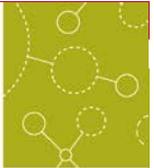




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Pelican Rapids Business Retention and Expansion Strategies Program

Research Report
September 2016



Pelican Rapids Business Retention and Expansion Strategies Program

RESEARCH REPORT

September 2016

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CHAPTER 1: OVERVIEW & HOW TO USE THIS REPORT

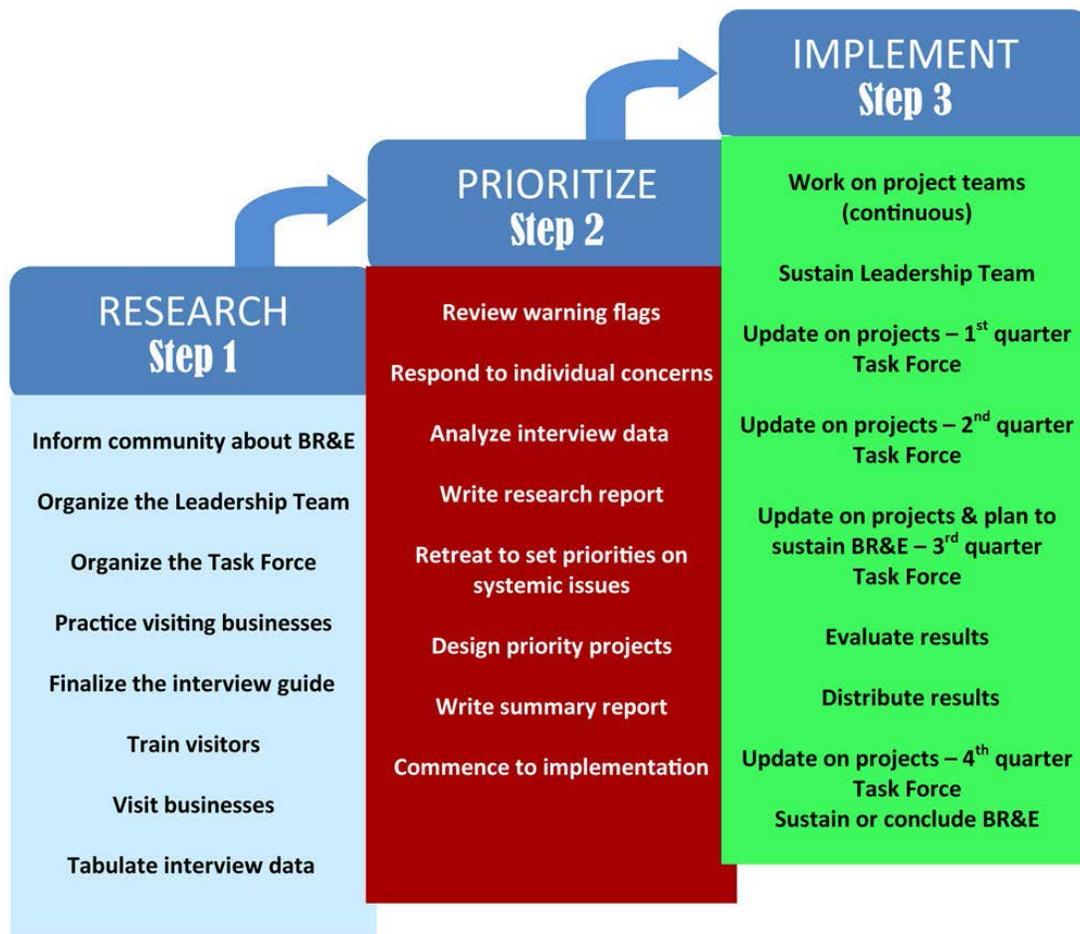
Overview of the BR&E Strategies Program in Pelican Rapids

In February 2016, economic development leaders and other community members from Pelican Rapids convened to discuss business retention and expansion in the community. Thereafter, it was decided to launch a BR&E initiative in Pelican Rapids. A leadership team and a full task force were assembled to work alongside the University of Minnesota Extension team to conduct research on business needs and opportunities in the area. Pelican Rapids businesses were personally interviewed by members of the BR&E leadership team, task force, and other volunteers.

This report presents findings of their efforts. The Pelican Rapids BR&E Program has five objectives

1. To demonstrate support for local businesses.
2. To help solve immediate business concerns.
3. To increase local businesses' ability to compete in the global economy.
4. To establish and implement a strategic plan for economic development.
5. To build community capacity to sustain growth and development.

The chart below depicts the full process of the Business Retention and Expansion program.



How to Use this Report

This report provides findings from the BR&E research in the community, suggests some themes and related project ideas based upon the research findings, and guides the community in making the next steps. With discussion resulting from this report and the Task Force Retreat scheduled for October 12, 2016, the Task Force can decide on the priority projects to implement to maximize BR&E success in Pelican Rapids.

In this report, we first present the findings (Chapter 2) from all aspects of this multi-pronged examination of the Pelican Rapids community and its business needs. Following the findings, we propose possible strategies and project ideas (Chapter 3) that address the main findings from the study. Chapter 4 shows the actual interview guide used by the visitors to businesses. It shows the statistical data aggregated from all the visits. Next is a full overview of the people involved and the program process (Chapter 5) that contributed to the Business Retention and Expansion to date in Pelican Rapids. This is followed by guidance to the community regarding successful implementation of BR&E projects (Chapter 6), concluding with supporting materials for moving the priority projects into action (Chapter 7).

The BR&E findings provided in Chapter 2 can be widely distributed at meetings or through the press to raise support for selected strategies.

The strategies and project ideas in Chapter 3 will be input for making action plans at the BR&E retreat. Additionally, these ideas may be useful for future reference and later phases of action.

The business interview data is aggregated on the actual interview guide form in Chapter 4.

The chronology of the BR&E process and groups of people involved and sponsors are all provided in Chapter 5.

Tips for implementation and sustaining your BR&E are found in Chapter 6.

Appendices in Chapter 7 include other interesting items to enrich the understanding of the community's BR&E situation.

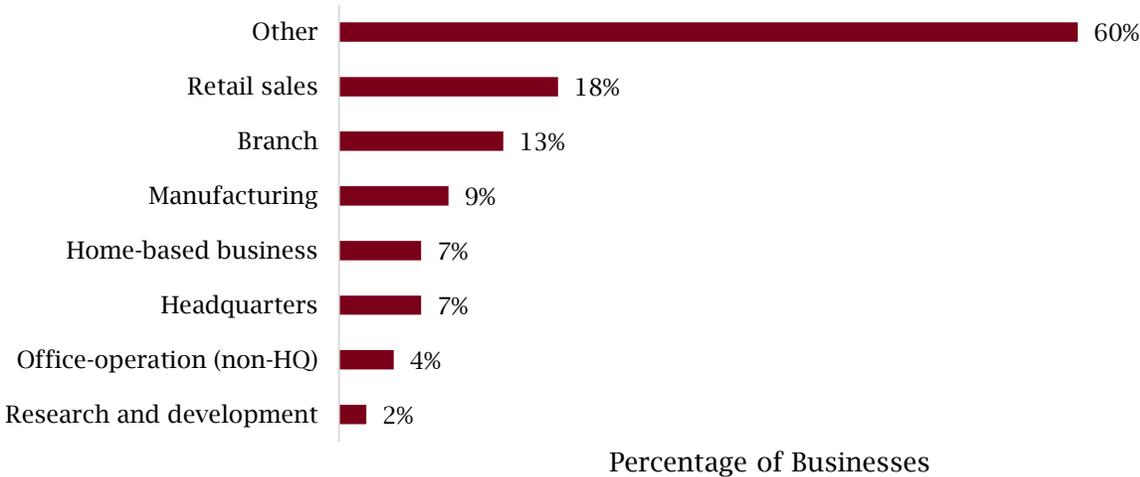
CHAPTER 2: FINDINGS

This chapter presents survey results from the 45 businesses visited by the Pelican Rapids BR&E Task Force from June to August 2016. The chapter begins by describing the characteristics of the businesses visited. General survey results are then highlighted and discussed. Lastly, a description of the community's strengths, weaknesses, opportunities and threats (SWOT) is presented.

Characteristics of Businesses Surveyed

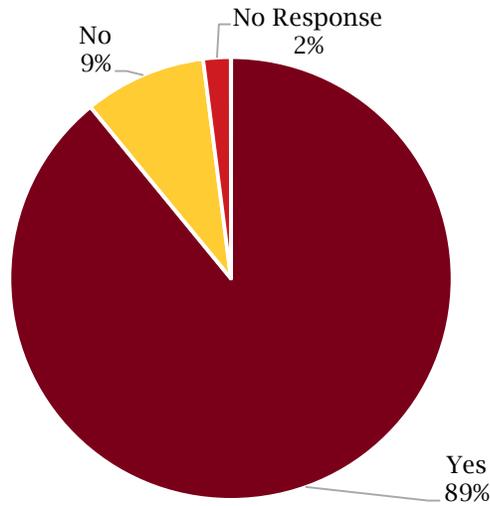
Participants in the Pelican Rapids BR&E Program visited 45 businesses, which is a strong result considering that July and August are vacation months in Minnesota. Pages 4 - 12 provide a breakdown of the characteristics of those businesses surveyed.

Figure 1. What type of facility is this?



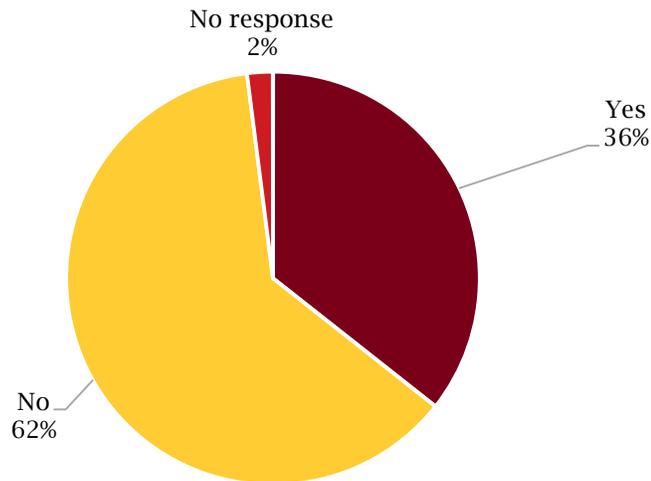
Of the surveyed businesses, 18% identified as retail, 13% as a branch, and 9% as a manufacturing facility. Interestingly, 60% of businesses said they were some other type of facility. Of those, some of the examples given in the comments included pharmacy, restaurant, insurance, real estate, dental, law, repair, clinic, non-profit, advertising, and consulting.

Figure 2. Is your business locally owned?



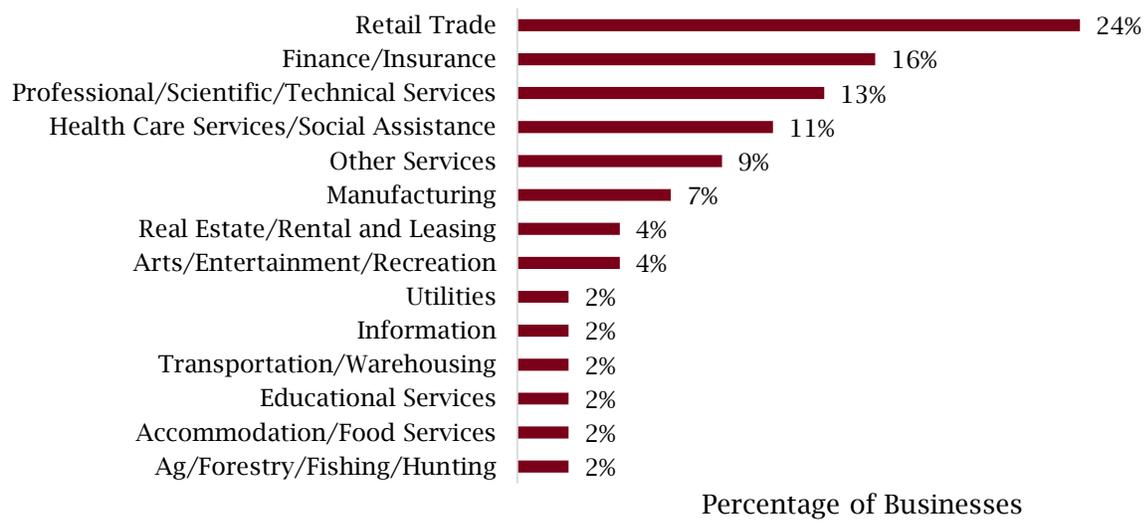
Of the 45 businesses surveyed in Pelican Rapids, nearly 90% are locally owned, and most (73%) began operations within the community. Many have been in business for decades. In fact, the average response given to the question, “What year was the business founded?” was 1980.

Figure 3. Do you have multiple locations?



In addition, the majority of businesses surveyed (62%) have only one location, as shown in Figure 3.

Figure 4. Which of the following NAICS categories best describes your business?



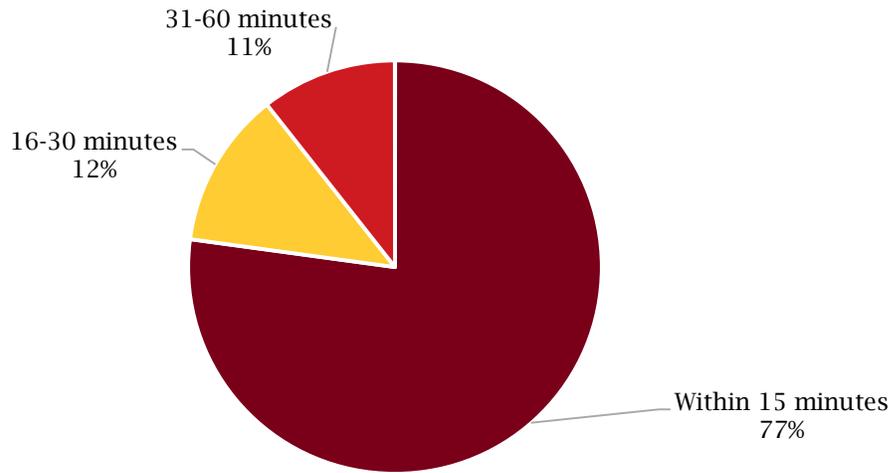
Pelican Rapids invited a mixed sample of business sectors to participate in the BR&E survey. The most common business categories among the 45 companies visited, based on the North American Industry Classification System (NAICS), were Retail Trade (24%), Finance/Insurance (16%), Professional/Scientific/Technical Services (13%), and Health Care Services/Social Assistance (11%) (see Figure 4). To understand whether the sample of BR&E participants is representative of the industry mix in the overall community, it is helpful to compare the results from Figure 4 with industry statistics from Minnesota’s Department of Employment and Economic Development (DEED).

According to DEED’s 2015 Quarterly Census of Employment and Wages (QCEW)¹, 16% of firms located in Pelican Rapids were classified within the Retail Trade industry. Other major industries in the city included Health Care and Social Assistance (10% of firms), Finance and Insurance (8%), and Transportation and Warehousing (6%). This suggests that some sectors (Retail Trade, Finance) were over-represented among BR&E participants, relative to the size of the industry within the community, while others (Transportation) were relatively under-represented². For more information on local industry employment statistics, see DEED’s chapter in Appendix A, Pelican Rapids Workforce and Employment Profile.

¹ Industry specific data for the City of Pelican Rapids from DEED is not complete due to data suppression required to protect employers. Subsectors reported in 2015 annual data account for only 37.1% of jobs. Roughly 1,000 jobs were suppressed for privacy reasons. According to the 2010-2014 American Community Survey 5-year estimates, 870 jobs in Pelican Rapids were in the Manufacturing industry, which is suppressed in DEED’s employment data.

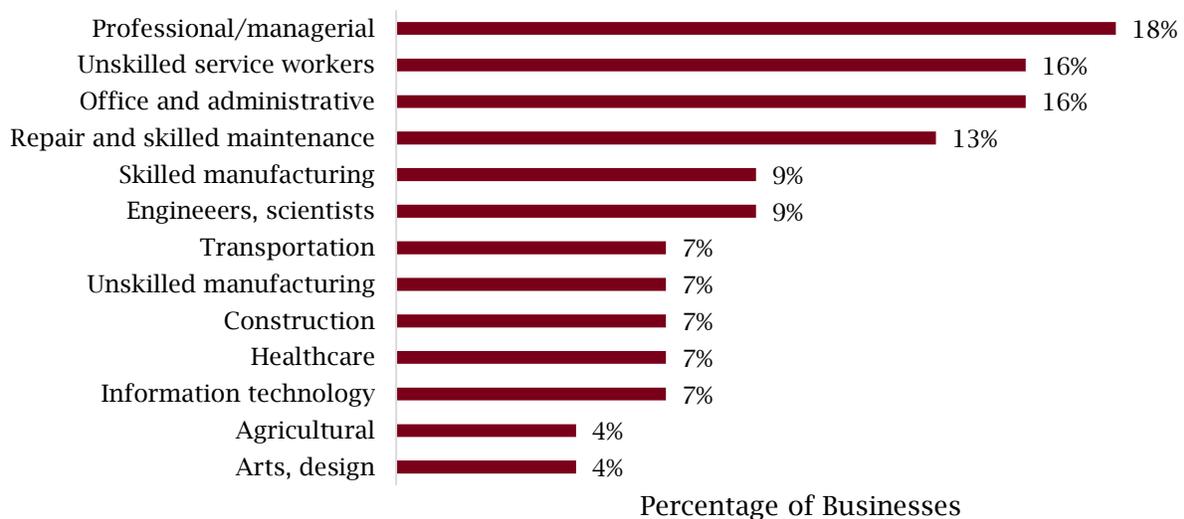
² This over or under representation was not intentional as all known Pelican Rapids businesses were invited to be visited. See Chapter 5, business selection section, for details.

Figure 5. Please estimate the commute time for your employees



According to Pelican Rapids businesses, more than 75% of their employees commute less than 15 minutes for work. Nearly 90% live within a half-hour drive. However, the largest employers have a larger percentage of their employees coming from 31-60 minutes away.

