2015 Community Assessment

Buffalo, North Dakota

Community Assessment of Buffalo, North Dakota (2015)

Prepared by students in the
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Community of
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Table of Contents

Table of Tables

Table of Maps

Table of Figures

Table of Photographs

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Buffalo Advisory Committee:
- Antoinette Babock
- Rev. Chris Brademeyer
- Carolyn Dostert
- Rodney Hogen
- Anita Hovland
- Jerry Killoran
- Jerry Melvin
- Randy Mundt
- Lois Smith
- Liane Stout
- Paul Tinjum

Executive Summary

- In fall 2015, the students in Dr. Gary Goreham's Community Assessment class (SOC 404/604) at North Dakota State University conducted an assessment of the community of Buffalo, North Dakota. Using the Community Capitals Framework, the students researched Buffalo to discover the different assets the town has so that the community can leverage these assets in order to further improve.
- The class used a mixed methods approach in order to research the city of Buffalo. To learn about Buffalo, the students conducted interviews with citizens, utilized Census Bureau and other secondary sources to gather numerical data and figures, took photographs of the community, and spoke with the Advisory Committee.
- Using the Community Capitals Framework, the students conducted the basis for each chapter:
  - Chapter One first defines the term "community" in order to narrow down the area of study.
  - Chapter Two further describes the research methods briefly mentioned above.
  - Chapter Three is the first chapter delving into a specific capital type, natural capital, which deals with the natural resources available in the community.
  - Chapter Four contains information about cultural capital, specifically the different cultural assets found in Buffalo.
  - Chapter Five describes human capital, looking at the strengths of the various people in the town, such as the large number of high school graduates found in Buffalo.
  - Chapter Six assesses social capital, or the ties that people and organizations have to others both in and out of the community.
  - Chapter Seven describes political capital, such as the power, voice, and inclusion in the town of Buffalo.
  - Chapter Eight discusses financial capital, or the monetary assets found in the community like the local bank.
  - Chapter Nine examines Buffalo's built capital, or the physical, man-made structures found in the city.
  - Chapter Ten discusses the local government, like how it is set up and the various groups that comprise Buffalo's leadership.
  - Chapter Eleven explores the Local Development Organizations (LDOs) found in the town of Buffalo, such as the Buffalo Historical Society.
  - Chapter Twelve lastly discusses ripple mapping in the community of Buffalo, examining how certain assets in the community impact other aspects.
- The research conducted to examine each of the seven types of capital uncovered interesting and sometimes unexpected information. Our class gained invaluable skills and knowledge regarding conducting a community assessment, and we hope the town of Buffalo, North Dakota also finds the information in this book as helpful and fascinating as we do.

Chapter One
Defining the Community

Photograph 1.1. Welcome to Buffalo, 2013 .
Source: Buffalo City Facebook Page, 2013

Authors: Rachel Ayres and Shea DeJong

Community based knowledge and resulting assessments can be used to refine the workbook for the issue of community development practice. Community asset assessment is a process for collecting and identifying information about a community, while supporting, and mobilizing existing community capitals and resources for the purpose of achieving shared goals. During a community-assessment, members of the community also identify the problems and obstacles that must be addressed to achieve a healthy community. Community members are involved in visual, intuitive, and non-linear processes of self-assessment and discovery. Assets-oriented approaches invite more creativity in assessment and planning than the collection and perusal of statistical data alone. (Sharpe, Greaney, Lee, and Royce, 2000).

In community planning processes, a group of people from the community often get together and begin discussing about change in terms of what needs to be changed, and how those changes will be made. The purpose of the current projects is to study that asset-based assessment of the Buffalo, ND community, identify the obstacles and prospects. The team will be using a mixed methods approach to study the different capitals in place in Buffalo.
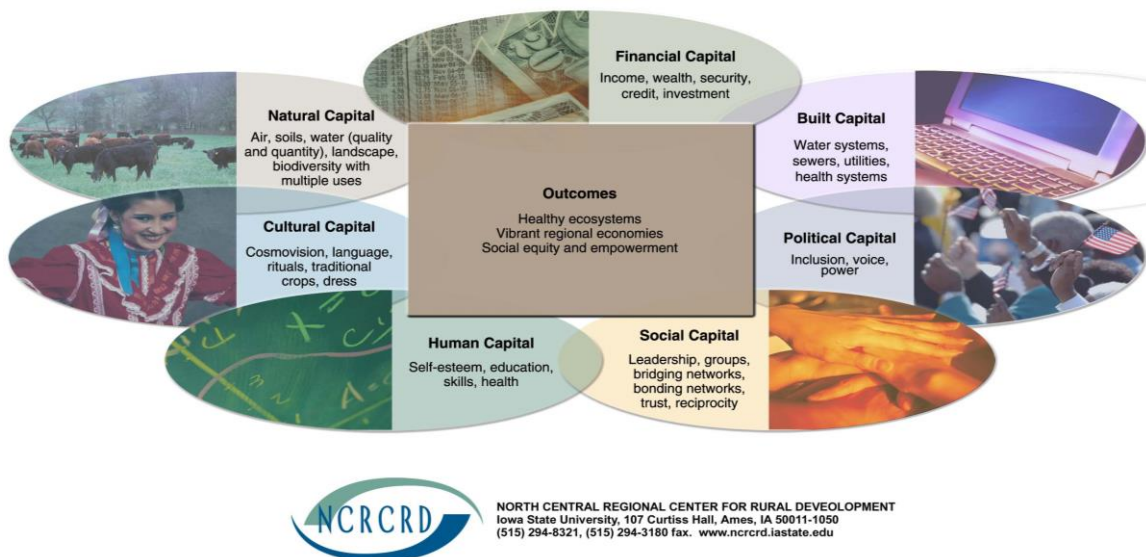
Figure 1.1. Community Capitals Framework.
Source: Flora & Flora, 2013

What is a Community?

There are several definitions for a community. A community can be defined by its legal boundaries. For instance the city limits of Buffalo (Map 1.1) reveal a set of lines which exclude several adjacent developed parcels of land. Communities could be defined by their social systems, for instance Buffalo lies in the Maple Valley school district (Map 1.2), which they share with the nearby towns of Fingal, Oriska, and Tower City. (Maple Valley School District, 2015) Or a community might be defined by the people involved. When local residents of Buffalo were asked, it was assumed that the community consists of the area and inhabitants within a 15 mi. radius of the actual city limits.
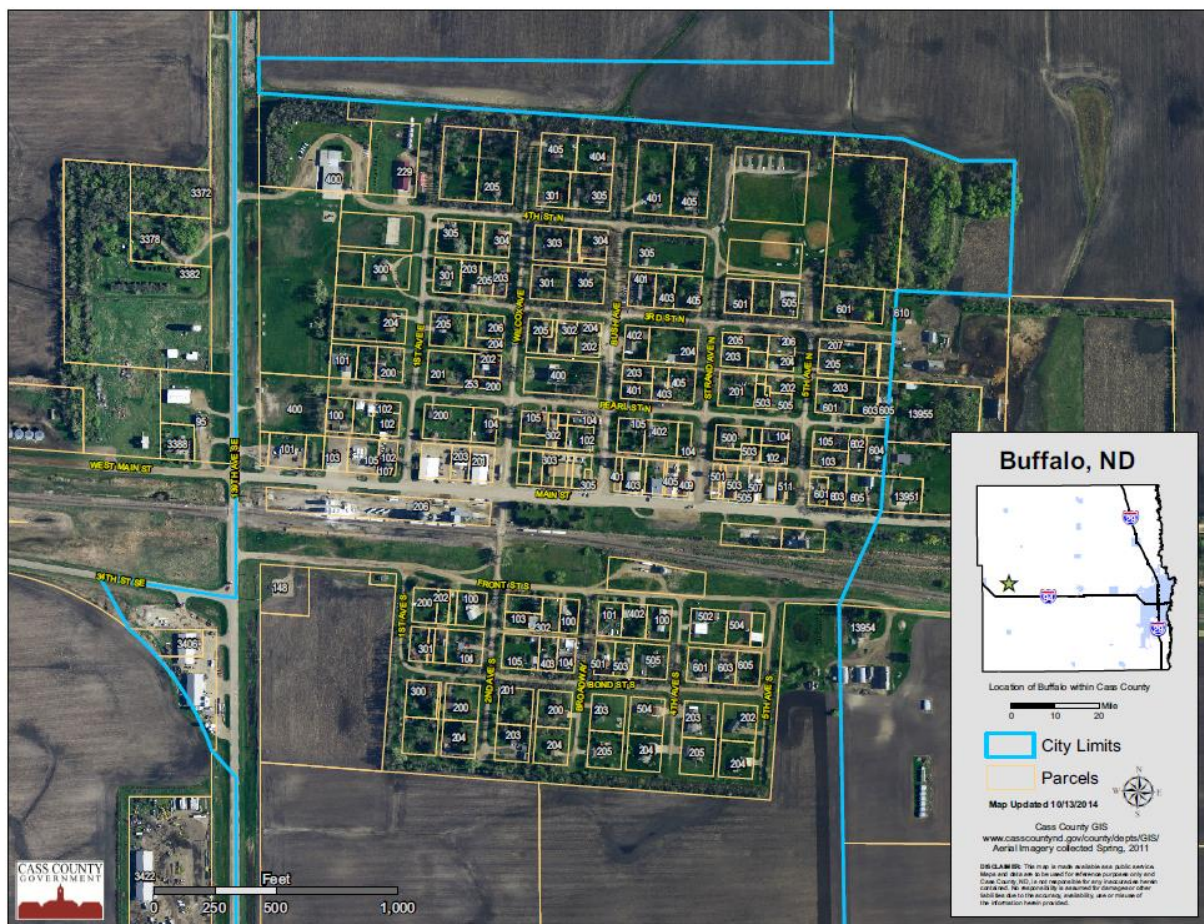
Map 1.1. City Limits Buffalo, ND, 2013.
Source: Cass County Government
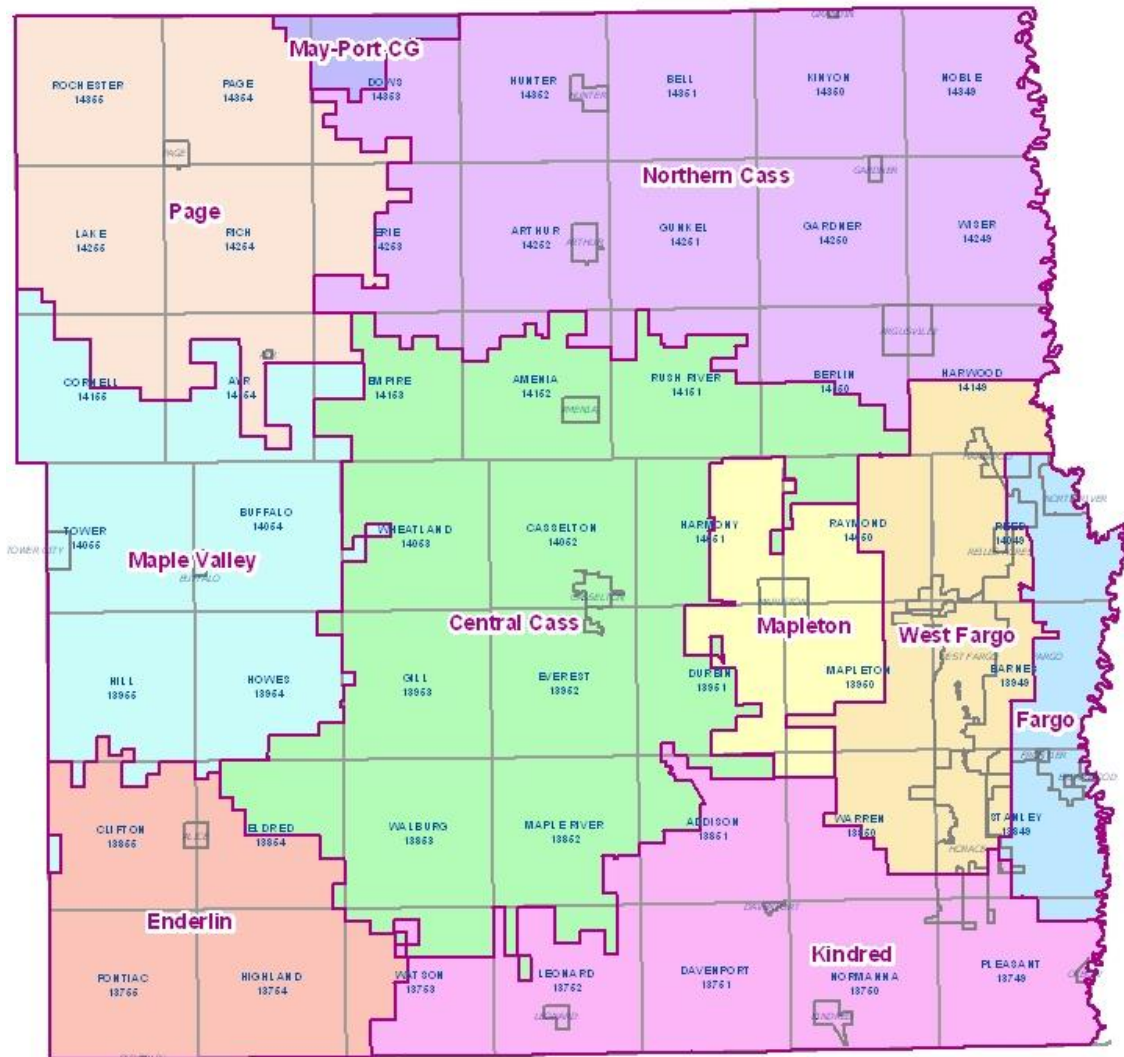
Map 1.2. Cass County Rural School Districts 2014.
Source: Cass County Government

Buffalo, ND

The town of Buffalo spans across 128 acres of North Dakota plains, which is smaller than most 18-hole golf courses. Buffalo is located within Cass County and along the eastern edge of North Dakota, Buffalo belongs to the 22nd legislative district. The rural town has several tourism hot spots, and all the amenities of a small city. It can be found just a few short miles off Interstate-94, sandwiched between Valley City (22 miles West) and Fargo (43 miles East). Home to 197 citizens and 15 historical properties, this community prides itself on its unique small town atmosphere.

