list in the improvements with each phase approximately a year in length. Phase I is the area that needs the most improvement and so on down the line. The City is creating a subcommittee to specifically look at these concerns. (See Map



**Map 9.7: City Wide Improvements**

Source: Ulteig Engineers – distributed at City Council Meeting November 8, 2010

Storm Water Drainage

The City of Pelican Rapids does not have storm water flooding issues due to its location alongside the Pelican River. The city’s storm sewer system accommodates the storm water generated based on a design event. The city also has natural topography relating to the river that aids in storm water removal by natural flow. Areas that may have some difficulties include new subdivisions that could be graded more flat or become collectors as the low spots of the community. All new developments that are over one acre have to meet erosion control standards by the MPCA and also require a Storm-water Pollution Prevention Plan that uses best-management practices. The City encourages a variety of storm water measures as new development or redevelopment occurs such as “rain gardens, porous pavements for parking lots and driveways, introduction of prairie plant material in drainage areas, bioswales adjacent to parking lots, and collection in adjacent bioswales or wetland basins”. (City of Pelican Rapids Comprehensive Plan, 2010, pg 40) (see map 9.8 and 9.9)

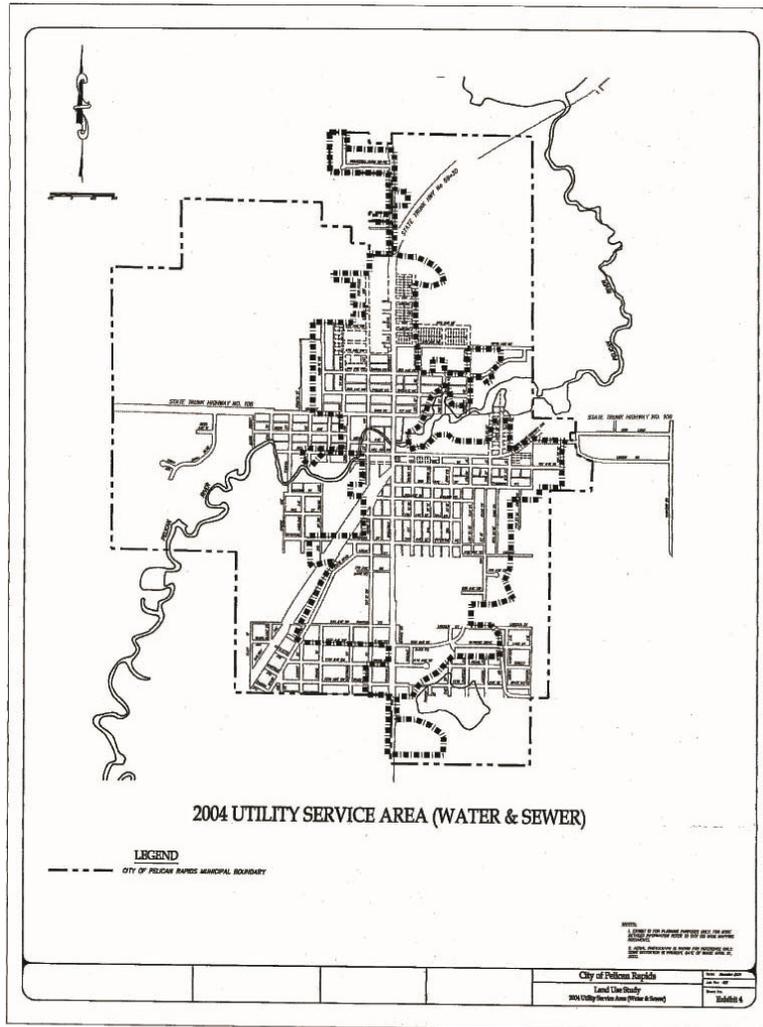


Exhibit 4  
Without Photo Base

**Map 9.8: Exhibit 4 – Utility Service Area (Water & Sewer)**  
*Source: City of Pelican Rapids Comprehensive Plan, 2004*