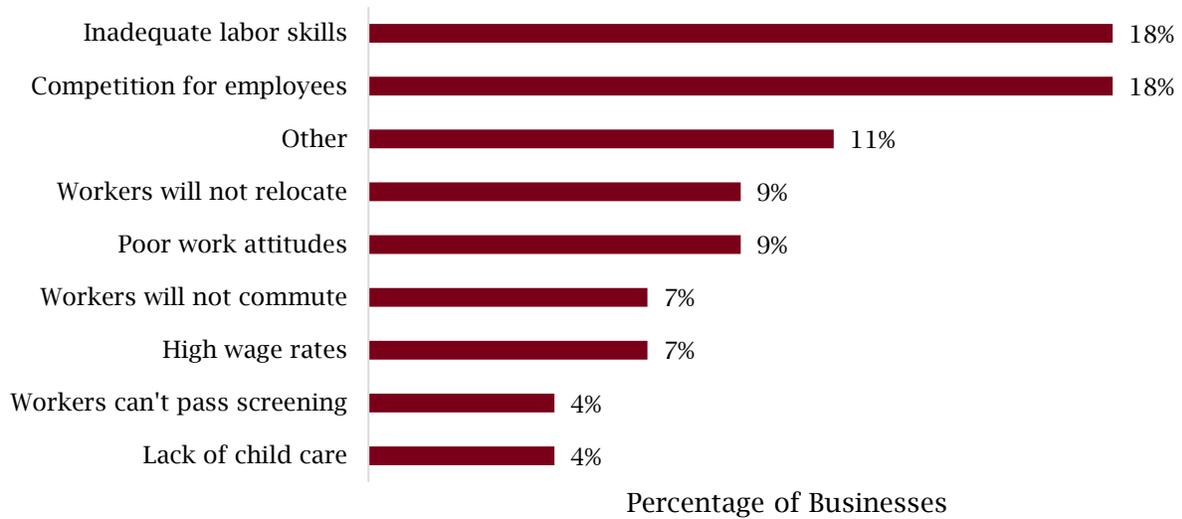
Figure 6. Does your company have problems recruiting the following?



One concern among businesses was recruitment. Figure 6 shows the results of the question, “Does your company have problems recruiting the following?” Interestingly, the positions hardest to fill are a mix of highly skilled and unskilled workers, with the most common response being professional/managerial, followed by unskilled service workers, office and administrative, and repair and skilled maintenance. Moreover, these are some of the very same positions that businesses expect to increase over the next three years. When asked, 16% of surveyed businesses expected an increase in the demand for office and administrative workers and 11% expected an increased demand for

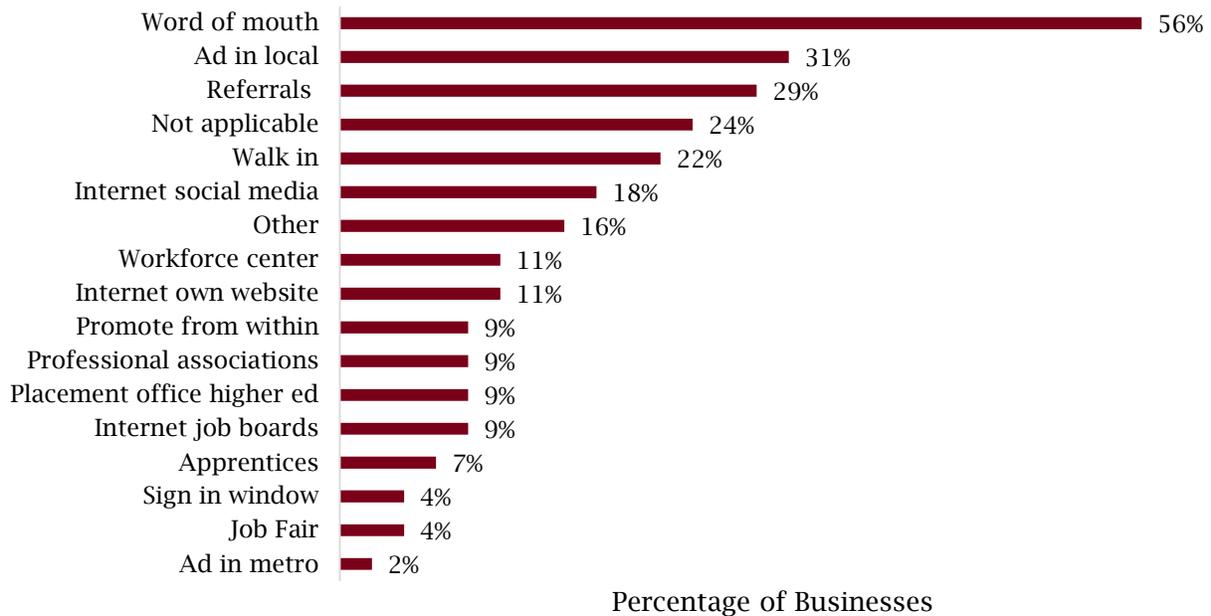
professional/managerial positions. This could represent a problem for employers in the coming years.

Figure 7. What are the three most important reasons for your recruiting problem?



The top reasons cited for the recruiting difficulties (Figure 7) include inadequate labor skills (18% of businesses), competition for employees (18%) and other (11%). Although they reflect the opinion of a fairly small share of Pelican Rapids businesses, two of the items mentioned as recruitment problems, the lack of child care (4%) and workers' refusal to commute (7%), are notable because they are higher than what is typical for BR&E communities. For perspective, the University of Minnesota BR&E program has benchmarked, weighted BR&E data for this question from nine previous BR&E community surveys dating from 2008 to 2015. On average, less than 2% of businesses in those communities noted recruiting difficulties related to child care and roughly 4% indicated problems with workers commuting.

Figure 8. What resources are you using to locate new employees?

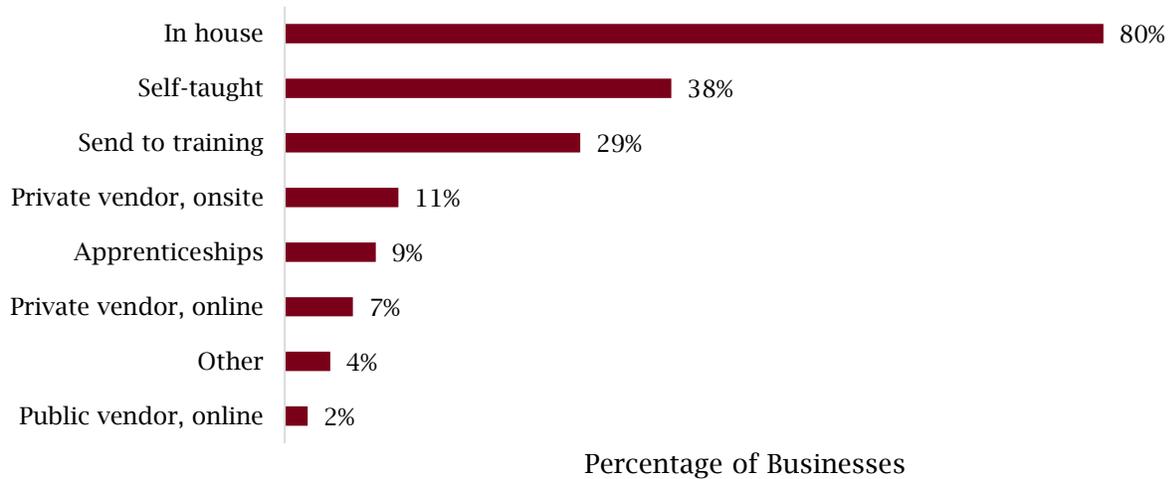


Lastly, on the topic of recruitment, businesses were asked about the resources they currently use for recruiting new employees. Word of mouth, ads in the local paper, and referrals were the most common methods among participating businesses.

For perspective, the University of Minnesota BR&E program has benchmarked, weighted BR&E data for this question from 27 previous BR&E community surveys dating from 1996 to 2015. In all cases, Pelican Rapids businesses' use of recruitment resources was lower than is typical for previous BR&E communities. The one exception to this was word of mouth, where 56% of Pelican Rapids businesses cite using that method, compared with 50% of other BR&E communities. In some cases, the differences are quite striking. None of the surveyed Pelican Rapids businesses reported hiring temporary employees (temp-to-hire), while 19% of other BR&E communities use this method. Similarly, businesses in other BR&E communities are more likely to use methods such as apprenticeships (14%), higher-ed placement offices (19%), local workforce centers (18%), and job fairs (10%) than are Pelican Rapids businesses. This relative lack of diverse recruitment methods could represent a threat to Pelican Rapids as competition for new employees becomes more intense.

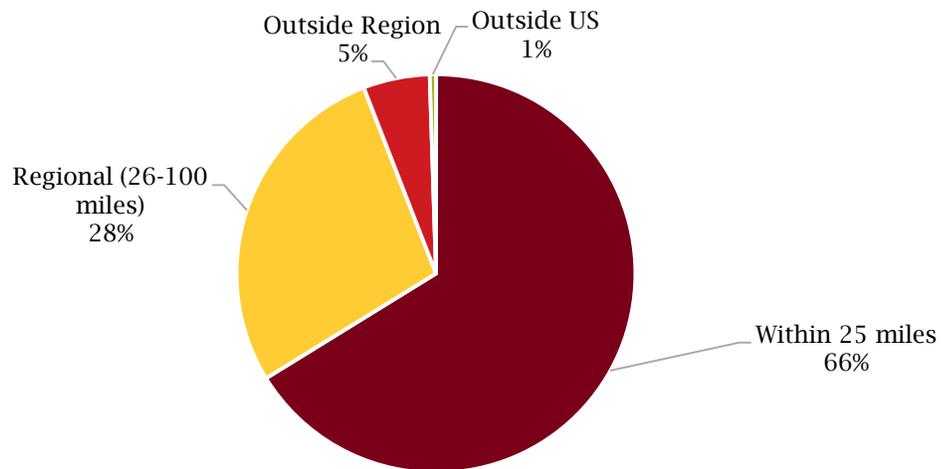
Businesses were evenly split on their need for training workers or managers. Roughly half (49%) indicated that they did not need training, while a slightly smaller share (44%) indicated that they did. Businesses were then asked to indicate the types of training needed and the number of potential employees needing each. Computer skills, general skills, and managerial skills were the categories most desired, with businesses estimating 150 or more workers needing some form of training in each category.

Figure 9. How do you currently train your employees?



When asked about the training methods currently used, most Pelican Rapids businesses (80%) indicated that they primarily train workers in house. Other common methods included self-taught trainings (manuals, videos, and training materials) at 38%, sending employees to trainings off-site (29%), and private vendors providing onsite trainings (11%). Fewer than 10% of businesses use apprenticeships, and none of the surveyed businesses reported using government supported programs (e.g. Minnesota Job Skills Partnership) or public vendors (e.g. technical colleges).

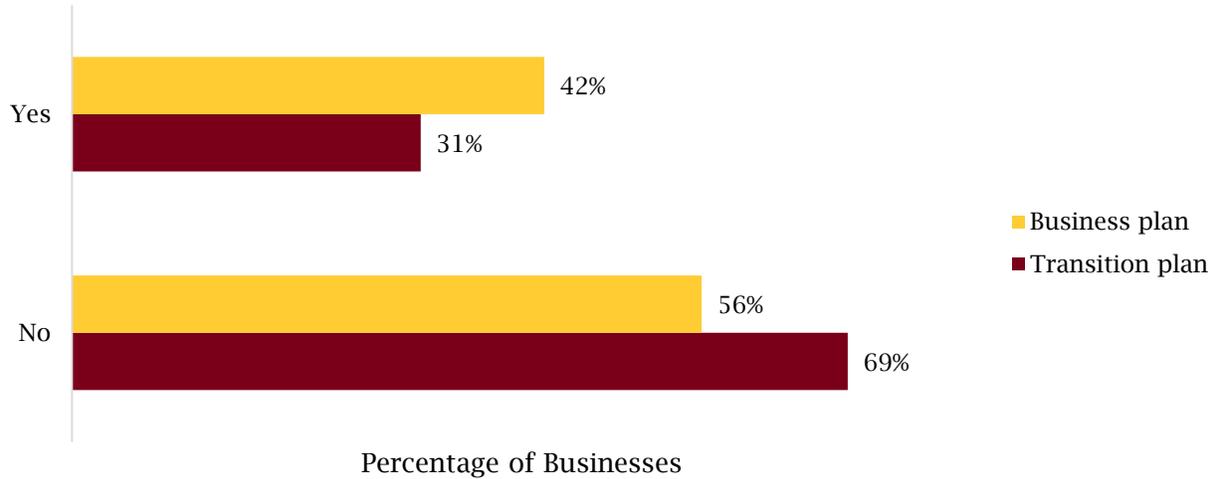
Figure 10. Percent of gross sales coming from the following locations



Pelican Rapids businesses were asked about the location of their customers. Figure 10 highlights the portion of gross sales that comes from various locations. Like most BR&E communities, a majority of business comes from local and regional customers (94%). However, Pelican Rapids businesses appear to serve a market that is more local than is typical for BR&E communities. Only 6% of Pelican Rapids businesses' gross sales comes from customers outside of the region or the U.S, compared with an average of 20% from previous BR&E communities. In addition, a separate question asked businesses if they export. Seven percent of respondents indicated that they export internationally, compared

with 16% in previous BR&E communities. However, typically there is a higher percentage of manufacturers in a BR&E program than Pelican Rapids had.

Figure 11. Do you have a written business plan, or transition plan?



Two survey questions asked participating businesses, “Do you have a written transition plan for ownership, leadership, or both?” and “Do you have a written business plan?” Figure 11 shows the BR&E participants’ responses for those questions. Of the businesses surveyed, 42% indicated that they have a written business plan³, while only 31% of businesses have a transition plan.

Table 1. Demographics of Pelican Rapids, Otter Tail County, and Minnesota

Race and Hispanic Origin, 2014	Pelican Rapids			Otter Tail Co.			Minnesota	
	Count	%	% Change 2000-14	Count	%	% Change 2000-14	%	% Change 2000-14
Total	2,322	100%	-2.2%	57,417	100.0%	0.5%	100.0%	9.4%
White	1,710	73.6%	-8.2%	55,104	96.0%	-0.7%	85.2%	4.2%
Black or African American	306	13.2%	1700.0%	625	1.1%	283.4%	5.4%	69.2%
American Indian & Alaska Native	10	0.4%	-54.5%	231	0.4%	-20.6%	1.0%	2.8%
Asian & Other Pac. Islander	119	5.1%	38.4%	329	0.6%	18.3%	4.3%	61.8%
Some Other Race	82	3.5%	-72.9%	384	0.7%	-19.8%	1.5%	19.8%
Two or More Races	95	4.1%	13.1%	744	1.3%	67.9%	2.6%	68.0%
Hispanic or Latino origin	479	20.6%	3.0%	1,643	2.9%	71.7%	4.9%	84.3%

Source: Minnesota Department of Employment and Economic Development

One final piece of information in this section that helps inform the survey results comes from Minnesota’s Department of Employment and Economic Development. Table 1 highlights the demographics of Pelican Rapids, as compared to Otter Tail County and the State of Minnesota. The

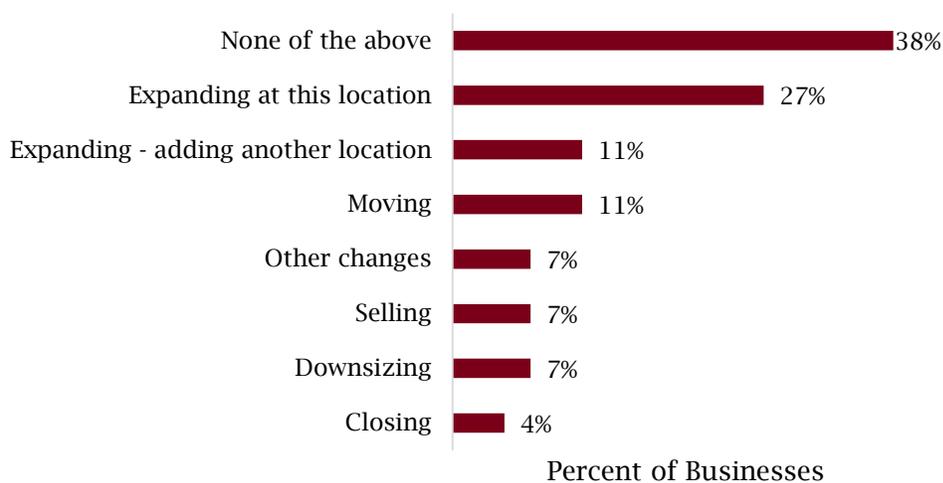
³ One business (2%) did not respond when asked about having a written business plan.

community of Pelican Rapids is, in fact, more diverse than the surrounding county or the state as a whole. Additionally, it has seen significant growth in its Black, Asian, and Hispanic populations over the past 15 years.⁴ This is reflected in many of the open-ended comments from the survey. Many businesses noted the effects of the town’s ethnic diversity on their businesses and the community in general, including comments about language barriers, integration (or the lack thereof), and cultural differences. Responses were mixed, with nearly equal numbers citing positive and negative effects.

Recent and Projected Changes for Businesses Surveyed

Many of the Business Retention and Expansion survey questions ask businesses about the changes they have made in recent years (e.g. adding employees, expanding to new locations) as well as changes that they are anticipating in the near future. This section (page 12-16) summarizes the responses from Pelican Rapids businesses.

Figure 12. Are you currently considering any of the following future plans?



Many businesses in Pelican Rapids are planning for change. Of responding businesses, 27% indicated expanding at their current location, and 11% are considering expanding at another location (see Figure 12). These could indicate positive changes for Pelican Rapids. However, a sizable portion of surveyed businesses are considering negative plans, such as moving (11%), selling (7%), downsizing (7%), or even closing (4%). Combined, these represent nearly 30% of businesses, a potential concern for the community.

One important survey finding that should be noted regards businesses’ expectations for adding new employees. When asked how many employees will be added or subtracted, surveyed businesses indicated that they expect to add a combined total of 136 new jobs over the next three years. None of the businesses indicated plans to decrease the number of employees. Of the jobs being considered, more than 100 are in the Health Care industry. This potential job growth could represent a large increase in employment for the city, as total employment in Pelican Rapids was approximately 1,600 in 2015 according to DEED’s employment statistics.