Community Capitals Framework

Throughout this project we will examine the community of Buffalo by adhering to the Community Capitals Framework developed by Cornelia and Jan Flora (Figure 1.1). The CCF is a way of categorizing the physical structures and intangible programs that make up a community. By listing these assets out in groups, a picture emerges, revealing a rather interdependent, living system. "It is helpful to look at the different capitals in the community in terms of overlapping stocks and flows contributing to social inclusion, economic security, and ecosystem health." (Flora & Flora, 2013, p. 9)

Each Community Capital will have its own respective chapter. Chapter two will explain the mixed methods used over the course of the project, such as interviews, direct observation, and data collection. Chapter three will examine cultural capital. "Cultural Capital determines how one sees the world, what one takes for granted, what one values, and what things one thinks are possible to change." (Flora & Flora, 2013, p. 10-11) Chapter four covers natural capital. Chapter four will examine the natural resources that influence, and are influenced by a community. Chapter five is dedicated to human capital, and the characteristics enabling citizens to earn a living and contribute to society. Chapter six is on social capital. "Social capital involves mutual trust, reciprocity, groups, collective identity, working together, and a sense of a shared future." (Flora & Flora, 2013, p. 11) Chapter seven will go over political capital and the voice Buffalo residents have in government and decision making. Chapter eight explains financial capital. Financial capital includes saving, income generation, fees, loans and credit, gifts and philanthropy, taxes, and tax exemptions." (Flora & Flora, 2013, p. 11) Chapter nine is dedicated to built capital, or the physical structures that make up Buffalo. The local government will be the focus of chapter ten. Chapter eleven, the final chapter, is all about local development organizations and future plans or goals for the city. Each of these capitals help to describe a community's assets, and how they work together and form a living breathing system.

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Chapter Two
Methods

Photograph 2.1. Advisory Group, Buffalo, ND.
Source: Amanda Sullivan, 2015

Authors: Rachel Ayres and Soren Hjort

This chapter is dedicated to explaining how information was gathered and interpreted during this assessment. The mixed methods approach (Creswell-Clark, 2007) was used in order to get a well-rounded picture of the assets which make up the community of Buffalo, ND. The main sources of data used during this project include: direct observation, interviews, secondary data, documentary data, and photographic data. Data comes in two types: primary and secondary. Primary data is gathered first hand such as direct observation, interviews, and photographs. Secondary data comes from information already collected by other sources such as community bulletins, zoning committees, or the census bureau. Secondary data can include a number of documents, articles and surveys not conducted by this group. The specific grouping of research methods used will vary depending on the community capital being considered (Figure 2.1).

Direct Observation

Direct observations involve collecting data by directly walking or driving through a community and collecting information without altering the environment. This method is an excellent way to collect quick unbiased data from the community. Direct observation allows for very general data collection and serves as a good start for collecting more detailed data. On several occasions, small groups made independent trips from NDSU to Buffalo to engage in direct observation. There were also planned ventures for larger groups to meet with an advisory team of volunteers from the area. Students were able to write notes, take pictures, and get a first-hand impression of the town.

Interviews

Interviews are an important part of data collection allowing for personal opinions and information to be obtained from willing participants. Interviews can be conducted face-to-face allowing for an informal and friendly interview. Interviews may also be conducted over the phone and through email as well allowing for more flexible scheduling. Interviews might be formatted to obtain information about specific areas of interest, and to provide both quantitative information and qualitative data.

Secondary Data

Secondary Data, this is data collected prior to the current study, and is readily available from other sources. An example of secondary data can be a local newspaper or a census of the area. Secondary data allows for easy access to information gathering and allows for a more specific collection of primary data. The team utilized secondary data from the U.S. Census, North Dakota Department of Health, Department of Natural Resources, Buffalo's Strategic Development Plan, and many others.

Documentary Data

Documentary Data is data that has been recorded by the local government and other facets of the community. These can include budgets, city pamphlets, local newspapers, books and literature on the local area and other city documents.

Table 2.1 Primary and Secondary Research Data.

Data Sources	Primary	Secondary
Built Capital	• Photographs • Observation • Interviews	• Building Plans • Documents from Utilities Company
Financial Capital	• Interviews	• Census • Bank Records • Real Estate Listings
Natural Capital	• Photographs • Observation • Interviews	• Photographs from City Website • Dept. Nat. Resources • State Maps • Environmental Science Articles
Social Capital	• Interviews • Observation • Notes from Attending Group Meetings	• Organization Documents • Bulletin Board Flyers • City Hall Meeting Minutes
Human Capital	• Interviews • Observation • Photographs	• Census • Dept. of Health • Dept. of Education • Vaccine Records
Political Capital	• Interviews	• City Website • Surveys • Voter Registration
Cultural Capital	• Interviews • Photographs	• Census • City Historical Society • Family Trees

Data Analysis

Using the community capitals framework (CCF) as developed by Flora and Flora (2013) the team set out to gather and interpret data on the community of Buffalo, ND. By using multiple methods of collecting information we are able to put together a comprehensive representation of the assets that make up a community. Once the research is complete, data is organized in a way that relationships start to emerge. It is the duty of the team to triangulate the facts and paint an objective picture of the resources available in Buffalo. Only then can the team hope to provide insight to community members on how those resources might be leveraged for future growth.

Methodological Issues

Using a mixed methods approach helps to limit the number of potential problems in research. There are drawbacks associated with each method. For example interviews are most efficient when planned ahead, but it can be difficult to arrange schedules between college students and community leaders. Direct Observation is great for first-hand knowledge, but should be focused to avoid any potential bias. The mixed methods approach, and especially triangulation, aid researchers in sorting through information from a variety of sources.

Ethical Issues

Communities are made up of people first and foremost. There will always be ethical concerns when it comes to conducting human studies. The 1979 Belmont Report provides well recognized guidelines for the protection of those subject to research. Main topics outlined in the report include respect for persons, beneficence, and justice. To safeguard our research from any unethical methods no attempts were made to interview or photograph any vulnerable populations such as children. All individuals from the community that became involved in this project were informed of any possible benefits or harm. Before beginning this project, each member of the group received certification from the IRB (Institutional Review Board). The group also created a code of ethics to help guide practices from start to finish.

Community Assessment Code of Ethics

- Promote active participation and fair representation to enable all community members to voice their opinions.

- To deliver a comprehensive evaluation about the communities' various assets and capitals.

- Be open to all the opinions, thoughts, and experiences of the community.

- Be impartial to avoid discriminating against disadvantaged members.

- Provide valuable feedback that includes long term sustainability for the benefit of the community.

- Declare honest intentions and objectives of the project to build an ethical relationship with the community members.

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Chapter Three
Natural Capital

Photograph 3.1. Grapes on Vine, Buffalo, ND.
Source: Amanda Sullivan, 2015

Authors: Kayla Malvick, Skye O'Brien, Malena Mastel

What is Natural Capital?

Natural capital refers to a community's invested natural resources, including bodies of water, water quality, air quality, soil varieties, soil quality, biodiversity (i.e., plant and animal species), and weather/climate. The natural resources and capitals of an area are critical to a community since such resources have a major impact on survival and lifestyle. The goods and services that rely on natural resources are linked to the other forms of capital that contribute to ever-changing rural communities like Buffalo (Flora and Flora 2013). Buffalo, North Dakota uses its natural capitals to its advantage. For example, the types of soil and vegetation found in and around the town allow for the existence of farms, pastures, and forestry in the community (City-Data.org).
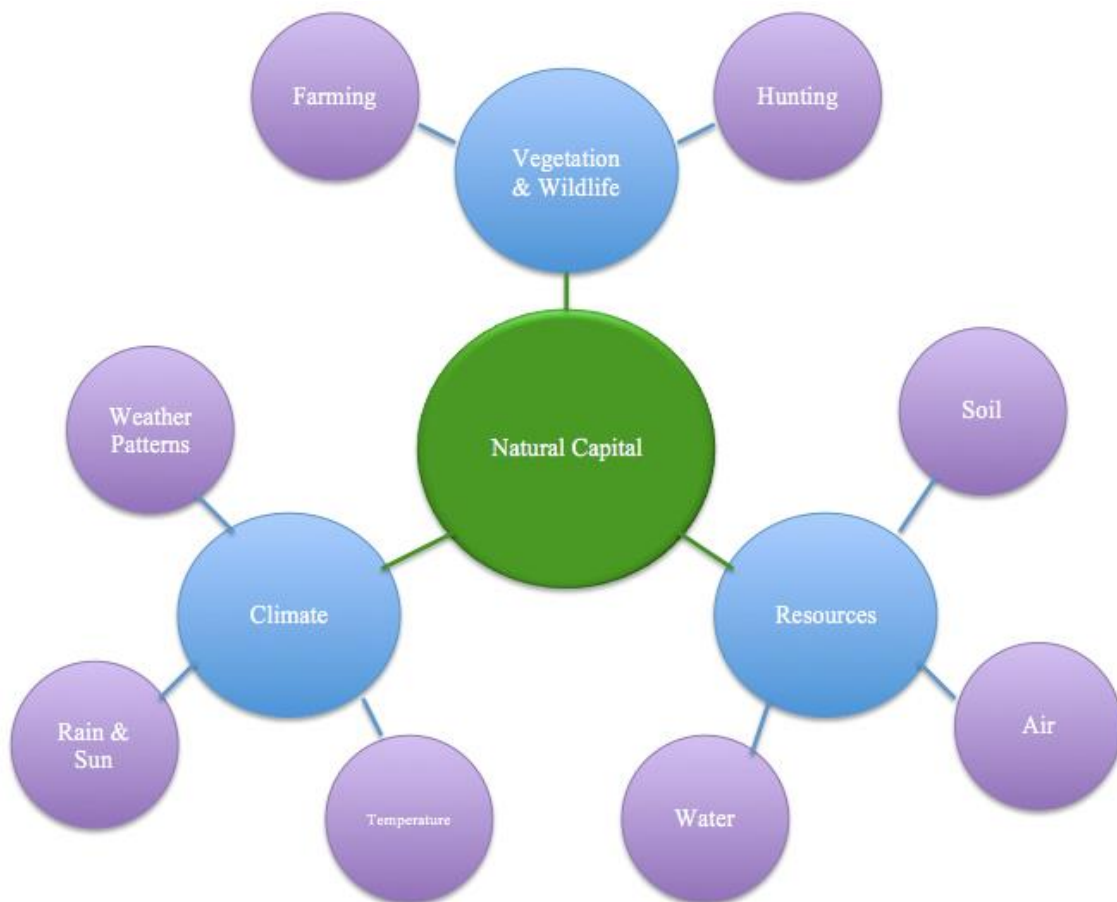
Figure 3.1. Natural Capital Asset Map.

Topography

Topography is an area's physical features, both natural and man-made, and includes aspects such as location and elevation (source). Buffalo is located in Cass County, North Dakota at 46°55′13″N, 97°33′03″W (United States Census Bureau 2010). Buffalo sits at an elevation of 1,204-1,209 feet (367-368 meters) above sea level, which is the highest elevation in the county. The predominant natural topographical feature in this area is flat, grassy fields, upon which farms, parks, and buildings have been built. Buffalo and its surrounding area's topography can be further viewed in Map 3.2 (City-Data.org 2015).

Map 3.1. Natural and Man-made Topography
Source: City-Data.org

Soil Types, Quality, and Landscape

Buffalo is largely an agricultural community. Therefore, the town depends heavily on it's soil. The soil map and its corresponding insert (Map 3.3 and Table 3.1), show 21 different soil varieties in the Buffalo area, but many belong to the same family of soil and are differentiated by loams, slopes, and complexes. A loam is a fertile soil of clay and sand containing humus. Slope refers to how level or steep the landscape/soil is. A complex refers to the presence of two or more soils in a given area. In Buffalo, the most common soil type is the Hamerly-Tonka complex, which covers 35.4 percent of the given area around Buffalo. This soil type is followed closely in amount by the Hamerly-Wyard loam, which comprises 25 percent of the area. Both of the major types of soil have a 0-3 percent slope, meaning that this land is relatively level. The soil quality of these loams and complexes is ideal for agriculture, although the natural drainage is fairly poor, so farmers must irrigate their fields to drain the soil (NRCS 2015).
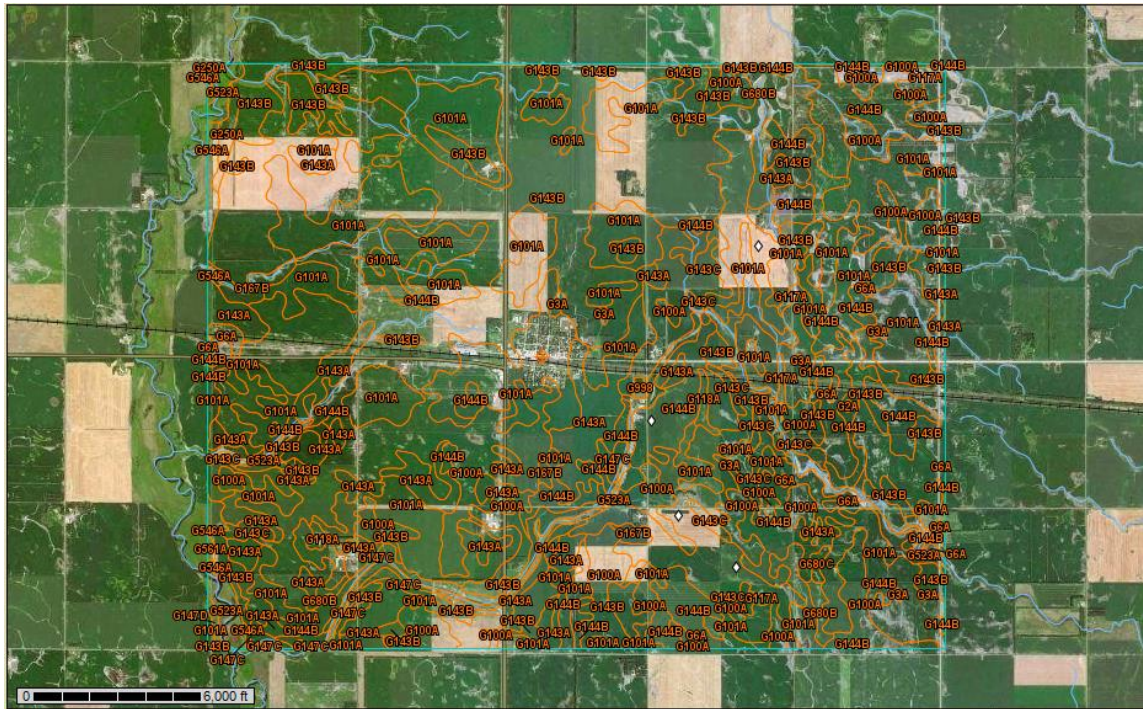
Map 3.2. Soil Map of Buffalo, ND. Source: NRCS.