⁴ For more information on the demographics of the region, see DEED’s chapter in Appendix A, Pelican Rapids Workforce and Employment Profile

Table 2. Potential economic impact in Otter Tail County from new Pelican Rapids employment, in millions of \$

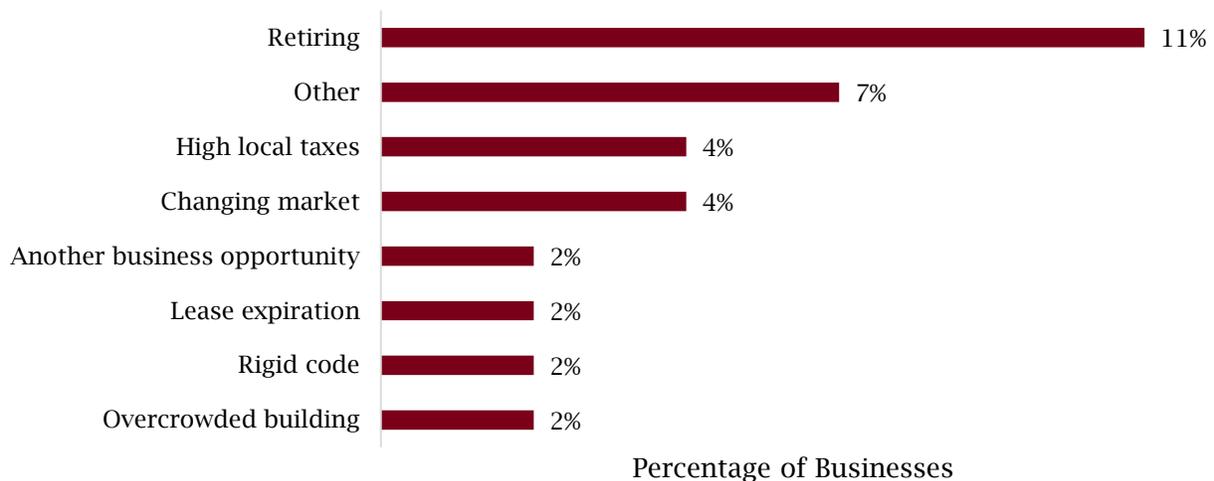
Impact Type	Employment (number of jobs)	Labor Income	Value Added	Output
Direct Effect	136	\$5.24	\$6.38	\$10.98
Indirect Effect	19	\$0.53	\$0.86	\$2.01
Induced Effect	26	\$0.84	\$1.56	\$2.96
Total Effect	180	\$6.61	\$8.79	\$15.95

Source: IMPLAN

Table 2 summarizes the potential economic impact that could result from the new employment that Pelican Rapids businesses are considering. The economic impact reflects not only the direct employment, wages, and output resulting from the Pelican Rapids expansions but also the indirect and induced effects that occur throughout the broader economy as a result of increased inter-industry and household spending. In this case, the effects aggregate up to the total impact to Otter Tail County. All results are shown in 2016 dollars.

According to the results in Table 2, the 136 new jobs that Pelican Rapids businesses are considering adding would result in 45 additional jobs throughout the county due to the increased spending between industries and households. It is estimated that the new jobs would provide more than \$5 million in direct wages for the workers employed in Pelican Rapids and create an additional \$1.3 million in wages for employees in supporting industries. In total, the jobs being considered by Pelican Rapids businesses have the potential to bring nearly \$16 million in additional output to Otter Tail County.

Figure 13. If downsizing, selling, moving, or closing, what are the reasons?

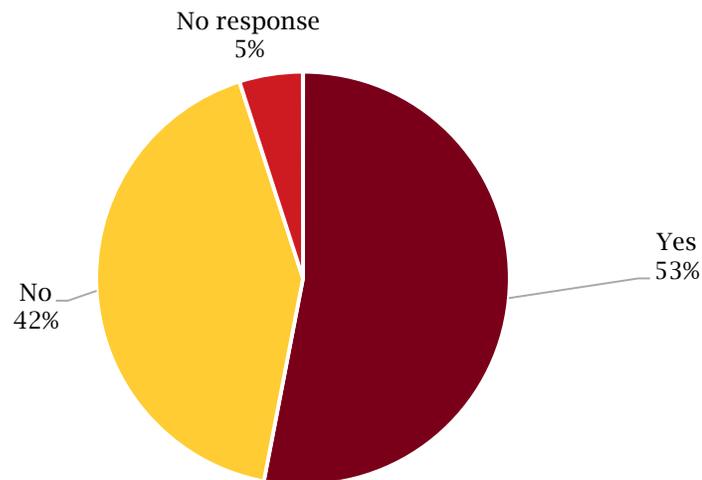


As mentioned previously, one concerning finding from the survey is the percentage of businesses that indicated they are considering some negative change (either downsizing, selling, moving, or closing). When asked to elaborate on their reasons for that change, responses were mixed. Eleven percent of surveyed business respondents indicated that they are considering retirement. A smaller

share (4%) are frustrated by high local taxes and/or a changing market (4%). A number of businesses (7%) indicated some other reason.

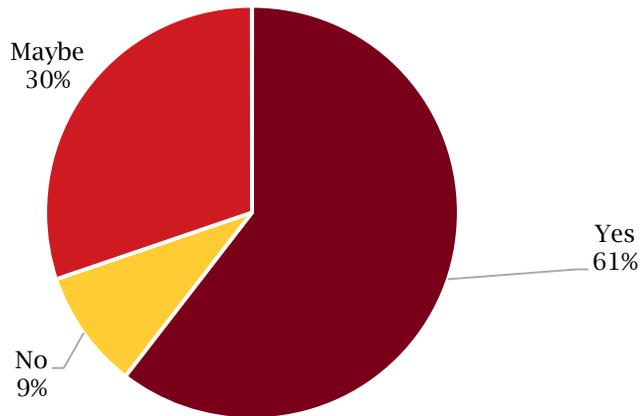
The percentage of Pelican Rapids business respondents who are considering retirement is significant, especially considering that so few report having a transition plan in place (see Figure 11, page 11). However, the finding is not surprising, as many communities have struggled with the same issue in recent years. For example, in BR&E communities surveyed prior to 2011, roughly 2% of business respondents reported that they were considering retirement. Since that time, the number has risen to 7%. It is likely that retirements will continue to be a major concern for communities throughout the state in the coming years.

Figure 14. Do you have plans to modernize or expand your present building(s) or equipment?



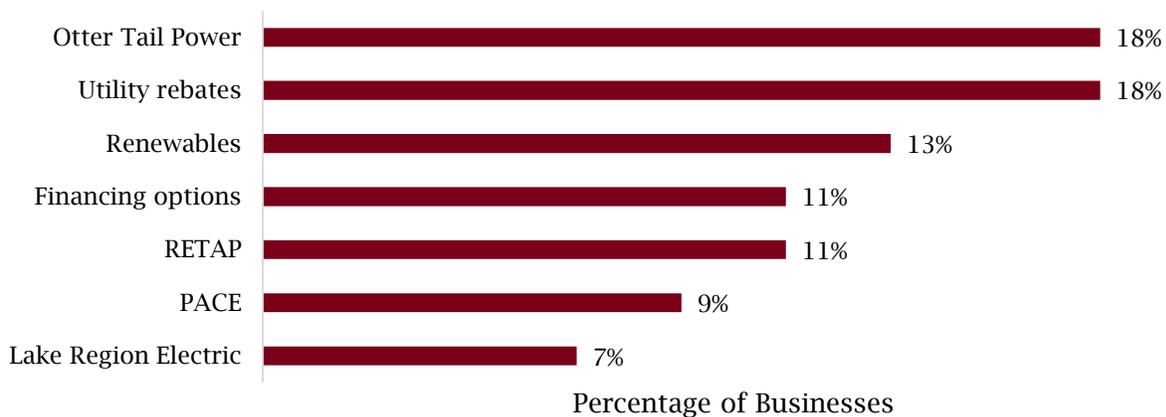
When asked about plans to modernize or expand their present building(s) or equipment, Pelican Rapids businesses were evenly split, with slightly more than half indicating that they did have plans to modernize or expand, and 42% responding no. Of those with plans, the responses included a mix of equipment purchases, construction, and remodeling.

Figure 15. Do you own or rent/lease sufficient property to allow for expansion if necessary?



The good news for Pelican Rapids is that a majority of businesses (61%) claim that they have the property necessary to expand if so desired (see Figure 15, previous page). An additional 30% indicated that they may have property for expansion. Only 9% indicated that they did not have sufficient property to expand.

Figure 16. Which of the following resources would you like to know more about?



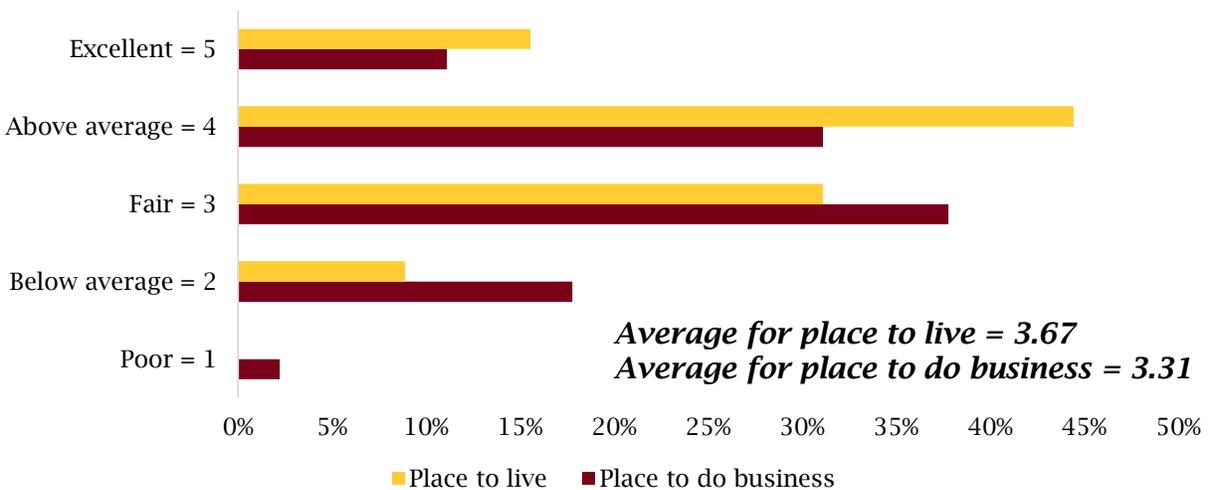
Another question on the BR&E survey includes a list of resources for businesses and asks respondents to indicate which they would like to know more about. Of the resources listed, 18% of Pelican Rapids businesses wanted more information on Otter Tail Power consultation and design services and another 18% on utility rebates.⁵ Renewables, financing options, and RETAP (Retiree Environmental Technical Assistance Program) were among the other resources that were attractive to local businesses.

⁵ Eight surveys did not have the Otter Tail Power, Lake Region Electric, and Financing options resources listed because of a copying error. Therefore, the percentages given for those three items reflect the responses from only 37 of the 45 surveyed businesses.

Satisfaction Among Businesses Surveyed

Surveyed businesses shared their opinion of Pelican Rapids as a place to do business and as a place to live. On average, businesses feel Pelican Rapids is a slightly better place in which to live than it is to do business. This is normal, though, based on findings from previous BR&E communities.

Figure 17. Rate Pelican Rapids as a place to live and conduct business



On a scale where 5 equals “Excellent” and 1 equals “Poor,” Pelican Rapids earned an average score of 3.31 as a place to do business and a score of 3.67 as a place to live (see Figure 17). For perspective, the average score for previous BR&E communities is 3.8 as a place to do business (41 communities) and 4.1 as a place to live (32 communities). Thus, Pelican Rapids is slightly below average based on that comparison.

Figure 18. Impact of tourism-related community features on business

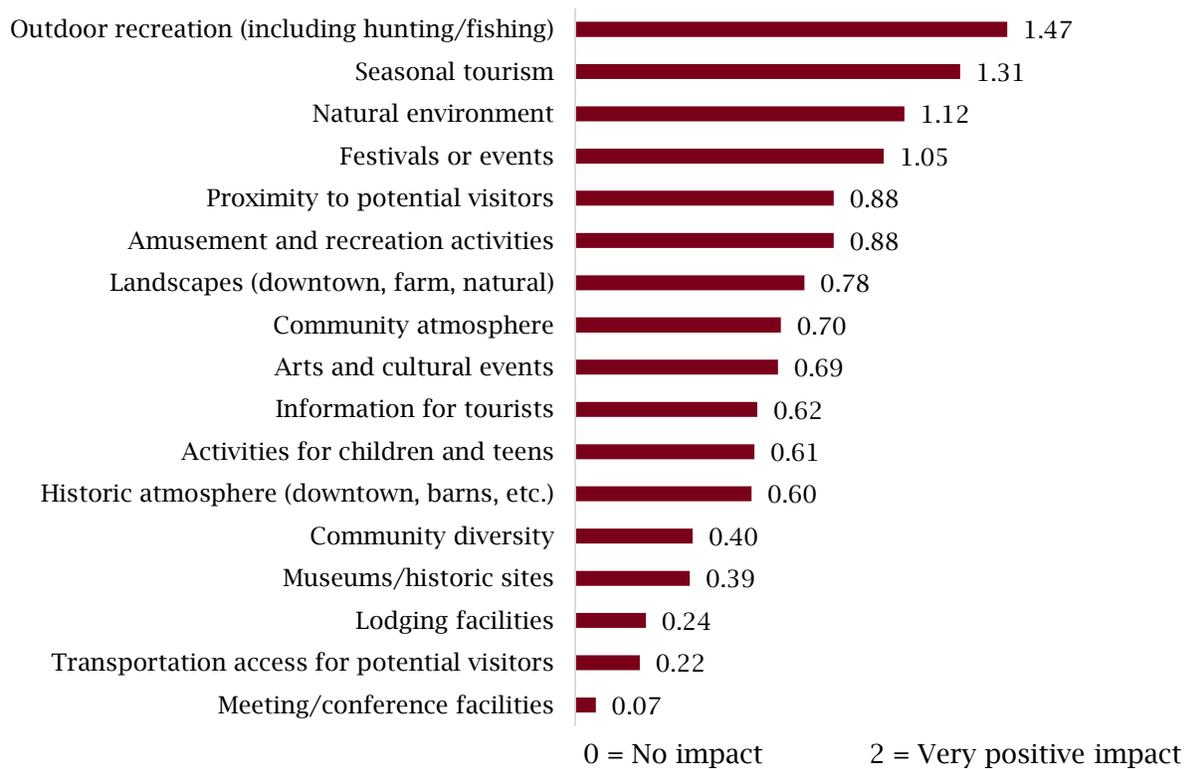


Figure 18 shows businesses’ responses to the question, “Do the following community features related to tourism have a positive impact, no impact, or a negative impact on your business?” The features with the highest overall ratings included outdoor recreation, seasonal tourism, natural environment, and festivals or events. In addition, all four of these items had higher average ratings than what is typical for previous BR&E communities. When asked which of the features should be the focus of a marketing campaign, businesses cited outdoor recreation (21 votes), seasonal tourism (15), community atmosphere (11), and festivals or events (10) as the most popular features.

Table 3. Community Factors with Highest and Lowest Satisfaction Ratings

Highest Satisfaction			Lowest Satisfaction		
Community Factor	Satisfaction		Community Factor	Satisfaction	
1	Fire Department	3.86	1	Housing supply	1.89
2	Recreational Opportunities	3.74	2	Availability of Child care	2.00
3	Highway	3.63	3	Incentives for Business	2.17
4	Union presence	3.57	4	Employee Health care costs	2.29
5	Police Department	3.56	5	Railroad	2.33
6	Energy reliability	3.55	6	Availability of buildings	2.47
7	Sewer/water	3.46	7	EDA	2.47
8	Higher Ed	3.46	8	Broadband speed	2.49
9	Technical training	3.42	9	Telecom costs	2.56
10	K-12	3.36	10	Cost of buildings	2.60

1 = Very Dissatisfied 4 = Very Satisfied

Lastly, businesses were asked their satisfaction with various community factors, ranging from energy costs to railroad service. Table 3 shows the ten highest and ten lowest rated factors, according to surveyed businesses. The local fire department had the highest average rating, at 3.86 (with 1 being very dissatisfied and 4 being very satisfied). This is typical of BR&E communities, where fire and police are typically regarded very highly. Recreational opportunities was the second highest rated factor, which aligns with the businesses’ response to the question regarding tourism features (Figure 18, page 17). Other highly ranked items include highway (3.63), union presence (3.57), police (3.56), and energy reliability (3.55).

On the other hand, there were a number of community factors that had low satisfaction among Pelican Rapids businesses. The lowest rated item was the local housing supply, which received an average rating of 1.89. Availability of child care had a rating of 2.00. Incentives for business (2.17), employee health care costs (2.29), and railroad (2.33) were among some of the other items with the lowest average ratings.

Table 4. Rate your satisfaction with civic groups in the community?

Civic Group	Satisfaction
Nonprofits & Foundations	3.34
Fraternal Organizations	3.32
Places of Worship	3.32
Service Clubs	3.30
Other	3.29
Veterans Groups	3.28

1 = Very Dissatisfied

4 = Very Satisfied

The Pelican Rapids BR&E survey included one special question, as requested by the BR&E leadership team, regarding businesses' satisfaction with various civic groups. These groups were rated on a scale from 1 being very dissatisfied to 4 being very satisfied. All of the civic groups earned average satisfaction scores of 3.28 or higher. Businesses reported being most satisfied with nonprofits and foundations (3.34), followed by fraternal organizations and places of worship (3.32). Furthermore, all of the civic groups included in the survey earned higher satisfaction levels than did the local business support organizations, including the EDA (2.47), the Chamber of Commerce (2.66) and the category of social organizations and networks (3.05).

Analysis of Strengths, Weaknesses, Opportunities and Threats

A Research Review Meeting was held on August 22, 2016 at the UM St. Paul campus. As part of that meeting, participants were asked to review the results of the BR&E survey and identify Pelican Rapids' strengths, weaknesses, opportunities, and threats based on their interpretation of the survey results. **Table 5** summarizes the findings from that activity. Each survey result is summarized, based on suggestions from the review meeting participants, and the corresponding survey question is listed in the column on the right. To see the full list of survey questions, refer to the Interview Guide⁶, pages 33-50 in this report.

Table 5. Strengths, Weaknesses, Opportunities, and Threats

	Survey Result	Question
Strengths	Good employee attitude	17
	Not many making “negative” changes to their business	29
	Stable employee levels	16a
	Natural beauty and seasonal tourism	38a
	Good sense of community	36g
	Quality of life	3
	Broad services available for small town	3
	89% of businesses are locally owned	4a
	1/3 of businesses have several locations	5a
	Prices	39a
Weaknesses	Negative change to business (30% cumulative)	29
	70% of businesses have no written transition plan	24
	11% of business respondents are considering retirement	30
	71% own facility	33a
	Lack of housing availability	36
	Lack of daycare	36
	Low number of businesses with transition plans	24
	High competition for employees	13
	96% of customers are local/regional	20
	Only 7% of businesses are in manufacturing	6
Not exporting	21a	
Opportunities	Finance options for business	28
	55% of businesses plan to modernize building or equipment	27a
	Job growth/opportunity	16a
	27% are considering expanding at current location	29
	Recruiting professionals more broadly than local	14
	Low scores on comm., promotion, chamber, business support	36f
	57% don't have written business plans	26
	47% changes next 3 years	25
Threats	Aging workforce and full employment statewide	13
	69% have no transition plans	24
	Largest employer, turkey plant, could close or relocate	8a
	May struggle to find new employees without online recruiting	15
	Casino Southeast hiring 500 people	
	Unskilled workers	12
	Housing supply	36g

⁶ Note: The data set wasn't 100% complete at the time of the campus meeting. Therefore, there may be slight discrepancies in the figures.

CHAPTER 3: POTENTIAL BUSINESS RETENTION AND EXPANSION STRATEGIES AND RELATED PROJECT IDEAS

Business Retention and Expansion Strategies for Pelican Rapids

Each of the following strategies is a theme created by the authors and supported by data from the business interviews. As such, each strategy provides a way of framing the BR&E situation in Pelican Rapids. The four strategies are not mutually exclusive from each other, meaning some project ideas may fit into multiple strategies. The strategies are named below and explained in detail in this chapter.

Strategy One: Increase and improve community engagement initiatives

Strategy Two: Strengthen workforce development and establish cohesive initiatives

Strategy Three: Develop and strengthen business assistance initiatives

Strategy Four: Brand and market the community's identity

Strategy One: Increase and Improve Community Engagement Initiatives

Finding	Possible Project
<p>Survey respondents rated their satisfaction with various Pelican Rapids civic groups on a scale with 1 being very dissatisfied to 4 being very satisfied. All of the civic groups earned average satisfaction scores of 3.28 or higher. Businesses reported being most satisfied with nonprofits and foundations (3.34), followed by fraternal organizations and places of worship (3.32). See Table 4.</p> <p>However, businesses were less satisfied with the local Chamber of Commerce, rated 2.66 on a scale from 1 to 4. While not one of those listed in the lowest ranking (Table 3), only 18% rated it as being very satisfied. It was also listed as an opportunity in the SWOT analysis (Table 5).</p> <p>Answers to question 45b provided many comments on the impact of the civic/service groups. Some of these included the need for younger participants (the groups are graying), more coordination and visibility, greater inclusiveness, and the need to work closer together.</p>	<p>1.1 Organize a Community Day of Service</p> <p>Instituting a Community Day of Service⁷ could be an opportunity to connect business owners, residents, community organizations, and civic groups. This community-wide event could be organized by the Chamber, the civic organizations, the City and minority group leaders. Through this project the Chamber of Commerce could boost its benefit to the community through increased visibility and stronger partnerships with local civic organizations.</p> <p>A 2011 study by the Points of Light Institute on the social impact of volunteerism points out important findings that suggest this type of activity could benefit Pelican Rapids. Some of the key findings are that volunteering enhances the social connections between different sectors, helps build stronger community, promotes civic engagement and makes a significant contribution to the global economy.</p> <p>A community-wide day of service matches volunteers with projects that need to be accomplished in the community. For example, employees of a community business team might choose to clean and improve poor conditions of a large public area in partnership with a local civic organization. Duluth does this through its United Way Day of Caring,⁸ as does the University of Minnesota, through its U of M Day of Service.</p>
<p>Again, all of the civic groups earned average satisfaction scores of at least 3.28 (see Table 4). However, it seems much could be done to promote their visibility and the good work that they do, as several survey respondents said they were not very aware of the groups' presence. Additionally, the increased visibility may also help to increase membership, as several survey respondents noted that the organizations are in need of younger members and broader participation.</p>	<p>1.2 Highlight the positive accomplishments of civic organizations and community groups</p> <p>Recognizing the strong role that many of the current civic organizations have and their accomplishments could strengthen the ties between them and the community at large, increase visibility, and attract new members.</p> <p>This initiative could be organized as a joint effort by the civic groups themselves with support from the City or Chamber.</p> <p>This could be accomplished in a variety of ways. Some examples include the following:</p> <ul style="list-style-type: none"> • Host a community-wide banquet/awards dinner to highlight the "best" civic action/activity/etc.

⁷ See Chapter 7-1 for Hubbard County Community Day of Service

⁸ See Chapter 7-2 for Head of the Lakes United Way Day of Caring

	<ul style="list-style-type: none"> • Put signage or designation on some of the service projects that have been done (i.e. This trail is cleaned and maintained through the generosity and volunteers of the Order of the Owls). • Establish a “Best of Pelican Rapids” civic group contest. One example of this idea is the Applause Awards⁹ by the Arts Council of Lansing, MI. They bestow a Creative Community Award for significant achievements or projects. • Contribute to the hiring of a joint newsletter writer. The newsletter could feature all of the organizations and be a “one-stop” touchpoint for important group news. The newsletter could be emailed to all business/community organizations and members of the community at large who want to receive it.
<p>On a scale where 5 equals “Excellent” and 1 equals “Poor,” Pelican Rapids earned an average score of 3.31 as a place to do business and a score of 3.67 as a place to live (see Figure 17). These are slightly lower than previous BR&E communities. Several comments by respondents on identifying and prioritizing aspects of the community that need a boost were listed. Several of the comments expressed the sentiment that the sense of community and hometown feel are lost. One respondent wrote, “community connectedness and sense of belonging are needed; feel totally alone and do not know what social organizations/networks are available.” While these comments hint at the need for increased efforts in bringing the community together, there were also several comments that cited ways to do this. One respondent wrote, “embrace change (workforce, community, demographics),” and another wrote “have a community picnic as a fundraiser.” The respondents recognize that Pelican Rapids has an issue and they have ideas on ways to tackle that issue.</p>	<p>1.3 Host an Ideas Festival</p> <p>A starting point to increase and improve community engagement could be an idea festival where people would come together to address the issues that can help Pelican Rapids become a better place to live, learn, do business, and raise a family. The ideas festival could be implemented by individuals from the City, the EDA, the Chamber, minority groups, and possibly from some of the civic organizations.</p> <p>The Upstate Region of South Carolina pursued such an endeavor.¹⁰ While the overall project is much larger than what Pelican Rapids needs, the group offers examples of vibrant communities of many sizes, and they offer insight “so that someone who is interested in creating a similar project in their own community has some idea of what it takes to accomplish the project.”¹¹</p> <p>Additionally, Recharge the Range,¹² held on Northeastern Minnesota’s iron range brought leaders of differing entities together to develop a plan for infusing economic energy back into that area. As such, Pelican Rapids may use some of these ideas to increase community engagement.</p>

⁹ See Chapter 7-3 for the Lansing Applause Awards

¹⁰ See Chapter 7-4 for Upstate’s Great Ideas for Community Vibrancy

¹¹ See Chapter 7-5 for page 61 in South Carolina’s report, which provides some insight and observations that may be quite relevant to Pelican Rapids.

¹² See Chapter 7-6 for Recharge the Range

<p>In response to the question regarding the satisfaction rating with your current location as a place for your company to do business, 11% of respondents are dissatisfied with broadband and telecommunication cost and reliability and 16% are dissatisfied with the speed.</p> <p>One of Pelican Rapids' biggest strengths is outdoor recreation. Outdoor recreation, had the highest percentage (60%) of "Very Positive" votes overall for features related to tourism that have an impact on respondents' businesses. This was based on a 5-point scale from Very Positive to Very Negative.</p>	<p>1.4 Energize community groups through large scale initiatives/grant writing.</p> <p>Some groups could come together to enact a large-scale initiative for the community and work together to apply for grants to assist in their efforts. The project could serve the dual purpose of raising much-needed funds for a community initiative and strengthening bonds between civic groups and community members. It also could boost tourism or economic growth, depending upon the funds being requested.</p> <p>Some possible initiatives might include expanding hiking/biking trails within Pelican Rapids, connecting Pelican Rapids to the nearby Central Lakes Trail (the Greater Minnesota Regional Parks and Trails Commission¹³ has funds available), or improving broadband (the Border-to-Border Broadband Development Grant¹⁴ has funds for this initiative).</p>
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¹³ See Chapter 7-7 for Greater Minnesota Regional Parks and Trails Commission Application

¹⁴ See Chapter 7-8 for MN's Border-to-Border Broadband Development Grant Program

Strategy Two: Strengthen Workforce Development and Establish Cohesive Initiatives

Finding	Possible Project
<p>BR&E survey respondents indicated professional/managerial, unskilled service, office and administrative, repair and skilled maintenance, and skilled manufacturing as the top 5 positions for which they have the most problems in recruiting, respectively (see Figure 6). The top ranked reason for recruitment problems as indicated in the survey was inadequate labor skills (see Figure 7).</p> <p>In addition, nearly half of all surveyed businesses indicated that they needed training for their workers or managers. The most commonly needed training was computer skills, followed closely by general skills and managerial skills. However, about 38% of businesses surveyed stated they relied on employees being self-taught, and only a small percentage of businesses utilized third-party or off-site training services/programs (see Figure 9).</p>	<p>2.1 Expand on skills training options</p> <p>The Pelican Rapids BR&E task force could work with local educational institutions and workforce experts to connect current and prospective workers with appropriate training programs to meet the needs of local businesses.</p> <p>While there are many training/workshop options already available through the region’s community and technical colleges and local WorkForce Centers, many businesses may not be aware of the options available for training their current employees. In some cases, it may be necessary to design customized trainings for businesses, especially if there is a large demand or an ongoing need. Businesses with similar training needs could jointly sponsor such programs, and they could pool resources as a way to reduce the overall costs.</p> <p>Local businesses may also have suggestions for improving training options for job seekers, based on the skills they have the most trouble recruiting. The task force might consider, for example, working with the WorkForce Centers in Fergus Falls or Detroit Lakes to host weekly skills-related training seminars and workshops¹⁵ based on desired competencies. These workshops could be specifically targeted toward key demographics within the unemployed or underemployed population to help them develop the skills needed to find employment. Tying in resources from the area’s technical colleges, Minnesota State Community and Technical College – Business & Entrepreneurial Services¹⁶ in Detroit Lakes for example, could also help expand the range of trainings offered and add even greater legitimacy to the programs.</p>
<p>According to the BR&E survey, the most common resource used to locate new employees was word of mouth at about 56% of surveyed businesses. Among the other top resources were ads in the local paper, referrals, and walk ins. It is clear that the most used resources rely on traditional methods of finding employees.</p> <p>Furthermore, relatively low proportions of businesses indicated use of the Workforce</p>	<p>2.2 Develop a unified recruitment strategy</p> <p>A single, unified strategy and recruitment platform could help alleviate problems with recruitment. This could work toward maximizing exposure to potential applicants as well as pool the resources of the community to the benefit of all of its businesses.</p> <p>As an example, the task force could work with local businesses to facilitate bringing all current and future job postings to a single online job search tool, such as Minnesotaworks.net¹⁷. With just one location for all job</p>

¹⁵ See Chapter 7-9 for Workforce Development Solutions

¹⁶ See Chapter 7-10 for Business & Entrepreneurial Services

¹⁷ See Chapter 7-11 for MinnesotaWorks.net

<p>Center, internet job boards, or advertising outside of the locality or region (see Figure 8).</p>	<p>openings in Pelican Rapids, the task force could then pursue a marketing strategy to promote this unified job board across all channels, from the more traditional resources to social media platforms.</p>
<p>In addition to the recruitment-related problems previously mentioned, competition for employees was also ranked highly as a reason for recruitment problems at about 18% of businesses surveyed (see Figure 7).</p> <p>However, when asked about their recruitment methods, just 9% of businesses surveyed stated they recruited by promoting from within their own organization (see Figure 8), and even fewer (7%) used apprenticeships.</p> <p>At the same time, 80% of businesses utilized some form of in-house training.</p>	<p>2.3 Expand in-house development opportunities using apprenticeships, internships, and temporary employees</p> <p>With about four out of five businesses already utilizing in-house training, expanding upon in-house learning opportunities seems to represent a great area of strength that can be built upon for workforce development. Businesses that have issues recruiting highly skilled staff might consider focusing more on developing the skills of their current employees and promoting from within to fulfill the companies' higher level needs.</p> <p>Additionally, the types of positions that are the most difficult to recruit (professional, managerial, administrative, etc.) often lend themselves to on-the-job training options, such as apprenticeships, internships, and temporary employment.</p> <p>The task force could partner with local high schools (Pelican Rapids, Detroit Lakes, Fergus Falls, etc.) and Minnesota State Community and Technical College (MSCTC)'s Career Services offices to help recruit for these internships and apprenticeships. Apprenticeships Minnesota¹⁸ and CAREERwise Education could also be useful resources for this project, as would local temp agencies.</p>
<p>According to the 2014 American Community Survey 5-Year Estimates, unemployment among the age group of 25 to 44 years old was significantly higher than any other at 11%. This group has been experiencing chronically high levels of unemployment (>10%) each year since the 2011 ACS.¹⁹</p> <p>Given that many of the businesses surveyed indicated that they had experienced trouble recruiting employees across an array of different areas/industries (see Figure 6), it is interesting to see that there was such a large portion of the city's labor market that remained unemployed.</p>	<p>2.4 Investigate causes of unemployment</p> <p>High unemployment rates could suggest a disconnect between what the businesses are looking for in employees and what the employees have to offer in terms of their skills and experience. A first step toward better developing Pelican Rapids' workforce might be to consider an investigation into its most unemployed group of residents, those in the 25 to 44-year age range. The information, combined with the BR&E survey results could help inform the community on where the largest gaps between employers' needs and workers' skillsets exist.</p> <p>To accomplish this project, the task force could partner with their regional DEED labor market analyst²⁰ to dig into available data and determine if further data collection is appropriate. One source of data, albeit anecdotal, could be local workforce center staff, who work extensively with</p>

¹⁸ See Chapter 7-12 for Apprenticeship Minnesota and Initiative Grants

¹⁹ See Appendix A for more details

²⁰ See Chapter 7-13 for DEED's regional labor market analyst

	<p>unemployed individuals. Ongoing collaboration with the local workforce center, chamber, business owners, and community organizations could then be pursued to determine a course of action.</p>
<p>According to BR&E survey data, respondents rated satisfaction with the availability of child care locally at just 2.0 on a scale from 1 to 4, coming in as the second-lowest satisfaction rating among all the various factors ranked (see Table 3). Additionally, some 4% of businesses listed a lack of child care among their top three reasons for job recruitment problems (see Figure 7). This was about two times as high as the same item was ranked in the benchmark of previous BR&E communities.</p> <p>On the other hand, 51% of the businesses indicated they “don’t know” on the child care factor.</p>	<p>2.5 Expand access to and availability of child care</p> <p>Given the low level of satisfaction and the relatively high perceived impact it has had on recruitment, improving and expanding availability of local child care might be another potential project the task force could undertake toward developing Pelican Rapids’ workforce.</p> <p>Because there are already a number of child care facilities available within Pelican Rapids, the task force might start this project by first working with these existing providers to understand their needs and limitations. If the opportunity to expand at these locations is present, connect providers with relevant aid that might be made available to them, including MN’s Child Care Assistance Program²¹ and West Central Initiative’s Child Care Capacity Grant and Child Care Loan Programs.²²</p> <p>If available capacity can’t be expanded, the task force could also encourage the opening or relocation of additional providers within the community, especially providers serving the community’s underrepresented minority populations. Minnesota’s Department of Human Services²³ has resources available to help anyone interested in becoming a child care provider.</p>

²¹ See Chapter 7-14 for Minnesota Child Care Assistance Program

²² See Chapter 7-15 for West Central Initiative Child Care Loan Programs

²³ See Chapter 7-16 for MN DHS Child Care Resources

Strategy Three: Develop and Strengthen Business Assistance Initiatives

Finding	Possible Project
<p>According to the survey findings, Pelican Rapids businesses appear to be less than satisfied with their local Chamber and EDA. When asked about their satisfaction with various community factors, surveyed businesses gave the Chamber an average score of 2.66 (with 1 being poor and 4 being excellent) and the EDA a score of 2.47. Community promotion of itself and of business also had a relatively low score, at 2.64.</p> <p>In addition, 22% of local businesses reported being very dissatisfied with the incentives for business investment in facilities, worker skills, or more workers.</p>	<p>3.1. Restructure the chamber and/or EDA</p> <p>One possible strategy to address some of the businesses' concerns with the Chamber and the EDA could be to restructure the two organizations to make them more responsive to the needs of local businesses. This is not an easy task, but there are multiple strategies that Pelican Rapids could employ if they are willing to take on this project.</p> <ul style="list-style-type: none"> • A Restructuring Task Force could be established to help guide the city through the process. The task force could include local business leaders and some members of the Chamber and EDA, but also groups not currently represented by the Chamber (e.g. civic organizations and underrepresented minority populations). • The Minnesota Chamber of Commerce²⁴ has resources to help retain and grow Minnesota's businesses, including one-on-one visits to communities throughout the state. Pelican Rapids may consider working with the state to learn about best practices and strategize ways to restructure. • While businesses are potentially tired of surveys, some type of information gathering from local businesses is a necessary part of the restructuring process. Face-to-face interviews, focus groups, or town hall meetings are all mechanisms that could be used to identify what businesses feel are the most important elements that the Chamber and EDA provide. • As part of the restructuring process, the EDA and Chamber might consider incorporating ongoing retention visits to continue the work that was started during the BR&E process.
<p>According to the BR&E survey results, nearly 30% of Pelican Rapids business respondents are considering moving, downsizing, closing, or selling. Of those, roughly a third (11% of all survey respondents) report "retirement" as their reason for considering the change, a number that is higher than typical for previous BR&E communities.</p>	<p>3.2 Transition plan intervention</p> <p>The BR&E task force, in collaboration with the local Chamber, EDA, and SBDC, might consider a transition plan intervention for local business owners, particularly those approaching retirement age. The intervention would be a three-pronged strategy. First, the task force could work with the appropriate organization (e.g. West Central Minnesota SBDC) to develop a short course entitled "Transition Planning 101." Second, while all businesses would be</p>