Table 3.1. Soil Types and Percentages in Buffalo. Source: NRCS.

Map Unit Symbol	Map Unit Name	# Acres	% Land
G2A	Tonka silt loam, 0 to 1 percent slopes	2.6	0.0%
G3A	Parnell silty clay loam, 0 to 1 percent slopes	39.6	0.3%
G6A	Vallers loam, 0 to 1 percent slopes	120.2	0.9%
G100A	Hamerly-Tonka complex, 0 to 3 percent slopes	4,544.6	35.4%
G101A	Hamerly-Wyard loams, 0 to 3 percent slopes	3,204.1	25.0%
G117A	Hamerly loam, saline, 0 to 3 percent slopes	37.5	0.3%
G118A	Vallers loam, saline, 0 to 1 percent slopes	31.6	0.2%
G143A	Barnes-Svea loams, 0 to 3 percent slopes	845.8	6.6%
G143B	Barnes-Svea loams, 3 to 6 percent slopes	1,848.0	14.4%
G143C	Barnes-Buse-Langhei loams, 6 to 9 percent slopes	152.7	1.2%
G144B	Barnes-Buse loams, 3 to 6 percent slopes	1,310.7	10.2%
G147C	Buse-Barnes-Darnen loams, 3 to 9 percent slopes	218.5	1.7%
G147D	Buse-Barnes-Darnen loams, 6 to 15 percent slopes	9.8	0.1%
G167B	Balaton-Wyard loams, 0 to 6 percent slopes	70.3	0.5%
G250A	Divide loam, 0 to 2 percent slopes	34.7	0.3%
G276B	Renshaw-Sioux complex, 2 to 6 percent slopes	2.6	0.0%
G523A	Lowe-Fluvaquents, channeled complex, 0 to 2 percent slopes, frequently flooded	237.3	1.8%
G546A	Lowe loam, saline, 0 to 1 percent slopes, occasionally flooded	49.3	0.4%
G561A	La Prairie loam, 0 to 2 percent slopes, occasionally flooded	4.3	0.0%
G680B	Barnes-Sioux complex, 1 to 6 percent slopes	50.3	0.4%
G680C	Barnes-Sioux complex, 3 to 9 percent slopes	11.9	0.1%
G998	Water, miscellaneous	6.4	0.1%

Red Trail Vineyard

Buffalo's clay-based Hamerly-Wyard loam enables the growth of grapes (NRCS 2015). As a result, the town has a small vineyard called the Red Trail Vineyard (Image 3.2). In spring 2003, Red Trail Vineyard planted its first vines to produce grapes of two varieties, Swenson Red and King of the North, in order to create wine. Since the vineyard was formed, it has grown to span over 8 acres of land where 13 different types of grapes are grown. The vineyard has several fresh wines to choose from and often hosts wine-tasting events (Red Trail Vineyard 2015).

Photograph 3.2. Red Trail Vineyard.
Source: Gary Goreham, 2015.

Farming

Cass County's rich soil boasts the highest percentage of tillable land in the world, and much of this farmland is located in Buffalo's surrounding areas. The farms around Buffalo primarily grow corn, soybeans, dry beans, and a small variety of grapes in the local vineyard, though the crops change based on the demands of the global market. Historically, Buffalo's lands also provided pasturelands for ranches raising dairy cows and hogs (City-Data.org 2015).

Water Quality

The town of Buffalo, North Dakota purchases treated groundwater from Cass Rural Water Users, Inc. for its citizens to use. Cass Rural Water Users, Inc. obtains its water primarily from Purch groundwater, with the rest of the water coming from nearby lakes, rivers, and reservoirs (City-Data.org 2015; City of Buffalo 2014). All water, even treated water, contains a certain amount of contaminants, which range from harmless (e.g., byproducts of water disinfection processes) to very harmful or toxic (e.g., lead). The water used in Buffalo ranks in the 90th percentile of cleanliness regarding harmful contaminants like lead and copper. Additionally, the North Dakota Department of Health found no significant sources of contamination for Buffalo's water and determined that the source of Buffalo's water is not likely to be susceptible to future harmful contaminants (City of Buffalo 2014).

Air Quality

According to the National Weather Service (a branch of the National Oceanic and Atmospheric Association), air quality can be ranked on an pollution index from 0 (least polluted) to 500 (most polluted), and rated categorically from "good" to "hazardous" based on this numerical index (National Oceanic and Atmospheric Association [NOAA] 2015). Buffalo's air quality falls into the "good" category, meaning its air quality index falls in the value range of 0 to 50 (NOAA 2015). This means that the air quality in Buffalo is considered satisfactory and healthy for all groups of people, even those with sensitivities such as asthma, and that air pollution poses very little, if any, threat to the environment in the area (NOAA 2015).

Weather and Climate

Buffalo, North Dakota, is located in a humid continental climate zone. Humid continental climate zones are characterized by short, mild-to-warm summers and long, cold winters (NOAA 2015). Buffalo fits these patterns well; for example, in the month of July, the average high temperature is around 82 degrees Fahrenheit, while in the month of January, the average low is about -2 degrees (City-Data.org 2015). Humid continental climate zones also tend to have fairly consistent amounts of precipitation year-round (NOAA 2015). Buffalo's average rainfall, which occurs primarily between the start of April and the end of October, is approximately 23 inches, while Buffalo receives an average of 25 inches of snow during the winter months (November through March). Fortunately, Buffalo is not all snow and rain: the town sees more sun than clouds with an average of 196 sunny days per year (City-Data.org).

Table 3.2. Buffalo Weather Patterns.
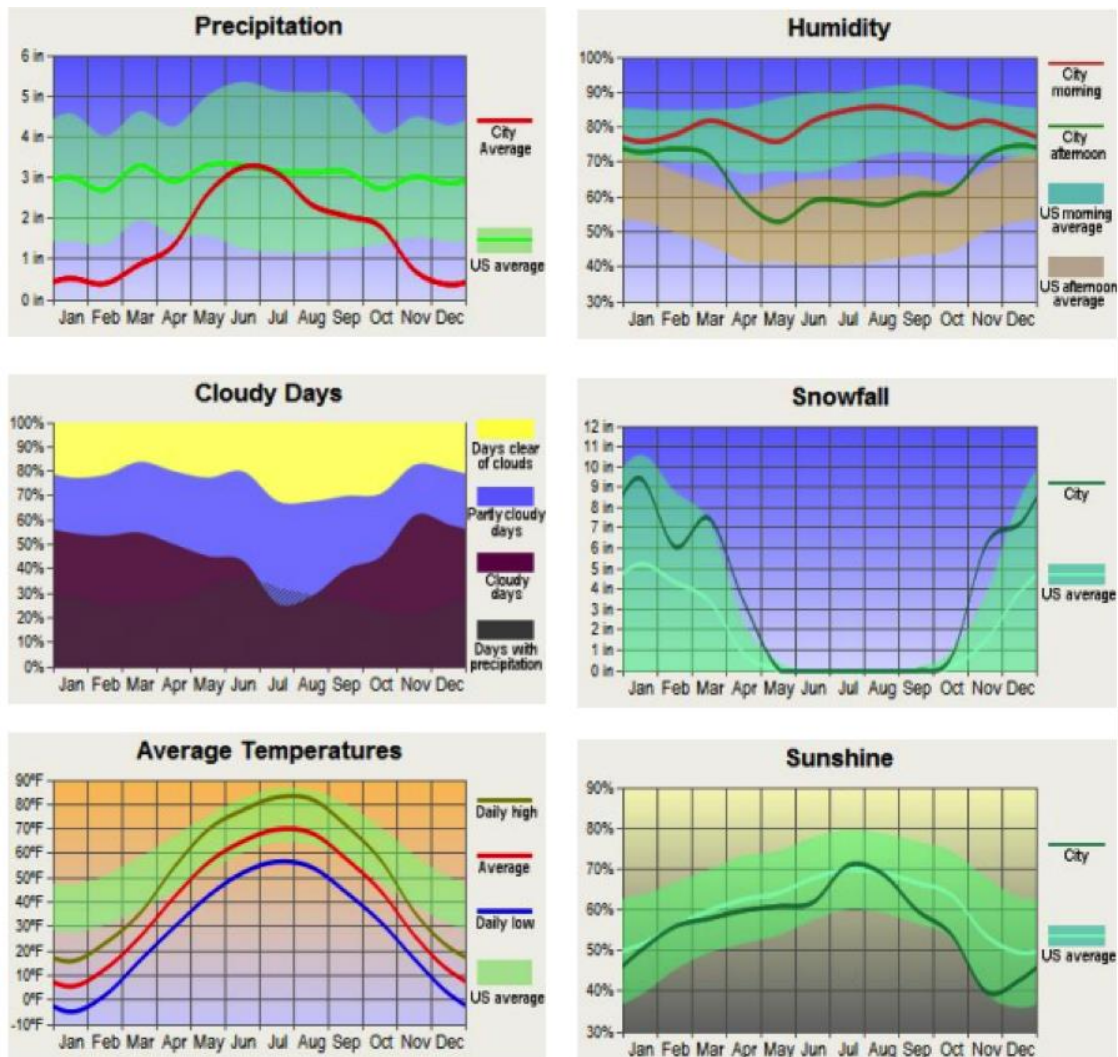
Source: City-Data.org

Vegetation and Wildlife

Buffalo is located in a temperate grassland vegetation zone. Temperate grassland vegetation is dominated by grasses, although flowers and some scattered trees are found throughout (Defenders of Wildlife [DOW] 2015). The vegetation in the area of Buffalo, North Dakota fits this description, as it is mostly considered a mixture of pasture and prairie, with a small hint of forestry.

Wildlife and vegetation are largely interdependent. In temperate grasslands, large mammals (e.g., deer) often prevent large trees or bushes from growing due to their grazing. These grasslands often have a low level of species diversity in their wildlife, but the species of wildlife the grasslands have are there in abundance. Wildlife supported by the local environment includes skunks, deer, gophers, squirrels, foxes, coyotes, owls, and many bird species (DOW 2015).

Section 17 Hunting Preserve

       The Section 17 Hunting Preserve is a feature of Buffalo, ND, made possible by the vegetation and wildlife located in the area (Image 3.3). The hunting preserve, owned by fellow hunter Paul Kasowski, is located just outside of the town. Every year since the preserve's founding in 2001, on the October hunting opener, tourists come to Buffalo to practice on the shooting range and hunt for the pheasants that Section 17 specializes in (City of Buffalo 2015).

Photograph 3.3. Section 17 Hunting Preserve.
Source: BuffaloND.com.

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Chapter Four
Cultural Capital

Photograph 4.1. American Flag, Buffalo, ND, 2015.
Source: Amanda Sullivan, 2015.

Authors: Lexi Stevens, Taylor Syvertson, Amanda Sullivan

Community History

       In the early 1870s, near the current site of Buffalo, Hans B. Strand settled his family. He is known as the town's first storekeeper and postmaster. Mary Strong Wilson could be called one of North Dakota's first community developers. In 1879, she stimulated settlement in the area by donating land she had inherited from her father, to anyone who would establish a business, school, or church. A little over a year later, New Buffalo, Dakota Territory was officially registered. The first business in town was opened by Nels Kringler, a blacksmith. When the Northern Pacific depot was erected in 1879, growth was even further increased, making the town accessible and allowing for movement and industry. Shops and businesses quickly grew, yet the sustainability of the farming community relied mostly on the elevators; Northern Pacific Elevator and A.J. Sawyer Elevator were two of the first. Over the last 135 years, cultural changes and migration toward urban areas has altered the landscape of Buffalo. By respecting and studying the cultural history present in Buffalo, community leaders are better able to envision a positive future (State Historical Society of North Dakota, 2003).
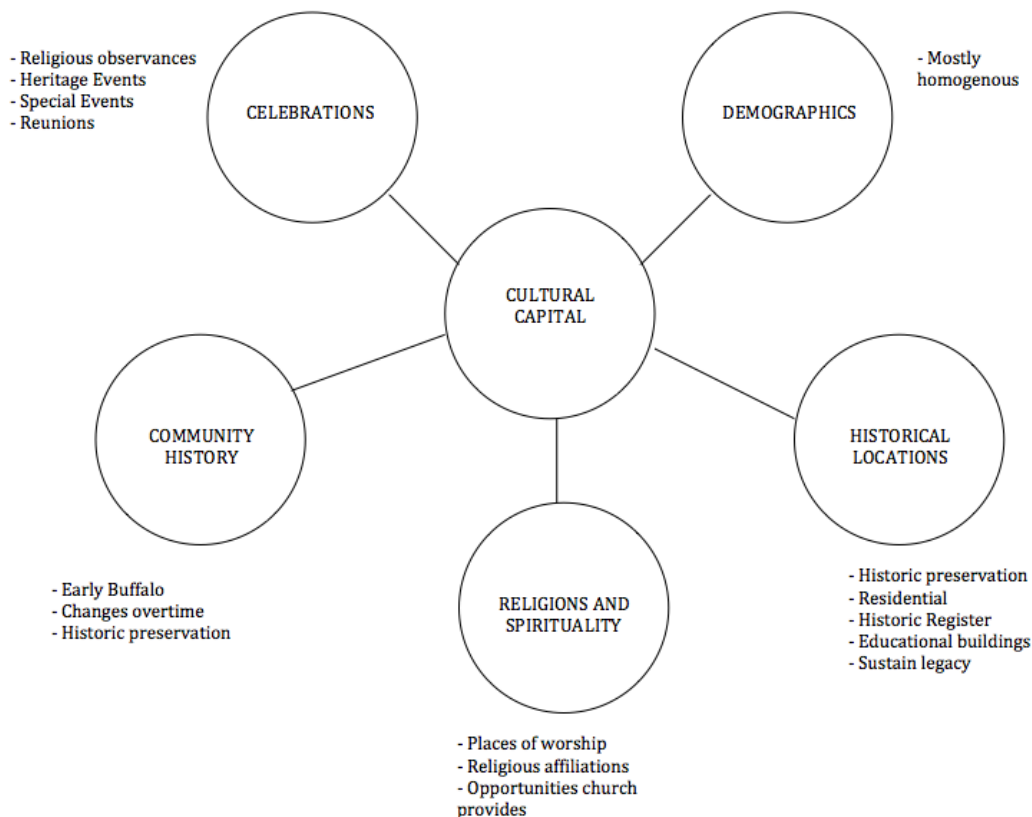
Figure 4.1. Cultural Asset Map of Buffalo.