²⁴ See Chapter 7-17 for MN Chamber of Commerce resources

<p>At the same time, only 31% of surveyed businesses report having a transition plan, and 70% of businesses claim to own their facility. These three factors combined are a potentially dangerous combination and could put Pelican Rapids at risk when it comes to retaining local businesses.</p>	<p>encouraged to take the course, extra effort should be made to identify local business owners who are nearing retirement. Then, a special version of the course could be offered to those individuals (i.e. Transition Planning: Retirement Edition) with more effort made to encourage participation, such as incentives, personal phone calls, or transition coaches to provide more individualized attention.</p> <p>Karen Lauer of Barnesville EDA has some experience in this area. Also, U.M. Extension is doing research on this topic.</p>
<p>When asked to rate various retail factors in Pelican Rapids, surveyed businesses reported very low satisfaction with the variety of businesses and the variety of places to eat. In fact, 33% of businesses rated the variety of places to eat in Pelican Rapids as poor.</p> <p>Pelican Rapids is also home to a very diverse population, particularly for West Central Minnesota, with sizable Hispanic, Somali, and Asian populations, as noted in Table 1, page 11.</p>	<p>3.3 Support for minority-owned entrepreneurs / small business owners</p> <p>The BR&E task force might consider ways to support entrepreneurs in Pelican Rapids, particularly those considering starting a new restaurant or small retail business. With its diverse community, one strategy might be to work with community leaders in the Hispanic, Somali, or Asian populations to encourage the start-up of minority-owned businesses. There are a number of resources throughout the state of Minnesota that can assist in this endeavor. For example, in 2016, DEED offered \$15.5 million in Angel Tax Credits to startup companies, \$7.5 million of which was reserved for minority- and women-owned businesses, as well as businesses located in Greater Minnesota.²⁵ In addition, the state of Minnesota’s Materials Management Division operates a program for minority-owned small businesses.²⁶</p>
<p>53% of surveyed businesses indicated that they have plans to modernize or expand their present building(s) or equipment. In addition, 38% stated they have plans to expand, either at the current location (27%) or by adding another location (11%).</p>	<p>3.4 Development toolkit</p> <p>The BR&E task force might consider developing a “Development Toolkit” for local business owners. The toolkit could be available in-person (for pick up at the local library, Chamber, or City Hall) or online. The toolkit would be a one-stop document for information on incentives, business development services, professional development and training opportunities, and other important resources. Two excellent regional examples include Racine’s Business Development Services Portfolio²⁷ and Elk River’s Business Finance Toolkit.²⁸</p>

²⁵ See Chapter 7-18 for Angel Tax Credit/Minnesota Department of Employment and Economic Development

²⁶ See Chapter 7-19 for MN Materials Management Division’s Small Business Program

²⁷ See Chapter 7-20 for the Business Development Services Portfolio

²⁸ See Chapter 7-21 for the Business Finance Toolkit

<p>Of the surveyed businesses, 16% were unaware of the technical training programs available locally, 22% didn't know about the availability of loans, and 31% were unsure of the incentives available to businesses. In addition, many businesses expressed an interest in learning about utility rebates and renewable technologies.</p>	<p>3.5 Lunch and Learn</p> <p>These topics, and many more, could be excellent subjects for a monthly (or quarterly) lunch and learn, hosted by the Chamber, for local business leaders from Pelican Rapids and the surrounding area. Many communities host similar events, including Pelican Rapids' neighboring community of Fergus Falls.²⁹ Typically, the lunch is provided free of charge, compliments of a local business. These events can also be a way to attract new members. If each Chamber member is encouraged to bring a non-member to the luncheon, the new attendee may be enticed to participate in future events or even become a member!</p>
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²⁹ See Chapter 7-22 for Fergus Falls' Lunch and Learn

Strategy Four: Brand and Market the Community’s Identity

Finding	Possible Project
<p>Festivals and events are a feature that respondents felt had a positive effect on the community and local businesses. Overall, Pelican Rapids businesses gave this feature an average score of 1.05 (with 0 being no impact and 2 very positive), higher than what is typical for previous BR&E communities (0.82).</p> <p>Finally, as noted previously, Pelican Rapids has a population that is significantly more diverse than the surrounding Otter Tail County or the state of Minnesota as a whole.</p>	<p>4.1. Build on strength of town’s festivals</p> <p>Community leaders might consider building on the strength of their current festivals and/or adding new festivals to help distinguish Pelican Rapids as a regional destination for visitors. As a first step, the task force could identify a group of community members to participate in the Festival & Event Management course hosted by UMN Extension.³⁰ This course gives participants the tools and knowledge to successfully lead community events that can foster community morale. Courses are offered both in person and online.</p> <p>Considering the growing cultural diversity that Pelican Rapids has experienced in recent years, the BR&E task force might consider ways to revive the town’s “International Friendship Festival,”³¹ a popular festival that celebrated the town’s diversity but was suspended in recent years. The BR&E task force may consider working with the festival’s previous organizers to find ways to improve the festival and make the planning process less burdensome. One suggestion could be to involve students from local schools, thereby turning the event into an educational activity.</p> <p>Rather than trying to add another festival, the task force might also consider working with community leaders from some of the underrepresented populations to incorporate aspects of their culture into the town’s current festivals (Pelican Fest and Oktoberfest). Incorporating food, music, or dance from these cultures into festival events could help minority populations feel more welcome in Pelican Rapids and lead to better communication with fellow community members.</p>
<p>When asked which community factor related to tourism should be the focus of a marketing campaign, businesses selected outdoor recreation, seasonal tourism, and natural environment (see Figure 18). Sixty percent of business respondents indicated that outdoor recreation in Pelican Rapids has a very positive affect on tourism, while 51% and 42% said the same thing for seasonal tourism and natural environment, respectively.</p>	<p>4.2 Develop a marketing plan</p> <p>Pelican Rapids businesses are clearly proud of many aspects of their community, but they may need help seeing the positive aspects of the community as a place to live and selling it to others. The BR&E task force may consider getting involved with Marketing Hometown America,³² which is an educational program that focuses on recruiting and retaining new residents in rural America. The program helps communities discover overlooked assets that people outside the community might find attractive and helps communities create marketing plans. U.M. Extension is now offering a</p>

³⁰ See Chapter 7-23 for Festival and Event Management

³¹ See Chapter 7-24 for Annual International Friendship Festival

³² See Chapter 7-25 for Marketing Hometown America

<p>However, businesses did not rate Pelican Rapids particularly well as a place to live. On a scale from 1 to 5, with 1 being poor and 5 being excellent, Pelican Rapids scored an average rating of 3.67, compared with the average score of 4.1 from previous BR&E communities.</p>	<p>Minnesota-specific version of this program here in Minnesota.</p> <p>As part of the Marketing Hometown America program, some communities have created a video campaign highlighting what their community has to offer. For Pelican Rapids, a video might highlight the natural beauty of the community, its cultural diversity, or its friendly business owners. One local resource that can help with this endeavor is the West Central Initiative. This organization recently created a video highlighting Pelican Rapids' own Lida Farm, owned by U of M Extension Educator Ryan Pesch.³³</p> <p>Pelican Rapids could similarly develop a tagline that inspires curiosity in travelers and potential residents. For example, the tagline, "Pelican Rapids: The International Community on the Prairie" could call attention to the town's scenic beauty and cultural diversity, two characteristics that set it apart from other Minnesota communities.</p>
<p>On a scale where 5 equals "Excellent" and 1 equals "Poor," Pelican Rapids earned an average score of 3.67 as a place to live, slightly lower than previous BR&E communities. In addition, several comments recognized a need for greater community engagement.</p>	<p>4.3 Market Pelican Rapids to itself</p> <p>Rather than trying to sell Pelican Rapids to outsiders, the community leaders in Pelican Rapids might instead try selling Pelican Rapids to itself. An idea to do this might be publishing an article each week in the newspaper, radio, or on social media that summarizes the stories of multiple locals, how they came to be in Pelican Rapids, and what they enjoy about the community. By helping community members get to know one another better, Pelican Rapids can achieve a higher level of community pride and overall respect. This strategy was implemented by Willmar, MN in 2009.³⁴ Another example of this idea is "Humans of New York",³⁵ a popular site on Facebook, with more than 17 million followers.</p>
<p>When asked about their opinion on current Group Advertising for retail in the community, business owners provided some negative feedback with 42% of respondents claiming that Group Advertising was at least somewhat poor in the community. In the open-comment section of the survey, several business owners pointed out that there is a good opportunity for group advertising and/or increased cooperation amongst business.</p>	<p>4.5 Organize a group advertising initiative</p> <p>The task force might try utilizing cooperative marketing among local businesses to create better alignment between local retail and service businesses. This could be achieved using social media or other methods of publicity.³⁶</p>

³³ See Chapter 7-26 for Live Wide Open – Lida Farm

³⁴ See Chapter 7-27 for Community Marketing Campaign Aims to Sell Willmar to Itself

³⁵ See Chapter 7-28 for Humans of New York

³⁶ See Chapter 7-29 for 5 Ways to Use Cooperative Marketing for Your Small Business

CHAPTER 4: ACTUAL SURVEY INTERVIEW RESULTS

PELICAN RAPIDS BUSINESS RETENTION AND EXPANSION (BR&E) STRATEGIES PROGRAM Interview Guide

For BR&E staff only:

Business ID: _____

Also record on pages 1 & 4 of
survey

BUSINESS NAME:

Address: _____

City _____ State _____ Zip Code _____

Phone _____ Website _____

PERSON INTERVIEWED: _____

Job title: _____

Date of visit: _____

Email _____

OTHER KEY OFFICIALS IN THIS ESTABLISHMENT:

Owner _____

Chief Exec. Officer _____

Plant Manager _____

Human Resources Officer _____

VOLUNTEER VISITORS:

Note to Visitation Coordinator: After placing the ID number on this cover sheet and on pages 1 and 4 of the survey, remove the cover sheet and file separately to ensure confidentiality of results.

BUSINESS RETENTION AND EXPANSION STRATEGIES (BR&E) PROGRAM

Background

We believe our existing businesses are our best prospects for future development. The purpose of this program is to see how we can help them succeed.

- I. This program is sponsored locally by the following organizations:
 - City of Pelican Rapids
 - West Central Initiative
 - Minnesota Department of Employment and Economic Development
 - University of Minnesota Extension
- II. Technical and applied research assistance for this program is provided by the University of Minnesota Extension.
- III. Business, government, and educational leaders have agreed to help us work with our local businesses on this program.
- IV. The BR&E program is a cooperative effort involving volunteers drawn from other businesses, local government, and educational institutions.
- V. The objectives of the program are:
 1. To demonstrate support for local businesses
 2. To help solve immediate business concerns.
 3. To increase local businesses' ability to compete in the global economy
 4. To establish and implement a strategic plan for economic development.
 5. To build community capacity to sustain growth and development.
- VI. Confidentiality - Your individual answers to this survey are confidential and will not be released except as required by law. Your response will be summarized with those of others to produce an overall result in percentages or averages. **If we find an issue in your survey response in which a certain individual or individuals may be able to respond to your concern in a beneficial way, you will be asked at the end of the survey whether you authorize us to release your survey information to them.** In communities that share their visit results with the Grow Minnesota! database, the same confidentiality rules apply.
- VII. The "Skip It Rule" - If there is a question that you feel might be best to skip, we will do that; just let us know. There is no need to explain your reasons.
- VIII. Copy of Summary Report - Copies of the summary will be provided to all businesses that participate in this survey.

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For BR&E staff only:
 Business ID: _____

**PELICAN RAPIDS BUSINESS RETENTION AND EXPANSION (BR&E)
 STRATEGIES PROGRAM
 Interview Guide**

Final Data Tabulation, August 24, 2016

Unless noted, all percentages indicate the percent of the total respondents (N=45), not the percent of those answering the question

Community or township: _____ **Date:** _____

1a. Is all the information on the cover sheet complete and correct? (Circle ONE answer)

91% Yes 0% No → **1b. If No, make the necessary corrections.**

2a. Did your business begin its operation in this community? (Circle ONE answer)

73% Yes 16% No → **2b. If No, where did you move from and when?**

	<u>Community</u>	<u>State</u>	<u>Year</u>
	_____	_____	_____

→ **2c. If Yes, what year? Average = 1980**

3. What type of facility is this? (Circle all that apply)

- 13% Branch
- 0% Distribution
- 7% Headquarters
- 7% Home-based business
- 9% Manufacturing
- 4% Office-operation (non HQ)
- 2% Research & Development
- 18% Retail Sales Office
- 60% Other

4a. Is your business locally owned? (Circle ONE answer)

89% Yes 9% No → **4b. If No, where is your corporate headquarters located? (Please identify city, state, & country) _____**

5a. Do you have multiple locations? (Circle ONE answer)

36% Yes 62% No
 → **5b. If Yes, where are they located? _____**

6. Which of the following North American Industry Classification System (NAICS) categories best describes your business? (Circle ONE answer)

0%	Administration/Support/Waste Management/Remediation Services	7%	Manufacturing
2%	Agriculture/Forestry/Fishing/Hunting	0%	Mining, Quarrying, and Oil and Gas Extraction
2%	Accommodation/Food Services	9%	Other Services
4%	Arts/Entertainment/Recreation	13%	Professional/Scientific/Technical Services
0%	Construction	0%	Public Administration
2%	Educational Services	4%	Real Estate/Rental and Leasing
16%	Finance/Insurance	24%	Retail Trade
11%	Health Care Services/Social Assistance	2%	Transportation and Warehousing
2%	Information	2%	Utilities
0%	Management of Companies & Enterprises	0%	Wholesale Trade

Your product / service

7. We are interested in learning about your primary products and services.

a. Name the major products or services offered by this establishment	b. What percentage of your total sales comes from each? (Total should equal 100%)	c. Are sales of this product or service? (Circle ONE answer)
(1) Data for local use only	%	(1)Increasing (2)Stable (3)Decreasing
(2)	%	(1)Increasing (2)Stable (3)Decreasing
(3)	%	(1)Increasing (2)Stable (3)Decreasing
(4) Other products or services (specify)	%	(1)Increasing (2)Stable (3)Decreasing
Check total (should equal 100%)	100 %	

8a. What is special or unique about your major products or services? (BR&E visitor: Please take detailed notes here.)

Data for local use only

8b. What are the one or two most important reasons that customers might choose your competitors over you?

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Labor Force

9. Please estimate how many workers (including yourself) are employed by you at this location? We'd like you to break this out between full-time and part-time for the two time periods shown.

	a. Full time	b. Part time (as defined by the business)	c. Seasonal (hired by the business)	d. Temp agency employees
Currently	21.1 average 3.7 TrimMean* (885 total)	3.5 average 2.3 TrimMean (142 total)	0.9 average 0.6 MeanTrim (36 total)	0.0 average 0.0 MeanTrim (0 total)
Three years ago	20.3 average 3.5 TrimMean (831 total)	3.2 average 1.9 MeanTrim (127 total)	0.7 average 0.3 MeanTrim (25 total)	0.0 average 0.0 MeanTrim (0 total)

* TrimMean excludes the largest 10% and the smallest 10% from the calculation

10. If the number of employees changed from three years ago, please identify up to 3 reasons for the employment change. (Circle UP TO THREE reasons)

9%	Business did not exist 3 years ago
2%	Change in management
9%	Change in profits
0%	Change in subcontracting
4%	Changes in worker efficiency
0%	Corporate decisions/policies
4%	Entered new markets
9%	Expansion
4%	Government regulation
18%	Growth in demand
2%	Increased competition
0%	Lack of demand
4%	New products/services
0%	Renovation
2%	Technological changes
13%	Other – please specify _____
33%	Not applicable

11. What is the average hourly STARTING wage paid to employees in each category? (If you do not have employees in that category, write Not Applicable or NA)

		Average	Median
a)	Professional/Managerial (managers, accountants, HR professionals, etc.)	\$26.00	\$24.38
b)	Information Technology	\$30.00	\$30.00
c)	Engineers, Scientists and Technicians	\$26.02	\$24.50
d)	Arts, Design and other Creative Occupations	\$12.00	\$12.00
e)	Healthcare Related	\$44.63	\$44.63
f)	Office and Administrative (secretaries, office clerks, receptionists, etc.)	\$13.12	\$12.00
g)	Unskilled Workers (food prep., retail sales, housekeeping, etc.)	\$9.85	\$9.60
h)	Agricultural		
i)	Construction	\$18.00	\$18.00
j)	Repair and Skilled Maintenance (not janitorial)	\$18.45	\$15.00
k)	Unskilled Manufacturing (assembly, production helpers, etc.)	\$12.15	\$12.50
l)	Skilled Manufacturing (welders, machinists, etc.)	\$17.75	\$18.00
m)	Transportation	\$20.67	\$20.67

12. Does your company have problems recruiting employees in the following categories? (Circle ONE answer per line)

	Category	Yes	No	Unsure	Not Applicable
(a)	Professional/Managerial (managers, accountants, HR professionals etc.)	17.8%	17.8%	0.0%	26.7%
(b)	Information Technology	6.7%	8.9%	0.0%	46.7%
(c)	Engineers, Scientists and Technicians	8.9%	8.9%	0.0%	46.7%
(d)	Arts, Design and other Creative Occupations	4.4%	4.4%	2.2%	51.1%
(e)	Healthcare Related	6.7%	8.9%	0.0%	44.4%
(f)	Office and Administrative (secretaries, office clerks, receptionists, etc.)	15.6%	26.7%	0.0%	22.2%
(g)	Unskilled Service Workers (food prep, retail sales, housekeeping, etc.)	15.6%	17.8%	0.0%	35.6%
(h)	Agricultural	4.4%	8.9%	0.0%	46.7%
(i)	Construction	6.7%	6.7%	0.0%	48.9%
(j)	Repair and Skilled Maintenance (not janitorial)	13.3%	11.1%	0.0%	46.7%
(k)	Unskilled Manufacturing (assembly, production helpers, etc.)	6.7%	8.9%	0.0%	46.7%
(l)	Skilled Manufacturing (welders, machinists, etc.)	8.9%	6.7%	0.0%	46.7%
(m)	Transportation	6.7%	8.9%	0.0%	48.9%

13. If you answered "yes" for any category in question 12 above, identify up to 3 of the most important reasons for your recruiting problem. (Circle UP TO THREE.)