Demographics

In 2010 the racial makeup of Buffalo, ND was 92.6% White, 0.5% African American, 1.6% Native American, 0.5% Asian, and 4.8% from two or more races. The gender makeup was 53.2% male and 46.8% female (Census, 2010).

According to 2010 census data, 51.10% of Buffalo's residents are of German ancestry. The next largest group is of Norwegian ancestry at an estimated 46.20% (Census, 2010). These two groups mirror proportions of German and Norwegian heritage across the state of North Dakota. These data and their proportions are clearly illustrated through Figure 3.1 and Figure 3.2.

Racial Composition - Census 2010

■ White ■ African American ■ Native American ■ Asian ■ Two or More Races
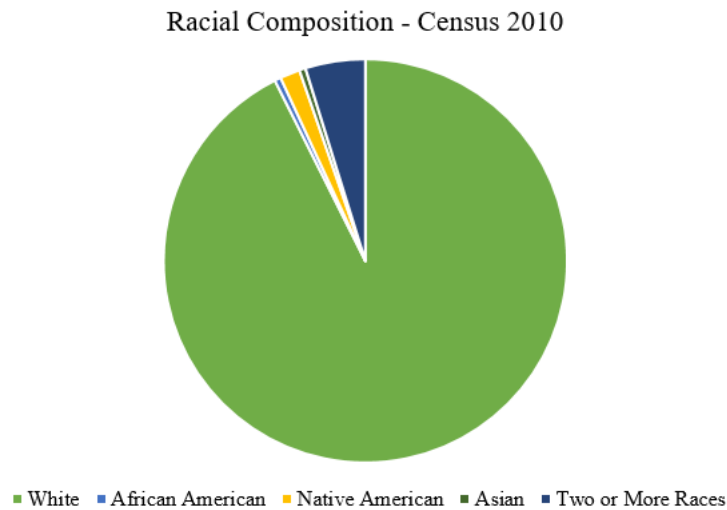
Figure 4.2. Racial Composition, Buffalo, ND, 2010.
Source: Census Bureau, 2010 Census, www.census.gov

Ancestry- Census 2010

■ American ■ Danish ■ English ■ German ■ Irish
■ Norwegian ■ Scotch-Irish ■ Scottish ■ Swedish ■ Swiss
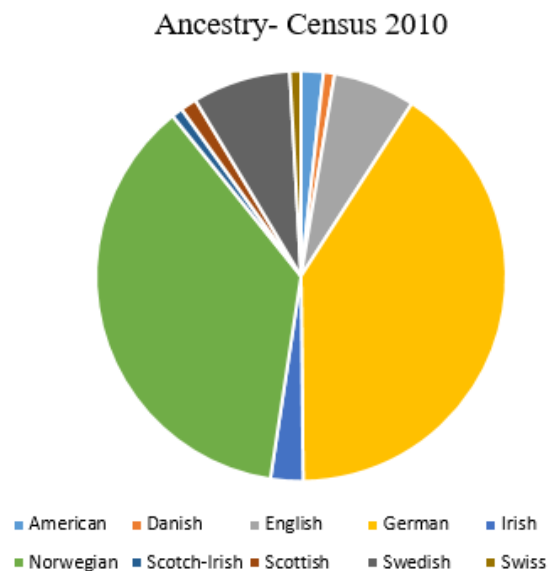
Figure 4.3. Ancestry, Buffalo, ND, 2010.
Source: US Census Bureau, 2010 Census, www.census.gov

Religions/Spirituality

Across the Midwest, the largest proportion of individuals tends to identify with Christian affiliations of some variety. The same remains true for the town of Buffalo, ND. The three most widely practiced sects of Christianity in Buffalo are Catholicism, Lutheranism, and Presbyterianism. Places of worship provide a location for people to not only practice their religion, but they also offer a sense of identity among similar individuals. St. Thomas Catholic Church, Buffalo Lutheran Church, and the First Presbyterian Church are three such for places of worship in the community.

St. Thomas Church holds 8:30am mass on the first, third, and fifth Sundays of the month. There is also 10:30am mass on the second and fourth Sundays of the month. Like many other Catholic churches, it offers a weekday mass as well. This takes places at 9:00am on Thursdays. Buffalo Lutheran Church holds worship at 9:00am each Sunday. Due to the location of the residents who make up its congregation, the worship location alternates monthly. Buffalo Lutheran Church and St. Paul's in Tower City make up the parish. Pastor Christopher Brademeyer leads this Lutheran congregation for the community. Pastor Brian Hazard currently serves the Presbyterian Church of Buffalo. Worship is held every Sunday at 10:00am (Hovland, n.d.).

Religious entities provide a great deal to their community members outside of spiritual teachings. Churches serve as a channel for relaying moral expectations, providing leadership opportunities, caring for the youth and elderly, and as a source of service to the rest of the community. The Community Health Ministry of Buffalo, led by Parish Nurse Gwen Fraase, serves all three churches with the intention of encouraging inclusivity. The ministry encourages a focus on a holistic view of health and wellness involving mind, body, and spirit. The ministry is committed to healing, caring, and health education through prevention (Hovland, 2011).

Historic and Significant Locations

Historic sites exist across the country and some are documented on the National Register of Historic Locations. In North Dakota, locations and buildings with any historical value may be nominated and designated as official historic properties. It is important to note that, "the preservation of places significant to their heritage" is a value shared by many across the state (North Dakota State Government, 2015). In Buffalo, the City of Buffalo Historic Preservation Commission and the Buffalo Historical Society work to recognize and maintain such places (Hovland, 2015). There are fifteen historic locations as acknowledged by these groups (Come Visit Buffalo).

Photograph 4.2. The More House, Buffalo, ND, 2015.
Source: Gary Goreham, 2015

Buffalo also claims several residences to be historic significance and has even created a Historic Homes Walking Guide for visitors. Eight residences are on this list and remain to provide functional housing for the families who now own them.

- Neary House
- Mohr House and Barn
- Smith House
- Johsnon House and Garage
- Biggers House
- More House (Photo 4.1)
- Peterson House
- Quirk House and Carriage House

Two sites in Buffalo are listed on the National Historic Register of Places. These include the Old Stone Church and the 1916 Old School. The Old Stone Church, first opened in 1885 as the first church in Buffalo. It served as the Calvary Episcopal Chapel until 1934 when it closed. With ties to notable architect and builder, George Hancock and Angus Beaton, respectively, the stained glass and use of native prairie stone are features. In restoration efforts, the Buffalo Historical Society has been recognized nationally for preservation of this important landmark. Its rectory has also been restored and serves as the town's library (Come Visit Buffalo).

The Old School, the second on the list, is a very sacred building to the members of Buffalo. It was restored for multi-use and includes a gift shop on the main level. The

gift shop sells items by donation only including crafts and products made right in Buffalo. The Buffalo Ballroom is currently under renovation on the second floor. The Old School has also provides a modern location for holding events, hosting fundraisers, and bringing people together (Hovland, 2015). In the summer of 2016, it will be celebrating its centennial.

Right outside of town, the Red Trail Vineyard is privately owned and imparts great impact on the community of Buffalo and its culture. The vineyard is named after the Old Red Trail, which was historically one of the first established wagon and cart paths leading across the state of North Dakota (Hogan). After years of great success and learning, the planting of many varieties, the selling of wine at nearby bottle shops, this vineyard has built a substantial cultural and economic ground for Buffalo. The Red Trail Vineyard provides opportunities to socialize and connect for citizens and visitors too.

The City of Buffalo Historic Preservation Committee (CBHPC) was established in 2001, a five member advisory commission was created in order to qualify as a Certified Local Government (CLG) under the National Historic Preservation Act, amended in 1980. The Buffalo CLG advises the city and it residents on matters of preservation and insures the history of Buffalo is considered on all levels. The committee operates on grants from the federal government through the National Park Service and also the First State Bank in Buffalo by providing assistance and supplies for ongoing operations (Hovland, 2015).

Celebrations and Events

One of the most effective ways to bring people from diverse backgrounds together is through celebration. The celebrations, festivals and events occurring in a rural town are often a result of a religious observance, fundraising, special events, and maybe simple opportunities to celebrate the uniqueness of its people or history. The ways that a community celebrates tell an interesting story about the things that are important to them.

With a fairly large Catholic and Protestant presence in the Buffalo, ND area, many events are centered on religious ceremonies. With three churches in the area, including Catholic, Lutheran, and Presbyterian denominations, church confirmation, communion, Sunday school classes and youth group, and weddings are consistent occurrences. The Red Trail Vineyard and Old School, non-religious entities, host these types of events as well (Hovland, 2015).

Aside from religious celebrations, there is also a large calendar of events that occur to celebrate individuals, special events, and the heritage of the community. Annually, an event entitled, "Shuffle Off to Buffalo" takes place during the third weekend of July. Last year, this kicked off the celebration recognizing the town's 135th anniversary. During this annual celebration, graduates of (the former) Buffalo High School are encouraged to convene with their families and classmates. There is a picnic, benefit auction, craft show, and musical entertainment to round off the school-wide reunion weekend (Shuffle Off to Buffalo Literature).

The Old School, depicted in Photo 4.3, originally built in 1916, houses many of the rural town's events. SADD, senior citizens, and City Council Meetings are recurring scheduled organizational meetings (Hovland). This year's calendar boasts a variety of offerings including a flea market, Christmastime musical dinner theatre, and a

presentation of the Theodore Roosevelt (produced by the Medora Foundation) reenactment (2015).

Photograph 4.3. The Old School, Buffalo, ND, 2015.
Source: Gary Goreham, 2015

Yearly, a particularly prominent event is held to honor those who have served our nation. The American Legion Post #10 in conjunction with the American Legion Auxiliary organizes a Memorial Day event at the Veteran's Memorial on Main Street (Photograph 4.4). "Each year the patriotic spirit flows through the crowd at the Buffalo community center for the annual Memorial Day program. After the reading of the invocation, recitation of the Pledge of Allegiance, and singing of the National Anthem, vocal selections of war-era songs are sung" (Hovland, 2015). The patriotic event brings community members together to remember those who have served our country bravely. In an advisory board meeting, members noted that the memorial itself also serves to act as a conduit for sharing their community history with subsequent generations.

These annual events continue to grow in size and scope. The Red Knights, an international organization of firefighters who ride motorcycles, and their local Buffalo area chapter coordinate a tribute ride to commemorate fallen heroes of the September 11th terrorist acts. They've completed nearly 10 rides over the years ("Red Knights International Firefighters Motorcycle Club"). While there are countless yearly events that act as a historical memorial, other events are organized among people who share common

interests. The Annual Car Show, with classic and modified cars is a more casual event yet boasts its 7th year in 2015 and growing participation (Hovland, 2015).

Photo 4.4. Veteran's Memorial, Buffalo, ND, 2015.
Source: Anita Hovland (2015)

Each of these events and celebrations provides an incredible opportunity for community members to share in the history of Buffalo and what makes it unique. One-time events, religious observances, and longstanding traditions add to the sense of shared culture that the citizens of Buffalo are able to identify with.

Cultural Capital Challenges
For rural communities, maintaining a population that can sustain its rich history is fundamental. During the 1930's, the Great Depression, Dust Bowl, and other national challenges drew families away from farm life and toward more urbanized areas. Population decline remains to be a challenge for Buffalo in terms of carrying its history and legacy on to further generations. Leaders are encouraged to turn to different development plans and strategies to sustain and grow the population. A foundation of a diverse population is what drives the need for a variety of businesses and cultural connectivity. Continued historic preservation are a significant element in maintaining the revitalization that has already occurred.

Cultural Capital Assets
Cultural assets in Buffalo abound. This is evident by viewing the list included below. Attendance and participation in Buffalo's culture are the elements that ultimately sustain it. These items along with a unified cultural identity come together to create a holistic view of Buffalo's cultural capital.

- Rich community history
- Common ancestry leads to shared values and belief systems
- 3 Churches
- Religious events and affiliations
- 2 sites on the National Historic Register
- events and Special events

- 15 sites of historical significance
- Historic preservation a common value (CBHPC and BHS)
- Old School and Red Trail Vineyard: venues for celebrations and events
- Heritage

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Chapter Five
Human Capital

Photograph 5.1. Working in the Vineyard, 2015.
Source: Amanda Sullivan, 2015.

Authors: Rachel Ayres and Shea DeJong

"They call it *human capital* because people cannot be separated from their knowledge, skills, health, or values in the way they can be separated from their financial and physical assets." (Becker 2002) Human capital involves the overall health of a community; as well as the education, certifications, and other skills community members might bring to the table.