- 17.8% Competition for employees
- 0.0% High cost of training employees
- 6.7% High wage rates for labor
- 17.8% Inadequate labor skills
- 4.4% Lack of child care
- 8.9% Poor work attitudes
- 4.4% Workers cannot pass screening (drug, criminal record check, etc.) please specify
- 0.0% Workers lack documentation of legal work status
- 6.7% Workers will not commute into the area
- 8.9% Workers will not relocate into the area
- 11.1% Other

14. Please estimate the commute time for your employees.

(a)	Within a 15 minute drive one way	77.1%
(b)	16-30 minute drive one way	12.2%
(c)	31-60 minute drive one way	10.6%
(d)	61+ minute drive one way	0.0%
Check total (should equal 100%)		99.9%

15. What resources are you currently using to locate new employees? (Circle ALL that apply)

- 31% Ad in local community papers
- 2% Ad in metro / state-wide papers
- 7% Hire our own apprentices
- 0% Hire people who were initially temporary employees
- 9% Internet advertising on job boards (e.g. Craig's List, Indeed, Monster, etc.)
- 11% Internet advertising on our own website
- 18% Internet advertising through social media (e.g. Facebook, LinkedIn, etc.)
- 4% Job Fair
- 11% Minnesota Workforce Center
- 9% Placement office of four-year, community and / or technical colleges
- 0% Private search firm
- 9% Professional associations
- 9% Promote from within
- 29% Referrals from existing employees
- 4% Sign in the window
- 0% Temporary agency / staffing service business
- 0% Union
- 22% Walk-in
- 56% Word of mouth
- 16% Other _____
- 24% Not applicable

16a. Do you expect the number of employees you have in each of the following categories to increase, decrease or stay the same over the next three years? (Circle 1, 2 or 3 for each category)

b. If you expect a change, how many employees will be added or subtracted? (Indicate by how Many)

<u>Category</u>	<u>Increase</u>	<u>Stay Same</u>	<u>Decrease</u>	<u>How Many?</u>	<u>Average</u>
(a) Professional/Managerial (managers, accountants, HR professionals etc.)	11.1%	37.8%	0.0%	10.0	0.2
(b) Information Technology	2.2%	22.2%	0.0%	2.0	0.0
(c) Engineers, Scientists and Technicians	2.2%	28.9%	0.0%	0.0	0.0
(d) Arts, Design and other Creative Occupations	0.0%	22.2%	0.0%	0.0	0.0
(e) Healthcare Related	4.4%	26.7%	0.0%	101.0	2.2
(f) Office and Administrative (secretaries, office clerks, receptionists, etc.)	15.6%	31.1%	0.0%	16.0	0.4
(g) Unskilled Service Workers (food prep., retail sales, housekeeping, etc.)	6.7%	37.8%	0.0%	0.0	0.0
(h) Agricultural	0.0%	24.4%	0.0%	0.0	0.0
(i) Construction	0.0%	22.2%	0.0%	0.0	0.0
(j) Repair and Skilled Maintenance (not janitorial)	6.7%	26.7%	0.0%	3.0	0.1
(k) Unskilled Manufacturing (assembly, production helpers, etc.)	4.4%	24.4%	0.0%	2.0	0.0
(l) Skilled Manufacturing (welders, machinists, etc.)	2.2%	24.4%	0.0%	2.0	0.0
(m) Transportation	0.0%	24.4%	0.0%	0.0	0.0

17. Overall, how do you rate your employees with respect to their attitude toward work and their productivity? (Circle ONE answer per line)

Average			Poor	Below Average	Fair	Above Average	Excellent
4.39	(a)	Attitude toward work	0%	0%	4%	47%	40%
4.29	(b)	Productivity	0%	2%	7%	44%	38%

18. Employees and owners often need additional training.

(a) Do you need training for either workers or managers?

44% Yes 49% No

(b) If yes, circle the categories below and please estimate the number of employees

Average			Number of people needing this training
22%	(a)	General Skills	235
18%	(b)	Managerial Skills	159
16%	(c)	Sales and Marketing	11
13%	(d)	Computer Skills	283
22%	(e)	Other Skills (please list)	53

19. How do you currently train your employees? (Circle ALL that apply.)

0%	A government supported program (e.g. Minnesota Job Skills Partnership or similar program)
9%	Apprenticeships
7%	Contract with private vendors for online training
11%	Contract with private vendors for on-site training
2%	Contract with public vendors (technical colleges, etc.) for online training
0%	Contract with public vendors (technical colleges, etc.) for on-site training
0%	Do not provide any employee training
80%	In-house training (one-on-one by supervisor or co-worker, training department classes, etc.)
38%	Self-taught (manuals, videos, training materials)
29%	Send employees to training offsite
4%	Other (Please list) _____

Customers

20. We are interested in the location of your customers. Please estimate the percent of your gross sales coming from the following locations:

a. Local (within 25 miles)?	66.2%
b. Regional (26-100 miles)?	27.9%
c. Outside the region but in the United States?	5.4%
d. Outside of the U.S.?	0.5%
100% TOTAL	100%

21a. Is your business currently exporting internationally? (Circle ONE answer)

- 7% Yes, we export directly from our business
- 0% Yes, but we sell our product internationally through another company which exports it (ex: US parent company, etc.)
- 87% No

21b. What prevents you from exporting your product? (Circle ALL that apply.)

31%	Business designed to serve specific area
9%	Business is too small
0%	Concerns about receiving payment
0%	Costs / risks are too high
2%	Lack of knowledge of foreign countries/markets
0%	Lack of specific export knowledge
0%	Language barrier
0%	Never fully considered it before – but I would like to consider it
2%	Restrictive state and or federal regulations
0%	Starting plans to export
0%	Tough competition
16%	Other

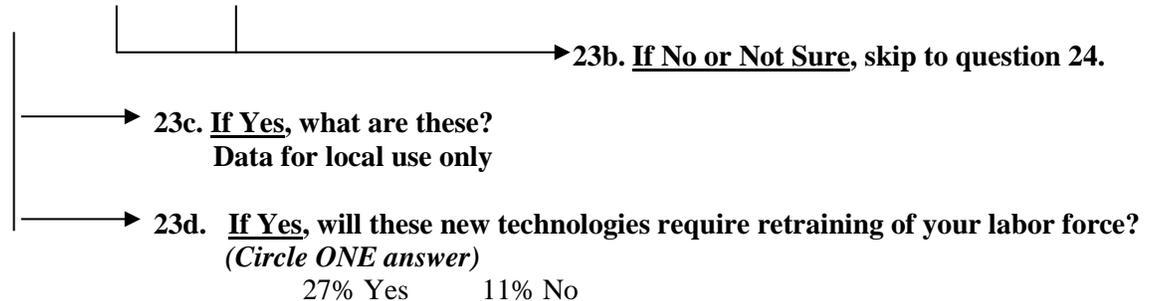
22. If you export now, or previously exported, please identify problems, if any, that you have exporting your product(s)? (Circle ALL that apply)

0%	Transportation of product
0%	Lack of export financing
0%	Restrictive state and/or federal regulations
0%	Inadequate knowledge of foreign countries/markets
2%	Other
2%	I do not have problems exporting my product(s)
67%	Not applicable

Changes

23. a. Are there any major technological innovations on the horizon in your industry that might affect your company? (Circle ONE answer)

Yes No Not Sure
 38% 42% 11%



24. Does this business have a written transition plan for ownership, leadership, or both?

31% Yes 69% No 0% Not applicable

25. Are there changes in your business plan for the next three years? (Circle ALL that apply)

53%	No change in operations
16%	Change in mix of goods/services
16%	Add or subtract product lines
13%	Change production technology or other technology
24%	Other

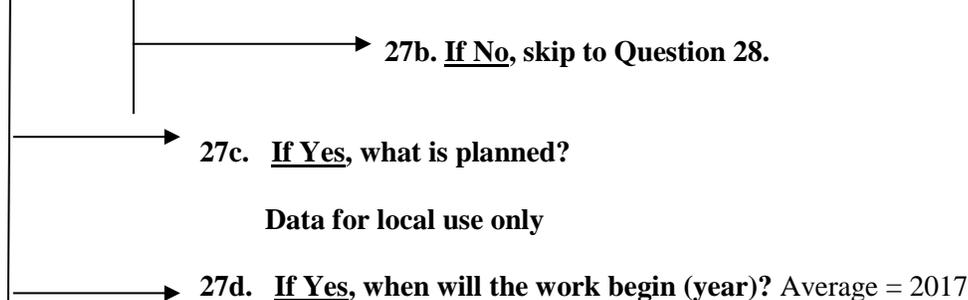
26. Do you have a written business plan?

42% Yes 56% No 0% Not applicable

27a. Do you have any plans to modernize or expand your present buildings(s) or equipment?

(Circle ONE answer)

Yes 53% No 42%



28. Which of the following resources would you like to know more about?
(8 surveys did not have the last 3 options)

11%	RETAP (Retiree Environmental Technical Assistance Program) – A free review of your facility by a retired engineer to help find potential energy savings.
9%	PACE (Property Assessed Clean Energy) – A new way to finance energy efficiency and renewable energy upgrades in your business.
18%	Utility rebates – learning about the energy efficiency (and occasionally renewable energy) rebates available from the local utility.
13%	Renewables – Getting more information about solar or other renewable energy technologies and funding.
18%	Otter Tail Power consultation and design services
7%	Lake Region Electric follow up and consultation
11%	Financing options

Future Location Decisions

29. Are you currently considering? (Circle ALL that apply)

7%	Downsizing
7%	Selling
0%	Merging with or acquiring another business
11%	Moving
4%	Closing
27%	Expanding – at this location
11%	Expanding – adding another location
7%	Other changes to business plan
38%	None of the above

30. If you said in Question 29 that you are considering downsizing, selling, moving or closing, what are the reasons? (Circle ALL that apply)

4%	Changing market conditions
2%	Overcrowded building
0%	No land for expansion
0%	Transportation problems
0%	Crime/vandalism
0%	Low work productivity
0%	Environmental concerns
2%	Rigid code enforcement (including ordinances and building codes)
4%	High local taxes
0%	High state taxes
2%	Lease expiration
0%	Poor telecommunications/internet
0%	Insufficient labor supply
11%	Retiring
2%	Another business opportunity
0%	Business incentives from other jurisdiction(s)
0%	Trying to sell business but unable to sell it
7%	Other (specify)

31. If moving or expanding at another location (Yes to Question 29d or 29g), where are you considering? (Circle ALL that apply)

22%	In same city as currently located
7%	Another city in this county (specify city)
0%	Another county in the state (specify county and city)
2%	Another state (specify city and state)
0%	Outside of the United States (specify city and country)
2%	Undecided

**32. If not expanding your business, what is the single biggest factor or issue preventing you?
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33a. Do you rent / lease or does this business own this facility? (Circle ONE answer)

27% Rent /Lease

71% Own

└───┬───> **33b. If Rent / Lease, when does the current rental agreement expire?**

34a. Does your company currently own or rent / lease sufficient property to allow for expansion if necessary? (Circle ONE answer)

Yes
58%

Maybe
9%

No
29%

└───┬───> **34b. If Maybe or No, what type of land, buildings, and space needs do you foresee?**

Community Factors

35. Question intentionally omitted.

36. Based on the following factors, please rate your satisfaction with your current location as a place for your company to do business. (8 of the surveys did not include C7)

Average		Very Dissatisfied 1	2	3	Very Satisfied 4	Don't know DK
	<u>A. Workforce</u>					
2.87	1) Availability of skilled labor	7%	16%	24%	20%	24%
3.17	2) Availability of unskilled labor	0%	13%	27%	24%	27%
3.16	3) Wage rates	0%	7%	44%	18%	13%
2.29	4) Employee health care cost	20%	7%	18%	9%	29%
3.57	5) Union presence	0%	0%	7%	9%	67%
	<u>B. Education and Training</u>					
3.36	1) K-12	4%	4%	33%	44%	4%
3.46	2) Higher education within a reasonable drive	2%	9%	18%	49%	7%
3.42	3) Technical training programs	0%	7%	27%	36%	16%
	<u>C. Transportation/Location</u>					
3.63	1) Highway accessibility	0%	4%	24%	62%	2%
2.96	2) Air service	7%	9%	18%	20%	31%
3.16	3) Proximity to major markets	2%	9%	36%	24%	16%
3.18	4) Proximity to raw materials	2%	7%	20%	20%	36%
3.14	5) Proximity to service suppliers	0%	11%	31%	20%	24%
2.33	6) Railroad service	11%	2%	7%	7%	56%
2.62	7) Transit & local transportation	11%	11%	9%	16%	29%
	<u>D. Land, Buildings, and Credit</u>					
2.63	1) Availability of land	9%	27%	27%	16%	9%
2.94	2) Cost of land	2%	18%	33%	18%	18%
2.47	3) Availability of buildings	7%	31%	27%	7%	16%
2.60	4) Cost of buildings	7%	20%	33%	7%	20%
3.10	5) Availability of loans	4%	9%	31%	24%	22%
3.00	6) Cost of loans	2%	16%	33%	20%	20%
	<u>E. Utilities</u>					
3.17	1) Energy cost (electric, natural gas)	0%	11%	56%	27%	0%
3.55	2) Energy reliability (electric, natural gas)	0%	4%	33%	56%	0%
2.70	3) Telecommunications & broadband reliability	11%	29%	24%	24%	4%
2.56	4) Telecommunications & broadband cost	11%	33%	24%	18%	7%
2.49	5) Broadband speed	16%	24%	36%	11%	7%

36. (continued) Based on the following factors, please rate your satisfaction with your current location as a place for your company to do business.

Average		Very Dissatisfied 1	2	3	Very Satisfied 4	Don't know DK
	<u>F. Local Business Support</u>					
3.10	1) Community attitude towards business	4%	20%	31%	38%	2%
2.63	2) Community promotion of itself and business	11%	38%	22%	24%	0%
2.66	3) Chamber of commerce	11%	27%	36%	18%	2%
2.47	4) Economic development authority	18%	18%	27%	13%	18%
2.17	5) Incentives for business investment in facilities, worker skills or more workers	22%	18%	16%	9%	31%
	<u>G. Quality of Life</u>					
3.74	1) Recreational opportunities	0%	4%	16%	76%	0%
3.07	2) Cultural opportunities	7%	13%	42%	33%	0%
3.05	3) Social organizations and networks	7%	16%	38%	33%	2%
1.89	4) Housing supply	33%	29%	7%	9%	18%
2.91	5) Housing costs	2%	18%	40%	16%	20%
3.19	6) Health care facilities	2%	13%	42%	36%	0%
2.00	7) Availability of child care	16%	13%	11%	2%	51%
	<u>H. Government and Regulation</u>					
3.86	1) Fire Department	0%	0%	13%	82%	2%
3.56	2) Police Department	2%	4%	27%	62%	2%
3.46	3) Sewer & Water	2%	7%	29%	53%	2%
3.21	4) Street Maintenance	0%	20%	33%	40%	0%
3.07	5) Environmental regulations	2%	13%	29%	22%	29%
2.77	6) Planning and zoning	11%	16%	31%	20%	20%
2.73	7) Code enforcement	9%	18%	31%	16%	24%
	<u>I. Local Government Financial Management</u>					
2.78	1) Property Taxes	9%	18%	47%	16%	7%
2.79	2) Other Local Taxes and fees	4%	22%	47%	13%	4%
2.82	3) Spending priorities	2%	18%	44%	9%	20%
2.85	4) Budget process & financial management	2%	16%	47%	9%	22%

37. Do you have any suggestions for improving the items above (in Question 36.) that you gave lower ratings to? If so, please give the item number and your suggestion for each item:

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38 a. Do the following community features related to tourism have a positive impact, no impact, or negative impact on your business? (Circle ONE answer for each item)

Average		Very Positive Impact		No Impact		Very Negative Impact
0.61	(a) Activities for children and teens	20%	22%	44%	2%	2%
0.88	(b) Amusement and recreation activities	31%	22%	38%	2%	0%
0.69	(c) Arts and cultural events	18%	33%	38%	4%	0%
0.70	(d) Community atmosphere	27%	33%	20%	11%	4%
0.40	(e) Community diversity	18%	24%	33%	13%	4%
1.05	(f) Festivals or events	33%	31%	29%	0%	0%
0.60	(g) Historic atmosphere (downtown, barns, etc.)	13%	36%	40%	2%	2%
0.62	(h) Information for tourists	16%	31%	42%	4%	0%
0.78	(i) Landscapes (downtown, farm, natural)	24%	29%	31%	7%	0%
0.24	(j) Lodging facilities	9%	22%	47%	13%	2%
0.07	(k) Meeting/conference facilities	9%	20%	42%	13%	9%
0.39	(l) Museums/historic sites	11%	20%	56%	2%	2%
1.12	(m) Natural environment	42%	20%	31%	0%	0%
1.47	(n) Outdoor recreation (including hunting/fishing)	60%	20%	16%	0%	0%
0.88	(o) Proximity to potential visitors	27%	31%	31%	0%	2%
1.31	(p) Seasonal tourism	51%	20%	22%	0%	0%
0.22	(q) Transportation access for potential visitors	13%	18%	42%	11%	7%

38b. Which of the features listed in Question 38a. do you feel should be the focus of a marketing image for this community? (Please list the LETTERS for UP TO THREE choices)