This chapter will explore the current investments made in human capital within the community of Buffalo, ND. Education can be measured in terms of graduation rates, participation in higher education and adult basic education programs. Skills can be assessed by the variety of occupations and services available. Physical and mental health are represented in data surrounding vaccines, health insurance affordability, access to adequate care, birth and death rates. Lastly, the values of residents are shown through leadership and contributions to the community. This chapter is all about the people of Buffalo, ND.
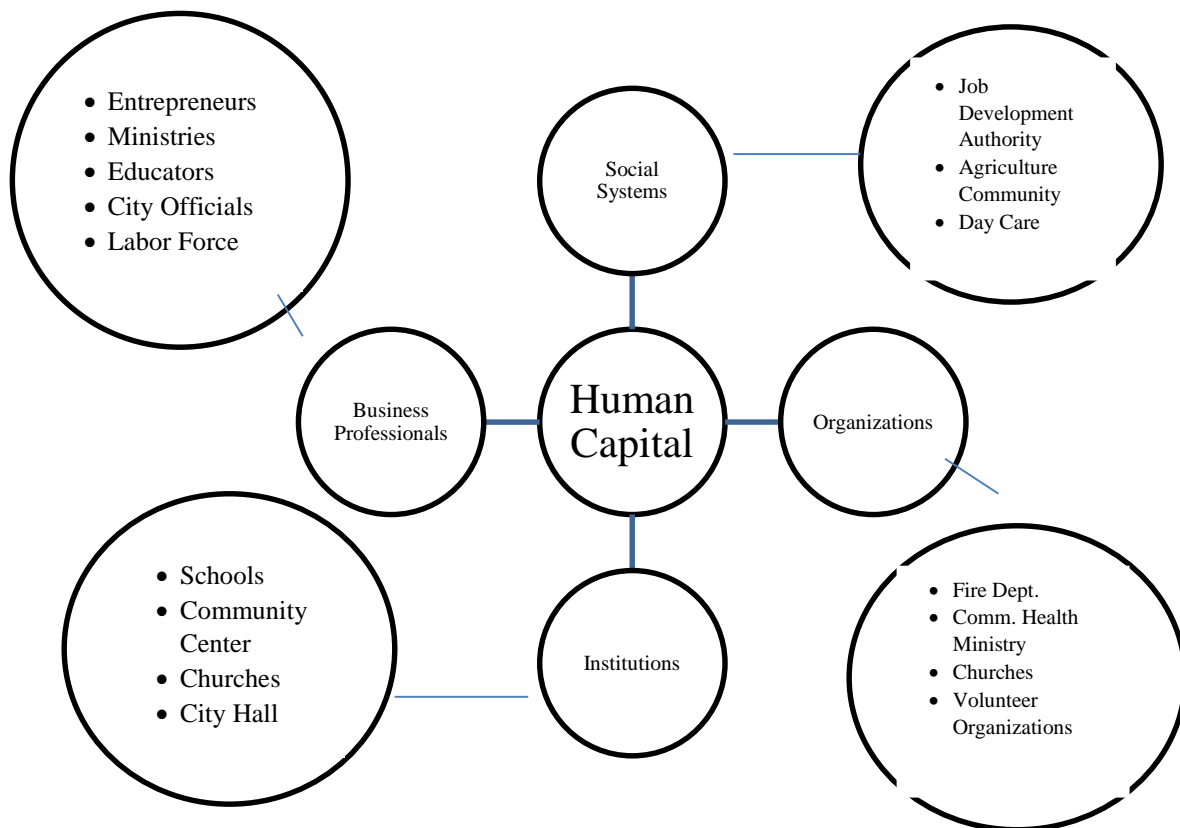
Figure 5.1. Human Capital Asset Map 2015.

Population

A town does not exist without a population. There are three main factors that determine the population change of an area:

a) Birth

b) Death

c) Migration (both in and out)

The demographic formula is as follows: **P2= P1 + (B – D) + (I – O)**
P1 = starting population, **P2**= ending population, **B** = births, **D** = deaths, **I** = in-migration and   **O** = out-migration.

The figures below (5.1 through 5.3 followed by Appendix Table 5-C) illustrate the past, current, and future trends of the town of Buffalo. Population pyramids provide, at a glance, the Age Dependency Ratio (ADR) of a community. ADR is the ratio of older dependents (people older than 64) to the working-age population (those ages 15-64). According to the 2010 Census, Buffalo has an ADR of .5. Such figures can shed light on the type of services required within a community such as child or elderly care.
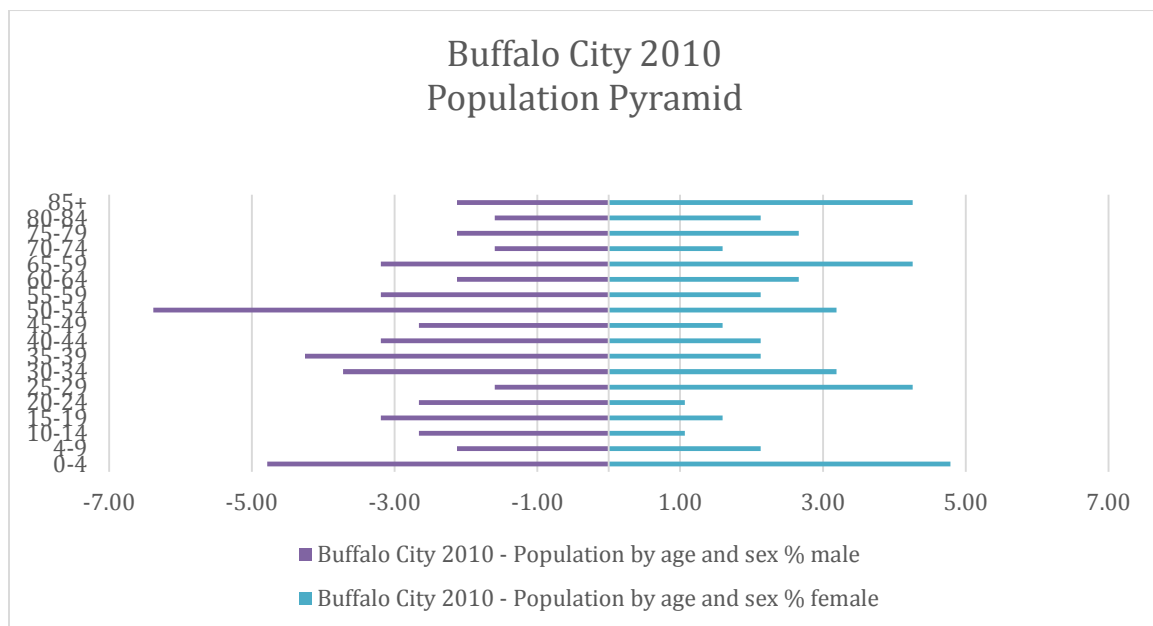
Figure 5.2.   Buffalo City 2010 Population Pyramid, Buffalo, ND, 2010.
Source: U.S. Census Bureau
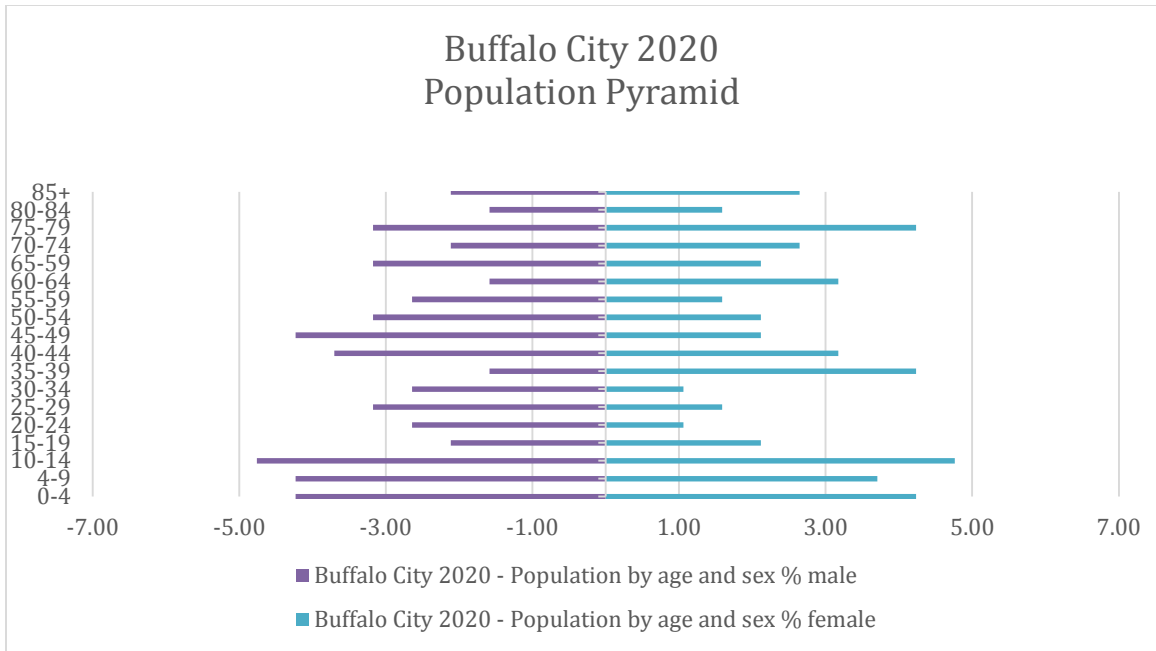
Figure 5.3. Buffalo City 2020 Population Pyramid, Buffalo, ND, 2010.
Source: U.S. Census Bureau.
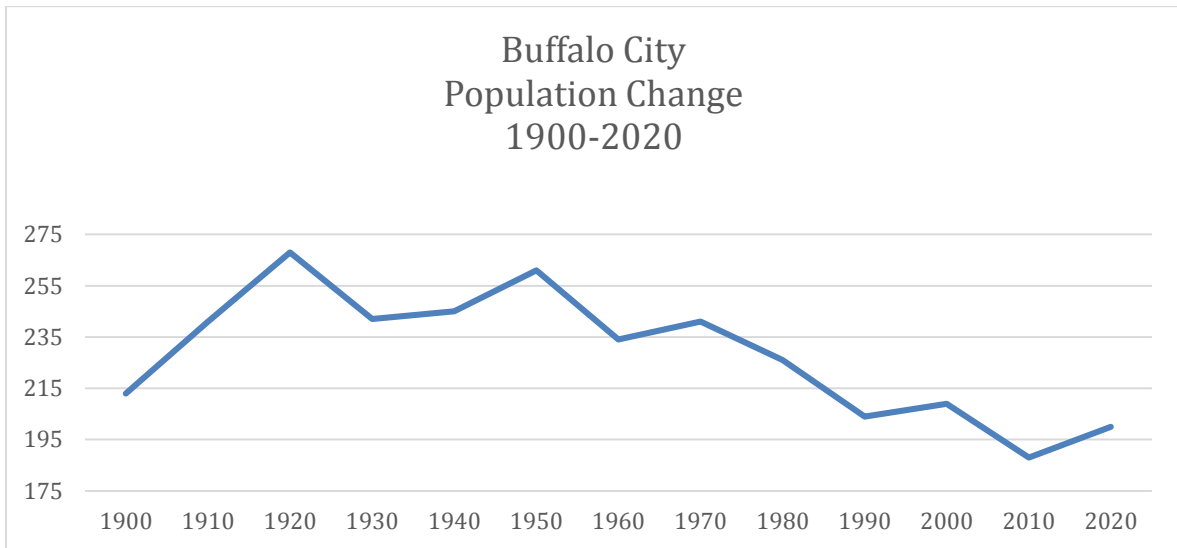
Figure 5.4. Buffalo City Population Change 1900-2010, Buffalo, ND, 2010.
Source: U.S. Census Bureau.

Education

　　Buffalo is part of the Maple Valley School District. The elementary school currently educates 65 students K-3 right in Buffalo. Grades 4-6 travel to Oriska, eleven miles west, and the high school students go to Tower City, six miles west. There is approximately 260 students in the district. (buffalond.com) Buffalo can boast that 96.7% of its residents have completed high school or some form of higher education. (2009-2013 American Community Survey) Many of the board members report themselves graduates of NDSU.

Training/Skills

　　Human capital includes those attributes of individuals that contribute to their ability to earn a living, support a family, and otherwise contribute to society. Even though the population is small, there is a great variety of businesses in Buffalo. There are repair shops, auction services, daycare, furniture restoration, banking and other financial services, hair salons, plumbers, bar and grills, trucking companies just to name a few. See Table 5.1 and Appendix 5-C below for a breakdown of the most common occupations for the men and women of Buffalo.
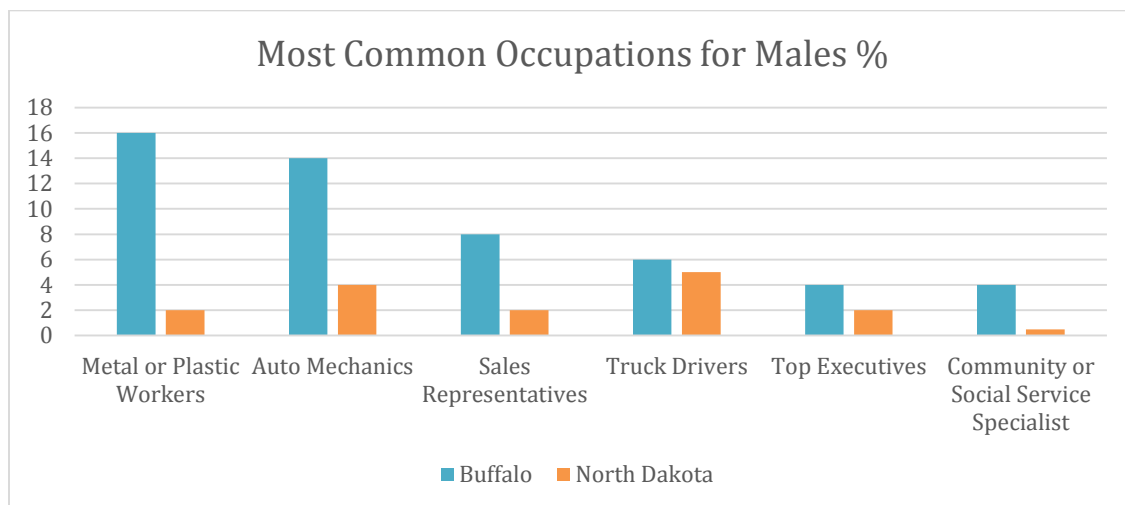
Figure 5.5.   Most Common Occupations for Males %, Buffalo, ND, 2013.
Source: City-Data.com
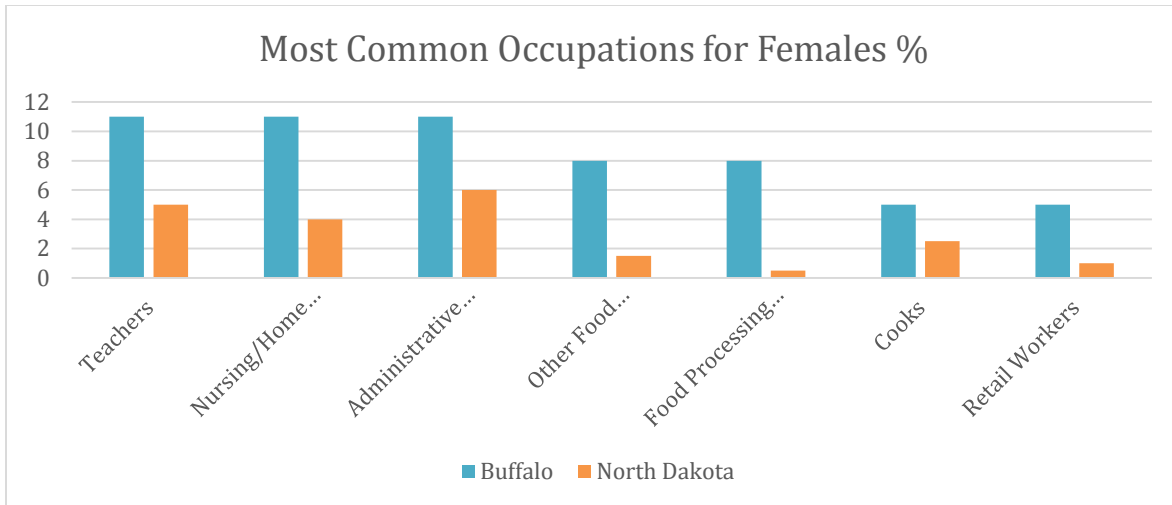
Figure 5.6.   Most Common Occupations for Females %, Buffalo, ND, 2010.
Source: City-Data.com

Red Trail Vineyard

The town is rather proud of their local attraction Red Trail Vineyard. The hundred- year-old building, once a grainery, serves specialty foods, hosts wine tastings, grape stomps, and other small events. The owner and operator since 2003 has made a name for himself by developing the rare skill of growing grapes in North Dakota. The interest budded when the owner's daughter moved out to Napa Valley, CA. With the help of the NDSU Horticulture Department and after a few years of trial and error, the vineyard now produces 13 varieties of grape plants on 8 acres of land.

Photograph 5.2. South Vineyard Grow Tubes, Buffalo, ND, 2008.
Source: redtrailvineyards.com

<u>Volunteer Fire Department</u>

Buffalo's Fire Department consists of 29 volunteers (See Photograph 5.1 on Cover Page), each man and woman is trained in Basic Life Saver CPR and First Aid. Two firefighters are certified in EMS training for Basic Life Support which consists of approximately 150 hours of training, completion of the EMS Education curriculum and the National Registry Practical and Written Exam. (ND Dept. of Health-EMS and Trauma. 2005)

There are several state and federal agencies that even a volunteer fire department must adhere to, for example the Environmental Protection Agency (EPA). The EPA incorporates OSHA standards into its regulations, and the regulations are applicable to all firefighters, paid or volunteer. The National Fire and Protection Agency (NFPA) standards are designed to protect fire and rescue workers from occupational and workplace hazards. Other Federal guidelines included training in the National Incident Management System (NIMS). The Federal Emergency Management Agency (FEMA) requires all state agencies, including fire departments to be trained in (NIMS) to receive federal preparedness grants. Dates were set by FEMA in 2006 for what training was to be done and when. All members were to be trained, as well as new members that were added to the department's membership. (NVFC, 2010)

Health

The nearest major hospital or mental health facility is 35 miles east of Buffalo in the city of Fargo. However there are clinics which provide preventative services in nearby Casselton (21 miles). The Buffalo Volunteer Fire Department provides Emergency Medical Services to the surrounding area, along with the state certified Quick Responders Unit. There is also a Community Health Ministry. "This ministry stresses health maintenance and illness prevention." (Buffalond.com, 2014) According to figures compiled by the Centers for Disease Control, from 1999 to 2006, the death rate in all of Cass County was 6 per thousand people, compared with 9 per thousand people statewide. The U.S. Census Bureau estimates that 18.1% of Buffalo is uninsured. (Census, 2013)

Overall the state of North Dakota ranks 9th in the nation for healthiest population. (United Health Organization, 2014) Greatest strengths include a low rate of drug deaths, high immunization coverage among teens, and a low prevalence of low birthweight. Challenges worth noting are a high prevalence of binge drinking, obesity, and occupational fatalities. See Tables 5.1 and 5.2 for North Dakota health data.

Table 5.1   North Dakota Live Births 2014.

Total live births	11352
Low-weight births	705
Births to teenagers	570
Births to unmarried women	3675
Total Pregnancies	12283

Source: North Dakota Department of Health

Table 5.2. North Dakota Leading Causes of Death 2014.

Heart Disease	1352
All Cancers	1267
Alzheimer's disease	41
Accidental deaths	333
Chronic lung diseases	324
Strokes	318
Influenza	189
Diabetes	176
Suicide	133
Hypertension	8
Cirrhosis of the liver	60
Blood clots and embolisms	56
Diseases of other arteries	39

Source: North Dakota Department of Health

Values and Self-Esteem

There are several volunteer opportunities in Buffalo. Formal organizations include Dollars for Scholars, the Raider Booster Club, and The Historical Society. The local grocery store relies on volunteer workers and financial support from shareholders to provide services to the town. Within 20 miles there are Girl/Boy Scout troops which have shown to promote leadership in young people. Youth recreational programs run year round teaching kids the value of teamwork. Many citizens have assisted in writing grants for large projects such as the Volunteer Fire Department, and remodeling the "Olde School." Within the "Olde School" lies a gift shop, where items are donated and funds go to support the Historical Society.

Human Capital Challenges

The main challenge facing the community of Buffalo is the declining population trend which occurred from 1970 to 2010, as depicted in Figure 5.4. Though the trend appears to be turning around, the boost in infant population, age 0-4, require additional resources, especially in the form of child care.

The next big challenge facing the community is the time and funds required to keep the volunteer fire department trained to state and federal standards. The 144 sq. mi. fire district depends on the active volunteers, and the department is already facing recruitment shortages as members reach retirement age.

- Sufficient Child and Elderly Care
- Additional Volunteers needed for organizations
- Replacement Workers for those reaching Retirement Age

Human Capital Assets

Buffalo has a population of determined individuals, especially in the 40-65 age range. With the task of raising children out of the way, this age group fills the majority of volunteer opportunities within the community. Many people contribute and develop their skills of writing federal grants, along with other fundraising efforts which support local projects.

Sharing the Maple Valley School District may assist Buffalo in keeping strong ties with their neighboring towns. The high graduation rate and prevalence of individuals seeking higher education reflect strong values and skill building capacity.

Inventory of Assets

- Fire Department & Quick Response Unit
- Ministry Health Services
- Day Care Services
- Maple Valley School District
- Red Trail Vineyard
- Job Development Authority
- Churches, Groups and Members
- Volunteer Organizations
- Agricultural Community
- Good Health Record Statewide

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Appendix Table 5.2. Buffalo City 2010 - Population by age and sex.

Age	Male	Female	Total	% male	% female
0-4	9	9	18	4.79	4.79
4-9	4	4	8	2.13	2.13
10-14	5	2	7	2.66	1.06
15-19	6	3	9	3.19	1.60
20-24	5	2	7	2.66	1.06
25-29	3	8	11	1.60	4.26
30-34	7	6	13	3.72	3.19
35-39	8	4	12	4.26	2.13
40-44	6	4	10	3.19	2.13
45-49	5	3	8	2.66	1.60
50-54	12	6	18	6.38	3.19
55-59	6	4	10	3.19	2.13
60-64	4	5	9	2.13	2.66
65-59	6	8	14	3.19	4.26
70-74	3	3	6	1.60	1.60
75-79	4	5	9	2.13	2.66
80-84	3	4	7	1.60	2.13
85+	4	8	12	2.13	4.26
TOTAL	100	88	188	53.19	46.81

Appendix Table 5.3. Buffalo City 2020 - Population by age and sex.

Age	Male	Female	Total	% male	% female
0-4	8	8	16	4.23	4.23
4-9	8	7	15	4.23	3.70
10-14	9	9	18	4.76	4.76
15-19	4	4	8	2.12	2.12
20-24	5	2	7	2.65	1.06
25-29	6	3	9	3.17	1.59
30-34	5	2	5	2.65	1.06
35-39	3	8	11	1.59	4.23
40-44	7	6	13	3.70	3.17
45-49	8	4	12	4.23	2.12
50-54	6	4	10	3.17	2.12
55-59	5	3	8	2.65	1.59
60-64	3	6	9	1.59	3.17
65-59	6	4	10	3.17	2.12
70-74	4	5	9	2.12	2.65
75-79	6	8	14	3.17	4.23
80-84	3	3	6	1.59	1.59
85+	4	5	9	2.12	2.65
TOTAL	84	76	189	52.91	48.15

Appendix Table 5.4. Population Change.

Year	Population
1900	213
1910	241
1920	268
1930	242
1940	245
1950	261
1960	234
1970	241
1980	226
1990	204
2000	209
2010	188
2020	200

Appendix Table 5.5. Most Common Occupations for Males %.

Occupation	Buffalo	North Dakota
Metal or Plastic Workers	16	2
Auto Mechanics	14	4
Sales Representatives	8	2
Truck Drivers	6	5
Top Executives	4	2
Community or Social Service Specialist	4	0.5

Appendix Table 5.6. Most Common Occupations for Females %.

Occupation	Buffalo	North Dakota
Teachers	11	5
Nursing/Home Health Aides	11	4
Administrative Assistants	11	6
Other Food Preparation/Service	8	1.5
Food Processing Workers	8	0.5
Cooks	5	2.5
Retail Workers	5	1

Chapter 6
Social Capital

Photograph 6.1. Buffalo Community Center.
Source: Gary Goreham, 2015.

Authors: Taylor Syvertson and Soren Hjort

Upon beginning to study and understand Social Capital, several unique definitions emerge. As defined by Robert Putnam, a political scientist, this capital involves the "features of social organization, such as networks, norms and trust that facilitate coordination and cooperation for mutual benefit" (Flora and Flora, 2013, pg. 119). Social Capital is a group-level phenomenon describing the interaction among and between groups in a community. Themes of mutual trust, social norms, and a balance of reciprocity are evident in communities with high levels of social capital.

To identify some of these abstract ideas, it is crucial to study the types of relationships prevalent in a community. Bonding social capital outlines the relationships between people of similar background. Conversely, bridging social capital fosters a diversity of ideas when it brings diverse people together (Flora and Flora, 2013, pg. 125). When bonding and bridging social capital are both found in positive equilibrium, there is a collectivist attitude that cultivates engagement and group efficacy.

Included below is a relationship between the social assets present in Buffalo and how the connectivity creates an illustration of social capital.
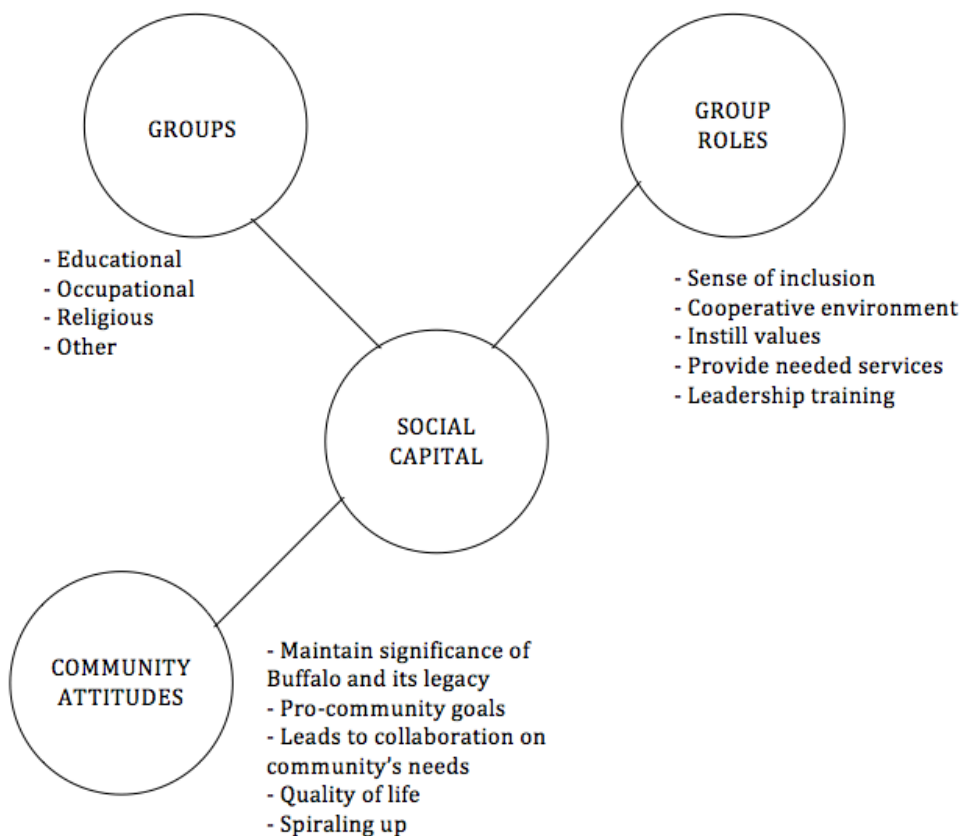
Figure 6.1: Social Capital Asset Map.

Measurements of Social Capital

Before beginning, it is important to understand how exactly Social Capital is quantified. It can be measured through the level of participation in structured organizations across a wide demographic. Additionally, the types of groups available provide another unit for gauging social capital. The way that these groups affect the area of Buffalo describes the effective nature of community driven organizations. As mentioned previously, all of these point to the relationships built as a result of this cooperation. Social Capital remains to be, nonetheless, a concept. Its abstraction is only partially elucidated through these surrogate measures of quantifiable data. And with the lines drawn between related aspects of community, it is easier to recognize the strengths and also challenges that the Buffalo community is facing.