Note: if no number listed after the letter, then response=1; otherwise, response is the number shown

b (3), c, d (3), e (2), f, g (3), k, m, n (11), p (8), q	First choice
a, b (2), d (4), e, f (3), g (3), i (2), j (4), k, m (4), n (7), p (3)	Second choice
a, b (2), d (4), e (2), f (6), g, i (2), k, l, m (2), n (3), o, p (4), q	Third choice

38c. How does ethnic diversity in Pelican Rapids affect your business? (visitor, please use back of page if needed)

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39a. Please rate the following factors about retail in this community. (Circle ONE for each item)

Average		Poor 1	2	3	Excellent 4	Don't Know DK
2.62	a) Advertising	9%	24%	44%	9%	11%
2.58	b) Coordinated store hours	13%	16%	42%	9%	18%
3.26	c) Customer service	0%	11%	47%	36%	4%
2.68	d) Exterior atmosphere of the area ...	13%	24%	40%	20%	0%
3.39	e) Feeling of safety (e.g., lighting, security)	0%	9%	42%	47%	0%
2.53	f) Group advertising	11%	31%	29%	13%	13%
2.43	g) Hours - Evening	18%	24%	38%	9%	7%
2.54	h) Hours - Weekend	11%	33%	33%	13%	4%
2.75	i) Internet presence (i.e., can you find community retailers online?)	7%	18%	33%	13%	24%
3.50	j) Knowledge and friendliness of local personnel	0%	4%	38%	51%	2%
3.02	k) Merchandising by retailers	2%	20%	47%	27%	0%
0.00	l) Other (specify)	0%	0%	0%	0%	33%
2.12	m) Parking situation (e.g., number of spaces, location)	27%	36%	29%	4%	2%
3.05	n) Prices	0%	16%	58%	20%	4%
2.38	o) Public restrooms	18%	27%	27%	11%	13%
3.43	p) Quality of merchandise handled by merchants	0%	4%	44%	44%	4%
2.74	q) Special events or promotions in the shopping area	2%	31%	40%	13%	11%
2.75	r) Traffic flow / signage	4%	20%	69%	4%	0%
2.32	s) Variety of businesses	16%	38%	42%	2%	0%
2.02	t) Variety of places to eat	33%	31%	27%	4%	0%

39b. What three items from the above list are the most important to be improved (Identify UP TO THREE LETTERS from the above list)

Note: if no number listed after the letter, then response=1; otherwise, response is the number shown

b (2), d (2), e, f, g, i (2), m (8), o (2), q (2), r (2), s (8), t (11)	First choice
a (2), b (3), d (4), e, f (2), g (2), i, m (9), q, r (2), s (4), t (8)	Second choice
a (2), c, d (3), g (2), h (2), i, m (5), n, o (4), q (4), r (2), s (3), t (5)	Third choice

40. Considering all the factors in Question 39a., how would you rate the overall atmosphere in your local shopping area? (Circle ONE answer) Average =3.0

0% Poor 29% Below Average 44% Average 24% Above Average 2% Excellent

Summary Questions

41. What is your overall opinion of your community (i.e. where your business is) as a place to conduct business? (Circle ONE answer) Average =3.31

2% Poor 18% Below Average 38% Average 31% Above Average 11% Excellent

42. What is your overall opinion of your community (i.e. where your business is) as a place to live? (Circle ONE answer) Average =3.67

0% Poor 9% Below Average 31% Average 44% Above Average 16% Excellent

43. What state and local policies are of greatest significance to your company?

Data for local use only

44. We have covered many issues. Please help us set some priorities on how the BR&E Task Force can help your business or what we should work on to help all of our existing businesses grow and expand. Please give your additional comments. (BR&E visitor, please take notes on back of page, if need be).

Data for local use only

45a. Please rate your satisfaction with the civic groups in the community?

Average		Very Dissatisfied 1	2	3	Very Satisfied 4	Don't know DK
3.34	Community Nonprofits & Foundations (Welcome Place, Pelican Rapids Community Fund)	0%	11%	29%	38%	18%
3.32	Fraternal Organizations (Moose, Masons, Sons of Norway, etc.)	0%	9%	16%	29%	42%
3.32	Places of Worship (churches, temples, mosques, synagogues, etc.)	0%	2%	29%	62%	2%
3.30	Service Clubs (Kiwanis, Lions, Rotary, etc.)	0%	2%	33%	47%	13%
3.28	Veterans Groups (VFW, American Legion, etc.)	0%	7%	27%	51%	11%
3.29	Other (please list) _____	2%	0%	2%	7%	24%

45b. Comments about civic groups in the community? How are they meeting or not meeting the needs in the community?

Data for local use only

46. If we find an issue in your survey response in which a certain individual or individuals may be able to respond to your concern in a beneficial way, do you authorize us to release your survey information to them? (Circle ONE answer)

78% Yes **Your contact information will be shared with the resource person(s) to aid them in understanding your company and the concern. Please sign here to authorize release of your survey information to the appropriate, selected resources:**

18% No **We will provide you information about the resources available to assist you, and you will make the first contact with the resource. The resource person(s) will not have access to your survey.**

Thank you for participating in our Business Retention and Expansion Strategies Program. We appreciate the time you've given us and the contribution your business is making to our local economy.

We cannot promise to solve the concerns you mentioned, but we will promise to try. If we can help you in the future, please call: Don Solga, 218-863-6571

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CHAPTER 5: THE PEOPLE AND THE PROCESS

The purpose of this chapter is to provide an overview of the Pelican Rapids Business Retention and Expansion Strategies Program – the people and processes that made the project happen.

Overview of the Pelican Rapids BR&E Program

Economic development leaders and community volunteers have worked together since February of 2016 to make the Business Retention and Expansion Program happen in Pelican Rapids. Four sponsoring organizations contributed resources to the program. Here are the key activities and processes in that timeline. The Pelican Rapids Business Retention and Expansion (BR&E) Program is an on-going community effort. This section of the report details important milestones achieved thus far and details future plans of the program.

The Pelican Rapids BR&E Program has five objectives:

1. To demonstrate support for local businesses
2. To help solve immediate business concerns.
3. To increase local businesses' ability to compete in the global economy
4. To establish and implement a strategic plan for economic development.
5. To build community capacity to sustain growth and development.

Benchmarks of the BR&E Process in Pelican Rapids

Date(s)	Benchmark	Description of activity
February 2014- February 2016	Program Education	Several City staff and local leaders participated in the BR&E Getting Started with BR&E workshop offered by the U of M Extension in Fergus Falls in 2014. At the initiative of some city leaders, Ryan Pesch presented a public informational meeting in Pelican Rapids with about 40 in attendance in February, 2016. Most of the BR&E volunteers signed up to get involved at this meeting.
March through April 2016	Program Preparations	The Leadership Team met four times to make the decisions, assemble the task force, recruit volunteers, and lay the plans for the BR&E. An application was made to the University of Minnesota's BR&E Strategies Program and the application was accepted into the BR&E Strategies Program.
May 2016	Volunteer Training	Two volunteer visitor training sessions were held. The sessions oriented volunteer visitors to the BR&E process and trained them on interviewing businesses. Volunteers work in teams of two during business interviews. One person holds primary responsibility for asking the questions while the second person records the responses.
April through May 2016	Business Selection	The BRE leadership team reviewed and selected businesses based on knowledge of existing businesses. The team began with a full list of 223 businesses in the Pelican Rapids trade area based on Dun and Bradstreet and City of Pelican Rapids utility records. The Leadership Team prioritized 120 businesses, including all businesses within the boundaries of the City of Pelican Rapids and select businesses with a close tie to the city in the neighboring communities of Dunvilla or

		Erhard. All 120 businesses prioritized were mailed a copy of the interview guide with a cover letter inviting their participation.
June to August 2016	Business Visits	Volunteers visited 45 businesses. Two individuals conducted each business visit, effectively capturing the information shared by businesses during the visits. Copies of the completed surveys were mailed to the University of Minnesota Extension Cloquet Regional Office for tabulation by Lauren Sorgaard.
September 16, 2016	Warning Flag Review	Reviewing the surveys individually for follow-up opportunities is an important community opportunity in a BR&E program. This is probably the single most important activity that a BR&E initiative can do - responding appropriately and confidentially to businesses on issues such as business relocations, concerns with public service, needs for resources, etc. A team of eight Task Force members gathered and reviewed all 45 surveys and decided on a plan for direct follow up, lead by the business services coordinator.
August 22, 2016	Campus Research Review	While the Warning Flag Review identifies individual business concerns, the Campus Research Review meeting identifies overarching, universal themes in the survey results. Once these are identified, the Campus Research Review participants suggest ideas for projects the Task Force might undertake to address these themes. Participants typically include members of the Leadership Team, economic development professionals, such as representatives from the Minnesota Department of Employment and Economic Development (DEED), and University of Minnesota faculty. See roster of participants below.
August through September 2016	Research Report Development	Following the Campus Research Review meeting, University of Minnesota Extension prepares the research report. The goal of the research report is to detail the overarching themes identified by the Campus Research Review team and to suggest potential projects. Potential projects are ideas the Task Force might use to address the larger themes identified by the survey. The Research Report also summarizes the survey data, gives a history of the BR&E project, provides context on the local economy and demographics, and contains the raw survey data. The Pelican Rapids Leadership Team sent the surveys to the University of Minnesota Extension for tabulation and analysis. Lauren Sorgaard tabulated the surveys and prepared a summary of the data for the Campus Research Review meeting. This research report was then drafted by the UMD team based on input from the review panel and other ideas.
October 12, 2016	Task Force Retreat	At this retreat, the Pelican Rapids Task Force will be presented with the overall results of the survey, overarching

		strategies for addressing the universal issues identified, and potential projects for addressing these issues. The Task Force will then decide on the major projects to implement in order to maximize BR&E success in Pelican Rapids. The Task Force is free to recommend any of the projects listed in this report, to revise and then adopt any of the projects, or to develop its own project recommendations. Typically, a community will adopt three to five priority projects in the first phase of implementation.
--	--	--

Next Steps

Projected, -----, 2016	Implementation Resources Meeting(s)	As Pelican Rapids considers how to implement its priority projects, it needs to consider the resources and resource persons needed for successful implementation. Each BR&E project team should meet with these resource people to pose three questions: 1) Is your group doing any work similar to our proposed project that benefits businesses in our area? 2) If yes, what are you doing and to what degree are you reaching businesses in Pelican Rapids? and 3) Would you be willing to collaborate with us and/or how could our BR&E team help your program? The priority projects might be modified after this meeting to account for additional resources identified.
Projected, -----, 2016	Community Commencement Meeting	This is a meeting traditionally held to celebrate the accomplishments of the first two phases of a BR&E, the Research and Prioritize phases, and signal the beginning of Pelican Rapids BR&E Implementation phase. For the most impact, this should be a community-wide event. In particular, all of the Task Force members, volunteer business visitors, EDA members, local media, and visited businesses are invited. Other local government, business, and community leaders could be invited, as well as regional and state agency representatives and members of the community. A report summarizing the BR&E program and the priority projects selected for implementation will be prepared by University of Minnesota Extension.
Projected, -----, 2016	Implementation Meetings	It is customary to have quarterly task force meetings to continue the forward progress on the BR&E priority projects through time. For tips on implementation of BR&E strategies, see <i>Next Steps: Tips for Implementation</i>

Organizations and People Involved in the Pelican Rapids BR&E Program

Conducting a community-wide economic development engagement is a resource intensive and time consuming task. It's not done overnight and it's not done with 1-2 people. Instead, successful groups initiate the process, and then work throughout the process to increase the group size. In Business Retention and Expansion projects, there are important teams of people that are involved in making the project successful: **the Leadership Team, the Task Force, and the volunteer visitors.**

Program Sponsors

The Pelican Rapids BR&E Program is sponsored by the following organizations:

- City of Pelican Rapids
- West Central Initiative
- Minnesota Department of Employment and Economic Development
- University of Minnesota Extension

Leadership Team

This Leadership Team is organizing and planning the BR&E. They identified people to serve on the Task Force or as volunteer visitors, and made contact with those individuals, visiting businesses, responding to warning flags, and helping select and implement the priority projects that emerge from the priority-setting retreat.

Name	Affiliation	BR&E Coordinator Role
Brittney Dokken	Business Leader	Meeting Milestone Coordinator
Dawn Finn	Other Community Leader	Co-chair
CJ Holl	Elected Official	City Council - Media Coordinator
Dena Johnson	Business Leader	Co-chair
John Ohman	Business Leader	Business Resources Coordinator
Don Solga	Local Government - Appointed	Visitation Coordinator

BR&E Task Force

In addition to all of the Leadership Team, these additional individuals serve on the BR&E Task Force. These Task Force members have visited businesses, responded to warning flags and helped to select and implement the priority projects that emerge.

- David Delle
- Richard Gabe
- Tony Huseby
- Andrew Johnson

- Jim Johnson
- Harold Nelson
- Scott Richardson
- Andrew Sorum
- Greg Wagner
- Chris Walz

In addition to the Leadership Team and Task Force mentioned above, there are three other groups of people that are important to Pelican Rapids' success in its BR&E program. These are: 1) the volunteer visitors, 2) the businesses visited, and 3) the Campus Research Review team.

Volunteer Visitors

- | | |
|--------------------|------------------|
| • Adele Butenas | • Bridgette Holl |
| • Rudy Butenas | • Greta Johnson |
| • Brad DeWald | • Jon Karger |
| • Mark Dokken | • Mark Leslie |
| • Maggie Driscoll | • Brian Olson |
| • Brent E. Frazier | • Don Perrin |
| • Terry Gamble | • Paul Restad |
| • Barbara Garrity | • Mike Strand |
| • John Gorton | • Steve Strand |
| • David Gottenborg | • Deb Wanek |
| • Danielle Heaton | |

The following volunteers helped visit the participating businesses:

Businesses Visited as Part of the Pelican Rapids BR&E Program

The following 45 businesses graciously agreed to be interviewed as part of the BR&E visitation process. While survey responses are confidential, it is important to acknowledge the effort of participating businesses.

Assembly Engineering	Menu Masters, Inc.
Auto Connection	Mercantile on Mail
Azure Vision Care	Minnesota National Bank
Bell State Bank & Trust	Muddy Moose
Birchwood Golf Course	Park Region Oil Coop
Broadway Auto Repair	Pelican Dental
Brown Eyed Susans LLC	Pelican Drug
Century 21 Vista	Pelican Rapids Pool Hall LLC
Christianson Bus Service, Inc.	Pelican Rapids Press
Coldwell Banker Preferred Partners	Pete's Body Shop, Inc.
Country Villa Insurance	Rapid Marine Center
Crane Johnson Lumber	Rapids Brake & Alignment
Environmental Control Systems, Inc	RehabPLUS and Fitness
Farmers Elevator Company of Pelican Rapids	Riverview Place
Flat Irons	Roger's Repair/Pelican Transmisson
Gottenborg Chiropractic	State Farm
Heart O'Lakes Meats	Strand Hardware
Krekelberg Law Firm	VRii
Lake Area Docks & Lift	Weckwerth Animal Hospital
Lake Region Electric Cooperative	Weishairs Barbers & Styling
Lakes Country Insurance	West Central Turkeys
Larry's Supermarket	Woessner Insurance/New York Life
Larson Law Firm	

Campus Research Review Team

The Campus Research Review panel was comprised of University of Minnesota faculty and staff, Minnesota Department of Employment and Economic Development (DEED) specialists, other economic development professionals, and Pelican Rapids Leadership Team members. This group analyzed the survey data to identify both the SWOT (strengths, weaknesses, opportunities, and threats) as well as to ideate potential projects that address issues emerging from the SWOT analysis. A list of participants in the Campus Research Review follows.

Campus Research Review Attendees

Pelican Rapids BR&E Leadership Team (see Leadership Team on page 54 for their affiliations and leadership roles)

- Brent Frazier, Mayor
- C.J. Holl
- Dawn Finn
- Don Solga

Minnesota Department of Employment and Economic Development

- David Heyer, Business Development Specialist
- Chet Bodin, Regional Labor Market Analyst, Northwest Minnesota

Economic and Community Development Professionals

- Craig Nathan Director of Field Operations, Rural Minnesota CEP
- Kathi Schaff, Director of Grow Minnesota!

University of Minnesota

- Michael Darger, U.M. Extension BR&E Program Director
- Laura Kalambokidis, U.M. Department of Applied Economics
- Lee Munnich, U.M. Humphrey School
- Monica Haynes, UMD, Bureau of Business and Economic Research
- Gina Gensing, UMD, Bureau of Business and Economic Research
- Andrew Burke, UMD, Bureau of Business and Economic Research
- Xinyi Qian U.M. Tourism Specialist
- Ryan Pesch, U.M. Extension Educator

ASSISTANCE FROM THE UNIVERSITY OF MINNESOTA AND OTHER ORGANIZATIONS

The University of Minnesota Extension and the University of Minnesota Duluth Labovitz School of Business and Economics are providing Vadnais Heights BR&E Program with technical assistance as noted below:

Ryan Pesch, Extension Educator and BR&E Consultant to Pelican Rapids

Monica Haynes, Gina Gensing, Andrew Burke, and Travis Eisenbacher, BR&E Research Report

Authors, UMD Bureau of Business and Economic Research

Michael Darger, Extension BR&E Program Director

Lauren Sorgaard, data input and tabulation, Extension Cloquet Regional Office

Jodie Kaden and Ilyas Wehelie, report assembly and printing, Extension Center for Community



CHAPTER 6: PLANNING TOOLS, RESOURCES, & WORKSHEETS



BR&E Action Plan

STRATEGY:

PROJECT:

Instructions: Use this template to track the resources you need as you carry out your project. One Line Per resource

Resources requirements definition									
#	Task	Owner	Resource Need	Budget \$	Potential Donors/Grants	Actual Funder	How Much Funded YTD	Actual Expense	Comments
Totals:				\$0			\$0	\$0	

CHAPTER 7: APPENDICES

DEMOGRAPHICS

POPULATION BY RACE, 2014

The population in Pelican Rapids is more ethnically diverse than Minnesota and Otter Tail County overall, but has experienced some significant changes over time in the makeup in that diversity. In 2014, approximately three-fourths of the city residents reported their race as White alone, compared to 85 percent of residents statewide and 96 percent of Otter Tail County. While this still makes up a majority of the population, it is down by over 8 percent since 2000 (see Table 1). In addition to this downward trend, those identifying as American Indians and Some Other Race have also decreased by 50 percent or more. This amounts to approximately 65 residents. In contrast, the number of those identifying as every other minority race has increased approximately 372 residents, or 177 percent, led by an influx of nearly 300 Black or African American residents since 2000. Among all races, 21 percent of the population has a Hispanic or Latino origin, which amounts to approximately 478 residents.