Groups in Buffalo

Organized groups offer a glimpse of the community's larger structure and involvement. Especially in rural communities where populations are low and diverse opportunities are often few, the educational, religious, occupational, and other structured groups play a significant role. Included below is an alphabetical list of a selection of current groups and organizations residing in Buffalo.

Organized groups offer a glimpse of the community's larger structure and involvement. Especially in rural communities where populations are low and diverse opportunities are often few, the educational, religious, occupational, and other structured groups play a significant role. Included below is an alphabetical list of a selection of current groups and organizations residing in Buffalo.

- American Legion Post #10 and Auxillary
- Buffalo Historical Society
- Cemetery Association
- Community Club
- Community Health Ministry
- 4-H of Cass County
- Fire Department (volunteer)
- P.T.A.
- Raiser Booster Club
- Red Knights Motorcycle Club
- Senior Citizens Group
- Sharpshooters Gun Club
- Women of the Evangelical Lutheran Church in America
- Wildlife Club

Additional groups may also be identified through the Maple Valley School District. The Maple Valley School District (MVSD) includes Buffalo, Fingal, Oriska, and Tower City (Photo 6.1). Between the four cities there are two elementary schools and one high school. Not only does the MVSD offer a blending of these communities through educational experiences but it also provides connections to volunteerism with the Raiders Booster Club and school sanctioned athletics (Maple Valley Public School District, 2015).

Photograph 6.2. Maple Valley Elementary School Sign, Buffalo, ND, 2015.
Source: Gary Goreham, 2015

Roles in the Community

The key question remains to be, "What kind of affect do these groups have on the community?" And ultimately, "How is Buffalo better because these groups exist?" In answering these questions, certain properties of groups can be evaluated. Group involvement, funding, leadership training, service to the community and other opportunities for inclusion provide a rubric.

The primary source of inclusion and sentiments about group building begin in experiences with classmates. The co-op style schools are not only a necessity due to population limitations but they also serve the function of bringing groups (here its cross community groups) together. In this way, information and resources are shared leading to an expansion of cooperative style environments. The day-care in Buffalo is an example of extending these attitudes. In order to meet the needs of its collective whole, a co-op style daycare was implemented as a non-profit business in the 1970s (Advisory Meeting Discussion). This decision making for the betterment of the group can also be illustrated in recent approval of a proposal to an increase taxes to support the school, fire department, and police department (Advisory Meeting Discussion).

The citizens of Buffalo highlight the necessity of volunteerism as a way to serve their community. Countless organizations are operating on the sole resource of active volunteers. The Fire Department and Area Quick Response Unit is one such group. There are currently 29 volunteers that respond to emergency calls in and around the community.

Serving as a volunteer for this emergency services group is considered an honor and works to sustain the value of volunteerism on a larger scale in Buffalo.

While a great majority of volunteers tend to be parents and retired age individuals, a strong emphasis on supporting the youth is central to the growth and sustainability of values in Buffalo. For example, Maple Valley Dollars for Scholars is facilitated entirely by volunteers and provided over $14,000 to graduating seniors during the 2014 school year (Maple Valley Public School District, 2015). Dollars for Scholars not only provides funding assistance for the youth but also internship, volunteer, and leadership opportunities with their affiliates. Attitudes about providing for the community by using the means available within the group structure are prevalent in educational, financial, and disaster relief/abatement services among many other sectors.

Challenges

As the population in Buffalo continues to age, we see an increased struggle in traditional terms of long-term civic engagement among Millennials and younger generations. This mirrors the national trend. By no means are young people choosing not to participate. The difference is in *how* they interact with politics, service organizations, and community needs. The other difference comes in the *issues* for which younger generations are interested in spending their resources. With a tech-savvy youth focused on voting with their dollar, we see a shift away from the rigid, institutional expectations of their parents and grandparents (Brady, Reinventing Civic Engagement).

Millennials are finding more accessible pathways to participate in their communities. These include, maybe surprisingly, volunteering, consumer activism, and civic uses of social media (Gilman and Stokes, 2014). During conversations with multiple Buffalo area locals, getting and keeping youth involved in Buffalo service organizations is proving difficult. Perhaps through a review of the tactics used to encourage and maintain youth engagement, further involvement could be garnered. The fundamental change here is the way relationships are created sustained. Social media has led the charge on this change. Generational differences exist between the normalcy with which Millennials perceive technology and their less tech-savvy parents and grandparents. While the Buffalo city website provides a link to the age of information, youth are more active on social networks. Networks like this provide an entirely new way of looking at the ways people form relationships outside the bounds of a geographical location.

Photograph 6.3. Guest Log, Red Trail Vineyard, Buffalo, ND, 2015.
Source: Amanda Sullivan, 2015

Community Attitudes

Prior to 1975, many of the Buffalo residents completed their daily business in, around, and with the city of Buffalo. With a school that provided all of their youth's educational needs, the city could be independently sustained alongside its other industries like agriculture. The graduating class of 1975 took on the project of researching what it would take to join in a united school with Tower City. The merge was an intentional and calculated step considered by the class for the betterment of both communities (Buffalo School History, n.d.). This narrative provides one example of the values of Buffalo and its attitudes toward surrounding communities that could be considered "out-groups."

Generational differences between the long time Buffalo city residents (like the graduating class of 1975) and the youth can be felt through a varying interest the ways they maintain the legacy of Buffalo. A common point of contention in rural communities is the "youth migration," so to speak, to more metropolitan areas. This changes the make up of groups in rural communities that are in politics, business owners, and otherwise shaping areas like Buffalo.

Fundamentally, Buffalo residents and families have a tendency toward pro-community goals that are tied to communal identity. People from this area, find a greater sense of responsibility and attachment to supporting Buffalo. This leads to greater participation in local organizations. As discussed in Chapter 4, Cultural Capital, events, festivals and celebrations that sustain the culture of an area also work to support the community through financial means. With greater access to a grocery store, day care, funds for college, and skilled learning (for example), residents in Buffalo are experiencing a higher quality of life. This relationship and cascade of events that follow from the relationships built within and among individuals is described as spiraling up. Each action or asset that is leveraged offers a greater and more positive effect on quantifiable elements of the city of Buffalo (Flora and Flora, 2013).

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Chapter 7
Political Capital

Photograph 7.1. Power and Connections.
Source: Imagination-Station.org

Authors: Tania Arseculeratne, Malena Mastel, Skye O'Brien

What is Political Capital?

        Political capital is "the ability of a community or group to turn its norms and values into standards, which are then translated into rules and regulations that determine the distribution of resources. Political capital is also mobilized to ensure that those rules, regulations, and resource distributions are enforced" (Flora & Flora 2013, 11). This type of capital plays a significant role in the development of a community, as it has the ability to affect other capitals that exist in the community and strengthening political capital is beneficial to the community as a whole. To make the political capital's goal of enforcing the latter goal successful, all the aspects involved in political capital, such as a community's organizations, connections, government, voices, inclusivity, and powers, must make decisions about the community and develop strategies to bring outside resources into the community (Flora & Flora 2013).

        This chapter discusses the various aspects that make up the political capital of the city of Buffalo, North Dakota. To assess the political assets that Buffalo has, first one must look at the people who live there, examining the gender and racial/ethnic group proportions, the levels of income and education, and the different types of jobs that workers in the community hold. After looking at the demography of the town, the chapter then goes on to examine voice, inclusion, and power distribution among the citizens and organizations.
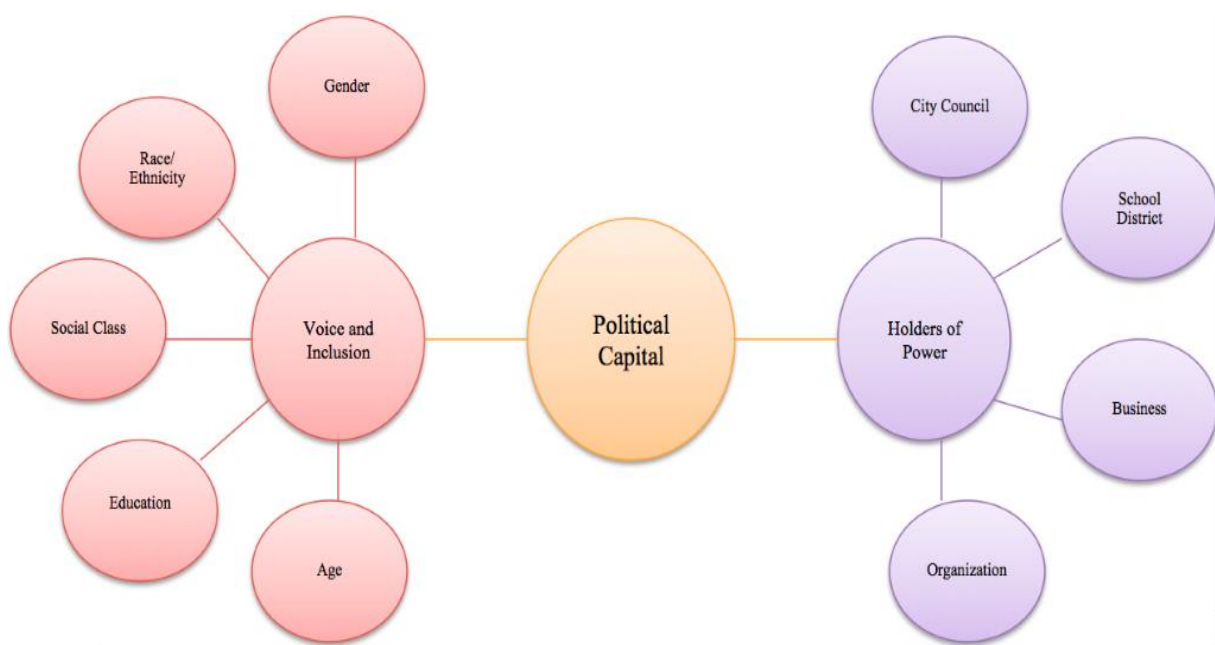
Figure 7.1. Political Asset Map of Buffalo, ND.

Key Demographic Information

In order to analyze the political capital of Buffalo, one must first look at the people who make up the community. Who the community members are, what their ages are, what ethnic groups they belong to, and other such demographic information is critically important to understanding aspects of political capital like voice, inclusion, and power. More detailed demographic information can be found in Chapter 5 (Human Capital), but charts for quick reference are included in Tables 7.1 through 7.6.

Gender. The gender distribution of Buffalo (Tables 7.1 and 7.2) is 53.2 percent male and 46.8 percent female. This distribution is different to the typical distribution found in the four regions of the United States where female population is slightly larger than the male population, but it fits with patterns common in smaller towns and cities. In towns with low populations, sex ratio can vary due to several reasons (migration, geographic location, college student housing, & military facilities) (Howden & Meyer 2011). A reason that is applicable to Buffalo would be women moving out of the town, while men continue to stay.

Table 7.1. Male Population by Age of Buffalo, ND, 2010.

Male Population	Number (Total = 100)	Percentage of Population (Total = 53.2%)
0-9 years	13	6.9
10-19 years	11	5.9
20-29 years	8	4.3
30-39 years	15	8
40-49 years	11	5.9
50-59 years	18	9.6
60-69 years	10	5.3
70-79 years	7	3.7
80 years and over	7	3.7

Table 7.2. Female Population by Age of Buffalo, ND, 2010.

Female Population	Number (Total = 88)	Percentage of Population (Total = 46.8)
0-9 years	13	6.9
10-19 years	5	2.7
20-29 years	10	5.4
30-39 years	10	5.3
40-49 years	7	3.7
50-59 years	10	5.3
60-69 years	13	7
70-79 years	8	4.3
80 years and over	12	6.4

Source: US Census Bureau.

Almost half (45.2 percent) of Buffalo's population is over 50 years old. The younger to middling age (25-49 years old) proportion of the population has just over half the numbers of the older adult population at 28.8 percent of the town's total population, and the remaining 26 percent of the population consists of youth aged 24 and younger (Census Bureau 2010). Youth are far less likely to be involved in politics than adults, so these percentages indicate that when it comes to political capital, the older members of the community have more voice than the working force of the community. Most of the members of the town's various organizations come from the age category of over 50 years old who are retired and less burdened with family obligations. As one organization member said, "Middle-aged community members are unable to get involved in community organizations as they have other obligations such as work and family duties." The community member further added that the middle aged members will contribute towards community development projects as necessary when personally invited and given a particular task. Teenagers also get involved in community activities especially in fire department services and other voluntary work when personally asked (Buffalo Advisory Committee 2015).

Race/Ethnicity. The Buffalo community has a total population of 188. Broken down into categories of racial-ethnic background, the vast majority of the town's population (97.3 percent) is white, although approximately 9 of the people who categorize themselves as white also consider themselves as belonging to another one of the racial-ethnic groups found in the town as well (Table 7.3). The next largest racial-ethnic category in Buffalo is that of American Indians and Alaska Natives (4.3 percent), followed by blacks/African Americans (2.7 percent) and Asians (0.5 percent). There are no people of Pacific Islander or Latino/Hispanic background living in Buffalo (Census Bureau 2010). The racial-ethnic breakdown speaks to the race-power relationship in the community. As Flora and Flora write, "Political capital reflects the dominant cultural capital" (2013, 144). Therefore, it is highly likely that the dominant political culture reflects that of the town's predominant white majority.

Table 7.3. Racial/Ethnic groups in Buffalo, ND.

Racial/Ethnic Group	Number of People	Percentage of Population
American Indian/Alaska Native	8	4.3%
Black or African American	5	2.7%
Asian	1	0.5%
White	183	97.3%
Total	188	100%

Source: US Census Bureau.

Social Class. The socioeconomic status (SES) or the social class of people in Buffalo is categorized based on their family or individual income (Table 7.4). The community has a total of 45 income-earning families and a number of income-earning individuals living in non-family settings, whose incomes range from between the lower lower class and lower upper class. Most of the people living in Buffalo belong to the upper middle class (57.8 percent), with the next largest number of people belonging to the lower middle class (26.7 percent) (Census Bureau 2010).

Table 7.4. Family Incomes in Buffalo, ND, 2010.