Table 1. Race and Hispanic Origin, 2014

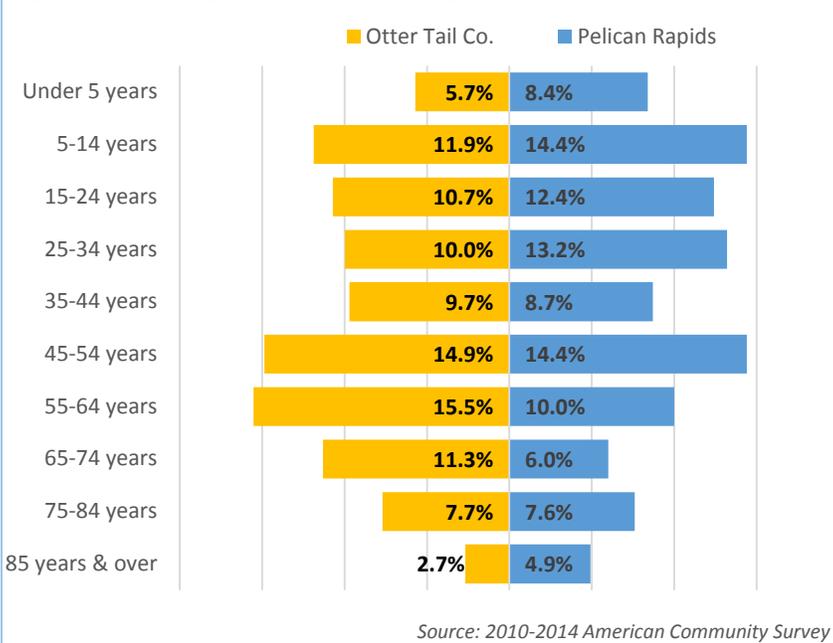
	Pelican Rapids			Otter Tail Co.			Minnesota	
	Number	Percent	2000-2014 % change	Number	Percent	2000-2014 % change	Percent	2000-2014 % change
Total	2,322	2,322	-2.2%	57,417	100.0%	0.5%	100.0%	9.4%
White	1,710	73.6%	-8.2%	55,104	96.0%	-0.7%	85.2%	4.2%
Black or African American	306	13.2%	1700.0%	625	1.1%	283.4%	5.4%	69.2%
American Indian & Alaska Native	10	0.4%	-54.5%	231	0.4%	-20.6%	1.0%	2.8%
Asian & Other Pac. Islander	119	5.1%	38.4%	329	0.6%	18.3%	4.3%	61.8%
Some Other Race	82	3.5%	-72.9%	384	0.7%	-19.8%	1.5%	19.8%
Two or More Races	95	4.1%	13.1%	744	1.3%	67.9%	2.6%	68.0%
Hispanic or Latino origin	479	20.6%	3.0%	1,643	2.9%	71.7%	4.9%	84.3%

Source: 2010-2014 American Community Survey, U.S. Census Bureau

POPULATION BY AGE GROUP, 2000-2014

The population of Pelican Rapids is significantly younger than Otter Tail County and EDR 4 – West Central. In a comparison of population makeup, the percent of Pelican Rapids population under 35 years old was more than 10.1 percent greater than Otter Tail County as a whole. Approximately one third of the population are in their prime working age (16 to 44 years), and the percent of the population approaching retirement (45 to 64 years) is six percent lower than in Otter Tail county altogether. In addition, nearly a quarter of the population is under the age of fifteen, which could give the labor force a nice boost in the next decade.

Figure 1. Percentage of Population by Age Group, 2014



LABOR FORCE

EMPLOYMENT CHARACTERISTICS, 2014

Despite having a high percentage of its population in their ‘prime working years’, only 60.5% of the population aged 16 years and over in Pelican Rapids participated in the labor force in 2014. This was nearly ten percent less than the statewide participation rate (70.1 percent) and even lower than Otter Tail County (62.5 percent), which includes a great deal of rural territory. However, there is a stark difference in the labor force participation rates between different age groups in Pelican Rapids and how they compare to county rates. (see Table 4). Most age groups had higher labor force participation rates than the county, particularly in age groups between 45 and 74 years of age. However, those 25 to 44 – an age group that typically has among the highest levels of labor force participation in Minnesota- is noticeably lower in Pelican Rapids. One out of four Pelican Rapids residents in this age group are not working or looking for work. Also concerning is eleven percent of those in this demographic who are looking for work cannot find it, or are unemployed.

Interestingly, Pelican Rapids had relatively high labor force participation rates for all minority groups. Blacks, Asians and Hispanics had lower unemployment rates than the state. Still, unemployment rates were highest for Blacks, Hispanics and those with lower educational attainment.

Table 2. Labor Force Characteristics, 2014

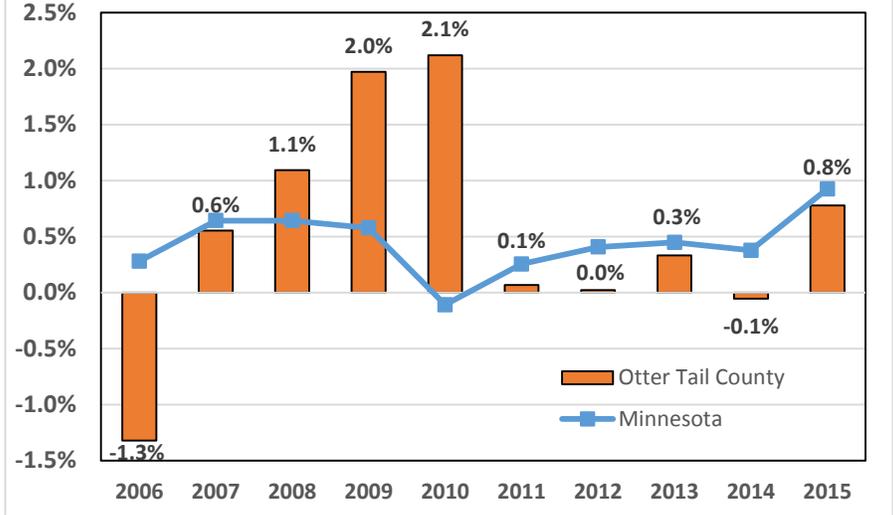
	Pelican Rapids			Otter Tail Co.			Minnesota	
	Labor Force	LF Rate	UE Rate	Labor Force	LF Rate	UE Rate	LF Rate	UE Rate
Total Labor Force	1,730	60.5%	5.5%	29,148	62.5%	5.2%	70.1%	6.5%
16 to 19 years	82	26.8%	0.0%	1,558	56.9%	11.4%	51.1%	18.7%
20 to 24 years	145	100.0%	6.9%	2,191	80.6%	5.6%	81.8%	10.2%
25 to 44 years	508	75.0%	11.0%	9,896	87.6%	3.9%	88.1%	5.8%
45 to 54 years	335	86.0%	n/a	7,476	87.6%	5.5%	87.3%	5.0%
55 to 64 years	231	69.3%	3.8%	6,083	68.3%	5.5%	71.8%	4.9%
65 to 74 years	140	32.9%	n/a	1,649	25.4%	4.4%	26.6%	4.1%
75 years & over	289	1.7%	n/a	315	5.3%	1.9%	5.9%	3.5%
Characteristics by Race & Hispanic Origin								
White alone	1,379	58.2%	1.6%	28,254	62.5%	4.7%	70.2%	5.6%
Black or African American	138	70.3%	10.3%	195	56.9%	17.4%	68.0%	16.4%
American Indian & Alaska Native	10	90.0%	n/a	111	61.7%	59.5%	59.4%	17.4%
Asian or Other Pac. Islanders	71	66.2%	n/a	154	64.8%	7.2%	70.6%	7.2%
Some Other Race	70	71.4%	n/a	205	77.1%	9.3%	76.2%	11.0%
Two or More Races	62	66.1%	85.4%	242	60.2%	21.5%	69.5%	13.2%
Hispanic or Latino	298	75.5%	15.6%	797	77.7%	10.4%	75.0%	10.1%
Characteristics by Veteran Status								
Veterans, 18 to 64 years	51	70.6%	0.0%	1,696	72.8%	10.0%	77.7%	6.9%
Characteristics by Disability								
With Any Disability	91	58.2%	0.0%	1,775	53.2%	16.3%	51.0%	14.0%
Characteristics by Educational Attainment								
Population, 25 to 64 years	1,074	77.2%	5.8%	23,449	81.6%	4.8%	84.0%	5.4%
Less than H.S. Diploma	325	66.5%	n/a	1,149	66.5%	7.7%	65.8%	13.1%
H.S. Diploma or Equivalent	305	89.8%	14.2%	6,280	78.7%	6.7%	79.1%	7.3%
Some College or AA Degree	305	72.5%	n/a	9,922	83.2%	4.4%	85.3%	5.6%
Bachelor's Degree or Higher	139	84.9%	7.6%	6,109	86.0%	3.1%	89.2%	3.1%

Source: 2010-2014 American Community Survey, U.S. Census Bureau

LABOR FORCE TRENDS

After significant growth during the recession, the labor force additions to Otter Tail county have slowed in recent years, and even contracted in 2014 (see Figure 2). Given the older population makeup of the county (see Figure 1) this trend is projected to continue and result in a 4.4 percent decrease in the county-wide workforce from 2015-2025. As such, the projected workforce shortage could draw the relatively younger population in Pelican Rapids to other locations for work.

Figure 2. Annual Labor Force Growth

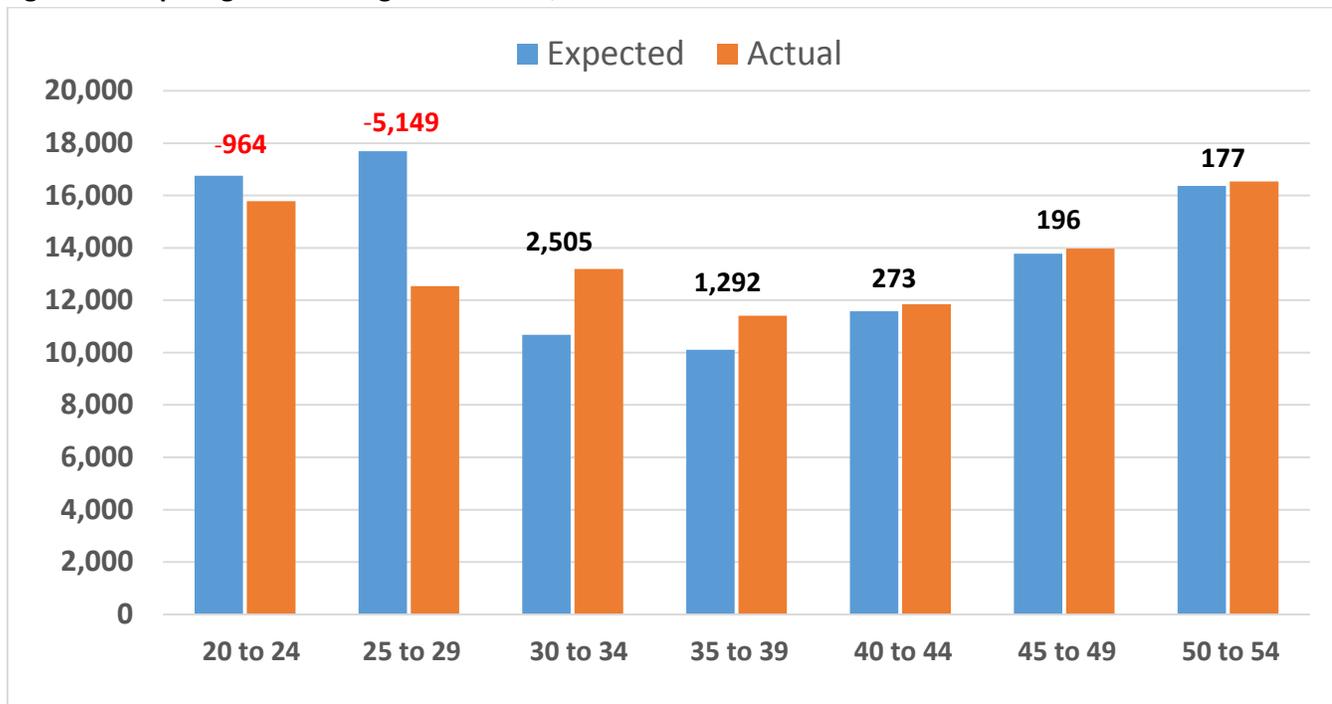


Source: MN State Demographer, 2016

MIGRATION PATTERNS

Like most areas that are heavily rural, West Central MN (Becker, Clay, Douglas, Grant, Otter Tail, Pope, Stevens, Traverse and Wilkin Counties) sees many of its younger residents move away for post-secondary education or new experience. Using a simple cohort model we observe these changes by age group. Between 2009 and 2014, an estimated 6,113 residents 20 to 30 years of age left West Central, or nearly 18 percent of the population in those age groups. However, over 4,000 new residents over thirty years of age moved to the region, including nearly 3,800 between the ages of thirty to forty (see Figure 3). Between 2015 and 2025, Pelican Rapids may struggle to sustain its workforce as over 25 percent of its population is currently between the ages of 15 and 34 (see Figure 1). However, this could also be an attractive feature to those migrating to West Central MN, and one that helps the city stand out in the region.

Figure 3. Simple Age Cohort Migration Model, EDR 4- West Central 2010-2014



Source: 2005-2009, 2010-2014 American Community Survey, U.S. Census Bureau

ECONOMY

INDUSTRY EMPLOYMENT

In 2015, there were nearly 1,600 jobs in Pelican Rapids which paid over \$57 million in total wages. Conspicuously missing from employment data are manufacturing jobs, which are known to employ a high number of workers in Pelican Rapids. According to the American Community Survey, 347 residents of Pelican Rapids worked in Manufacturing in 2014. However, as opposed to the workforce data in Table 3, which refers to job location, ACS data captures resident information and many of the 870 Pelican Rapids residents who work in Manufacturing are likely employed elsewhere.

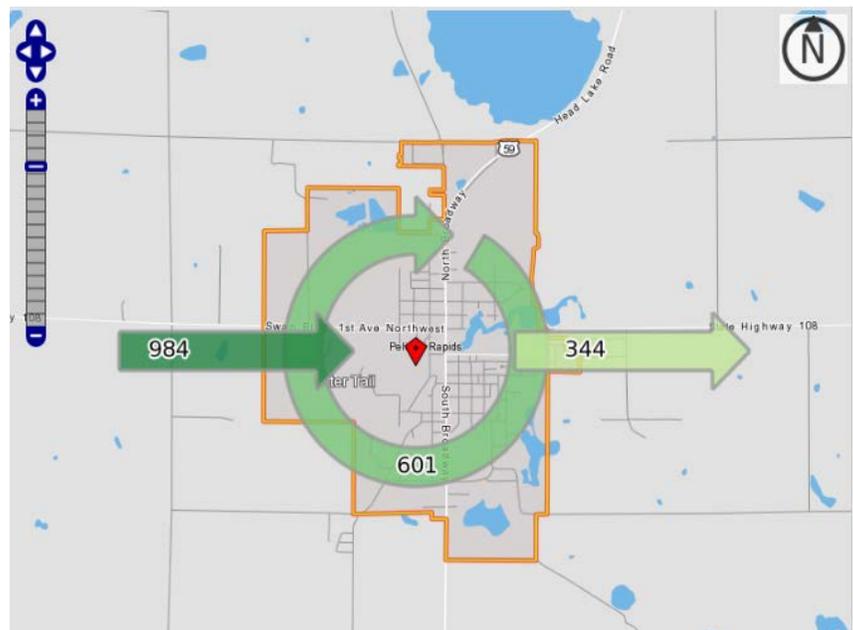
Table 3. 2015 Industry Employment Statistics, Pelican Rapids

Industry Title	2015 Annual Data				2011-2015		2014-2015	
	Number of Firms	Number of Jobs	Total Payroll (\$1,000s)	Avg. Annual Wage	Change in Jobs	Percent Change	Change in Jobs	Percent Change
Total, All Industries	96	1,596	\$57,613,834	\$36,099	-87	-5.2%	-13	-0.8%
Retail Trade	15	143	\$2,789,607	\$19,508	-14	-8.9%	-7	-4.7%
Transportation and Warehousing	6	50	\$1,394,821	\$27,896	-5	-9.1%	-1	-2.0%
Finance and Insurance	8	32	\$1,257,898	\$39,309	-3	-8.6%	-2	-5.9%
Real Estate and Rental and Leasing	5	13	\$330,362	\$25,412	3	30.0%	-1	-7.1%
Professional, Scientific, and Technical Services	6	22	\$507,555	\$23,071	22	n/a	-4	-15.4%
Educational Services	1	146	\$5,927,128	\$40,597	-23	-13.6%	-11	-7.0%
Health Care and Social Assistance	10	145	\$3,890,922	\$26,834	-34	-19.0%	0	0.0%
Public Administration	2	41	\$1,143,233	\$27,884	2	5.1%	2	5.1%

Source: 2011-2015 DEED QCEW Program

Figure 4. 2014 Commuter Patterns, Pelican Rapids MN

In fact, 344 Pelican Rapids Residents commute outside the city for work. However, 984 others travel to Pelican Rapids for work. While only an estimated 100 residents leave Pelican Rapids for 'good producing' work, almost 500 others travel to the city for similar 'good' producing' jobs, which are often associated with Manufacturing. (See Figure 4). In addition to the Pelican Rapids residents who stay and work in manufacturing or "goods producing" there are approximately 750 manufacturing jobs in the city.



Data Compiled by Chet Bodin
chet.bodin@state.mn.us / 218-825-2183

Source: 2014 On the Map Program, U.S. Census Bureau