Socio-Economic Class	Family or Individual Income	Percentage of People in Buffalo
Lower lower class	Less than $10,000	0
Lower lower class	$10,000 to $14,999	9
Upper lower class	$15,000 to $24,999	8.9
Lower middle class	$25,000 to $34,999	0
Lower middle class	$35,000 to $49,999	26.7
Upper middle class	$50,000 to $74,999	37.8
Upper middle class	$75,000 to $99,999	20.0
Lower upper class	$100,000 to $149,999	4.4

Source: US Census Bureau.

Education. The socioeconomic status of the families in Buffalo aligns with the education level of the community members (Table 7.5). Citizens of Buffalo who have attended at least some college (with or without a degree) and/or have post-college education make up almost two-thirds of the adults over the age of 25 in the community (or 65.8 percent). The number of college and post-college education attendees shows how education level translates directly into income level; those whose incomes fall in the upper middle and lower upper classes are virtually identical to the proportion of college and post-college attendees (62.2 and 65.8 percent, respectively) (Census Bureau 2010).

Table 7.5: Education Level of Adults (25+ years old) in Buffalo, ND, 2010.

Education Level Attained	Percentage of Population
Less than 9th grade	1.7%
9th to 12th grade, no diploma	1.7%
High school graduate	30.8%
Some college, no degree	36.7%
Associate's/2-year degree	10.8%
Bachelor's/4-year degree	13.3%
Graduate or professional degree	5.0%

Source: US Census Bureau.

Occupations. The majority of men in Buffalo are occupied in installation, maintenance, repair-related jobs, and transportation-related jobs. The majority of women are occupied in Office and administrative support jobs and production related jobs. As the table indicates, some of the jobs are only limited to either males or females in the town. For instance, farming, fishing, forestry, construction, and extraction jobs are done by the males while education, training, library, health related jobs are done by the females (Census Bureau 2010).

Table 7.6: Occupation by sex (16+ years old) in Buffalo, ND, 2010.

Civilian employed population 16+ years old	Estimated Total	Male Percentage	Female Percentage
Management occupations	8	45.5%	54.5%
Business and financial operations occupations	3	62.5%	37.5%
Life, physical, and social science occupations	1	100%	0%
Education, training, and library occupations	3	0%	100%
Arts, design, entertainment, sports, and media occupations	2	0%	100%
Health diagnosing and treating practitioners and other technical occupations	2	0%	100%
Health technologists and technicians	2	0%	100%
Healthcare support occupations	2	16.7%	83.3%
Food preparation and serving related occupations	6	33.3%	66.7%
Personal care and service occupations	4	0%	100%
Sales and related occupations	7	42.9%	57.1%
Office and administrative support occupations	12	16.7%	83.3%
Farming, fishing, and forestry occupations	5	100%	0%
Construction and extraction occupations	5	100%	0%
Installation, maintenance, and repair occupations	17	100%	0%
Production occupations	8	0%	100%
Transportation occupations	13	100%	0%
Total	100		

Source: US Census Bureau.

Levels of Leadership in Buffalo

Figure 7.2. Levels of Leadership Pyramid.
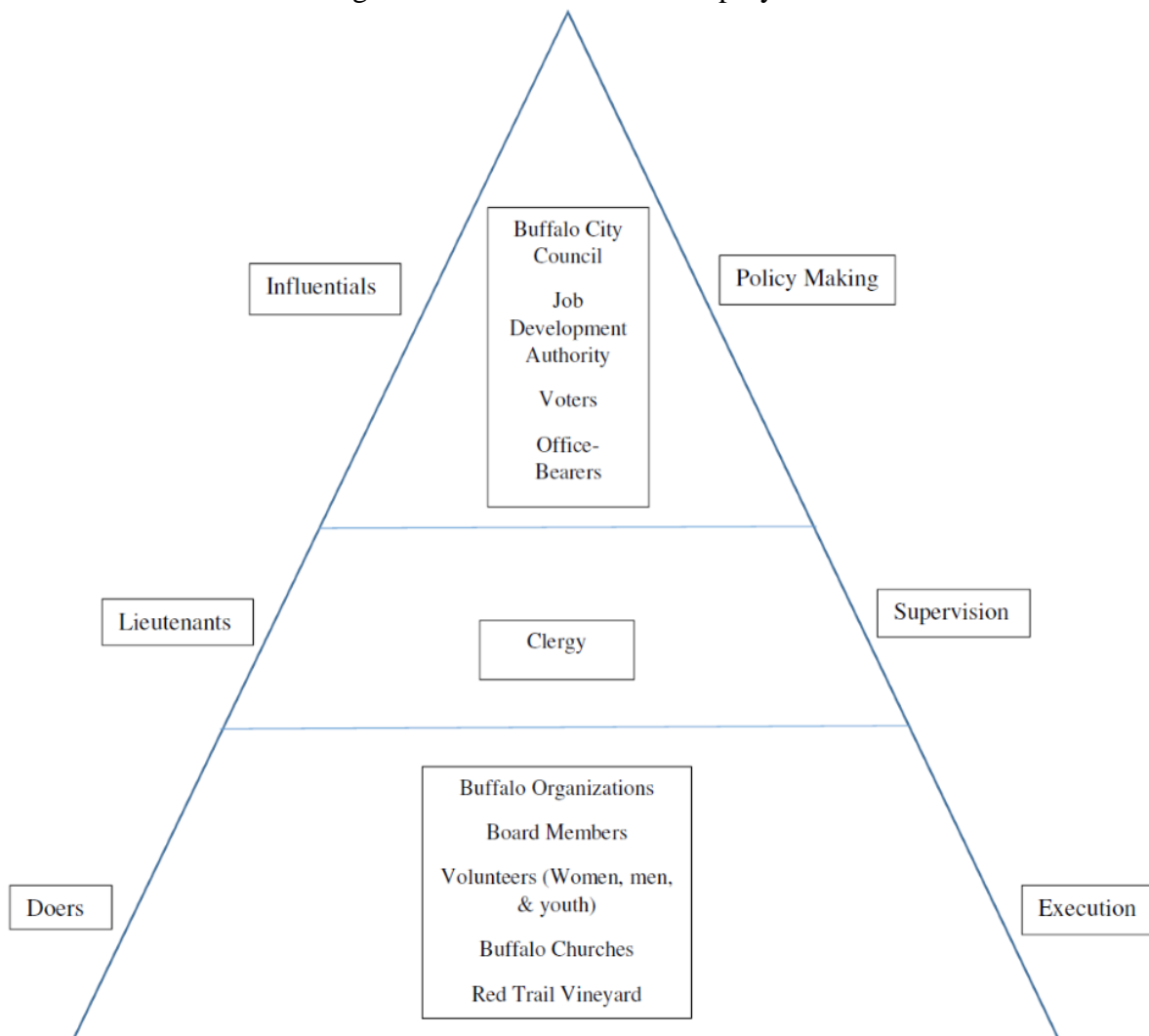
The Buffalo City Council, the Job Development Authority, voters, and office bearers are the policy makers, or "influential," in Buffalo. According to some community members, the city council serves as a "maintenance organization," which suggests that the city council acts only as a nominal organization. However, considering the number of projects conducted in Buffalo under the initiative of the city council, its power over the community cannot be disregarded. As the Advisory Board members said, finding people to run for the city council is a difficult task because it requires a lot of time and energy (Buffalo Advisory Committee 2015). Clergy can be considered the supervisors of the town although supervisors are hard to find in communities with less than a population of 5,000 (Flora & Flora 2008). The different organizations of Buffalo, members of the organizations, the volunteers, the churches, and Red Trail Vineyard are the "doers" of the community. The women in the organizations mostly take care of the details and collect funds (Buffalo Advisory Committee 2015). Although most of the men who are involved

in the organizations are farmers, they devote a significant amount of time and energy towards community development projects.

Voice and Inclusion

Two related aspects of political capital are voice and inclusion. Voice, or who has a say and whose opinion matters in decision-making in the community, can be measured by counting the number of people vote in elections and other community decision-making instances (for example, the number of people who sign a petition or attend a city council meeting). Inclusion, or who is actually allowed to participate and who takes advantage of that participation, can be measured by the diversity of the people involved in different decision-making processes; the representation of men, women, younger, older, different races, and different ethnicities are valuable measurements to understand the inclusion of the community decision making (Flora & Flora 2013).

The voice of the organizations plays a crucial role in Buffalo's community politics. For example, the Buffalo Historical Society, with the support of community members, is in the process of restoring and refurbishing the town's historic school (City of Buffalo 2015). Inclusion in the community follows a fairly common trend. While all American adults over 18 are allowed to participate in elections, many do not vote regularly until into or beyond middle age. Buffalo's voting mirrors this trend of voters typically being older. Many older people are actively involved in the decision-making of the community, but high school youth voluntary representation is lower compared to the 8 to 10 year olds. However, as stated previously, young adults and middle-aged adults participate significantly more when they are personally invited to take part in the community development projects. Therefore, to expand inclusion in the community, community leaders ought to consider more personal invitations for participation to encourage the voices of younger and middle-aged adults in decision-making. As the Advisory Board members said, many women take part in organizations compared to women therefore it can be said that women have more voice in the community than the men (Buffalo Advisory Board 2015).

Voting Patterns

According to Flora and Flora, participation in voting is another factor that can be used to measure the individual involvement in the political capital of a community (2008). As data shows, Buffalo is in favor of the Republican Party especially in presidential elections except in the year 2008 when President Barack Obama was first elected as the president of the United States. However, the trend reflects a political ideology that favors conservative and traditional values. At the same time, compared to year 2000 election, support for Democratic Party has increased and support for other parties has dropped over the years (City Data 2008).

Table 7.7. Percentage of total votes in Buffalo by Political Party.

Year	Republican	Democratic	Other
2000	56.9%	36.4%	6.8%
2004	59.6%	39.1%	1.3%
2008	45.6%	52.7%	1.7%
2012	50.2%	47.3%	2.5%

Source: City-Data.com.

Figure 7.3. Voting Patterns for Buffalo in Presidential Elections, 2000-2012.

Presedential Election Results
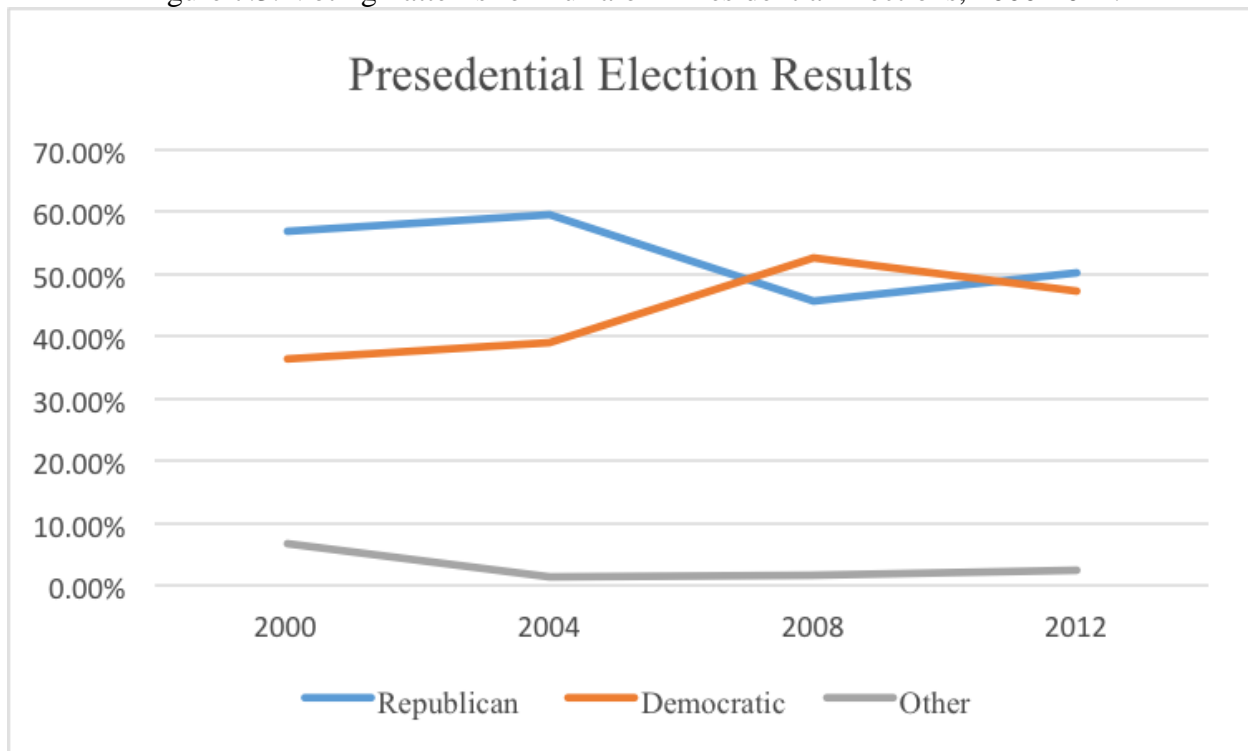
Source: City-Data.com.

According to the members of the Buffalo Advisory Board, voting plays a significant role in Buffalo when it comes to making decisions about the community and resolving any issues that has diverse opinions. The members further explained that when addressing certain issues of the community coming to an agreement as a whole community is challenging due to various different perspectives the members hold. Some proposed ideas do not represent the community as a whole but represent a few individuals' opinions. In such instances, and when in doubt, the community votes in order to find the majority opinion. This indicates that the community as a whole has power to raise its voice to influence the decisions that affect them both as individuals and as a group. Rather than higher authorities making decisions and implementing them without consulting the residents, including the voice of the residents in the process is important and beneficial to the community in the long run. Sometimes making decisions in the community is not so complicated. The community members support different projects enthusiastically, saying, "We've never done that before. So let's do it!" (Buffalo Advisory Committee 2015).

Network Analysis

Network analysis is used to determine the linkages between organizations or individuals by obtaining the names of the board members or officers of the important organizations in Buffalo. The individuals are then ranked according to the number of connections they have in the network. Network analysis provides insights to understand the different resources the individuals bring to the network and how networks contribute to community growth. Involvement in multiple organizations creates links between each organization, thereby creating a network. This network is beneficial to community growth since the organizations can work together while incorporating the different assets of the organizations (Flora & Flora 2013).

Figure 7.4. Network Analysis of Buffalo, ND, 2015.
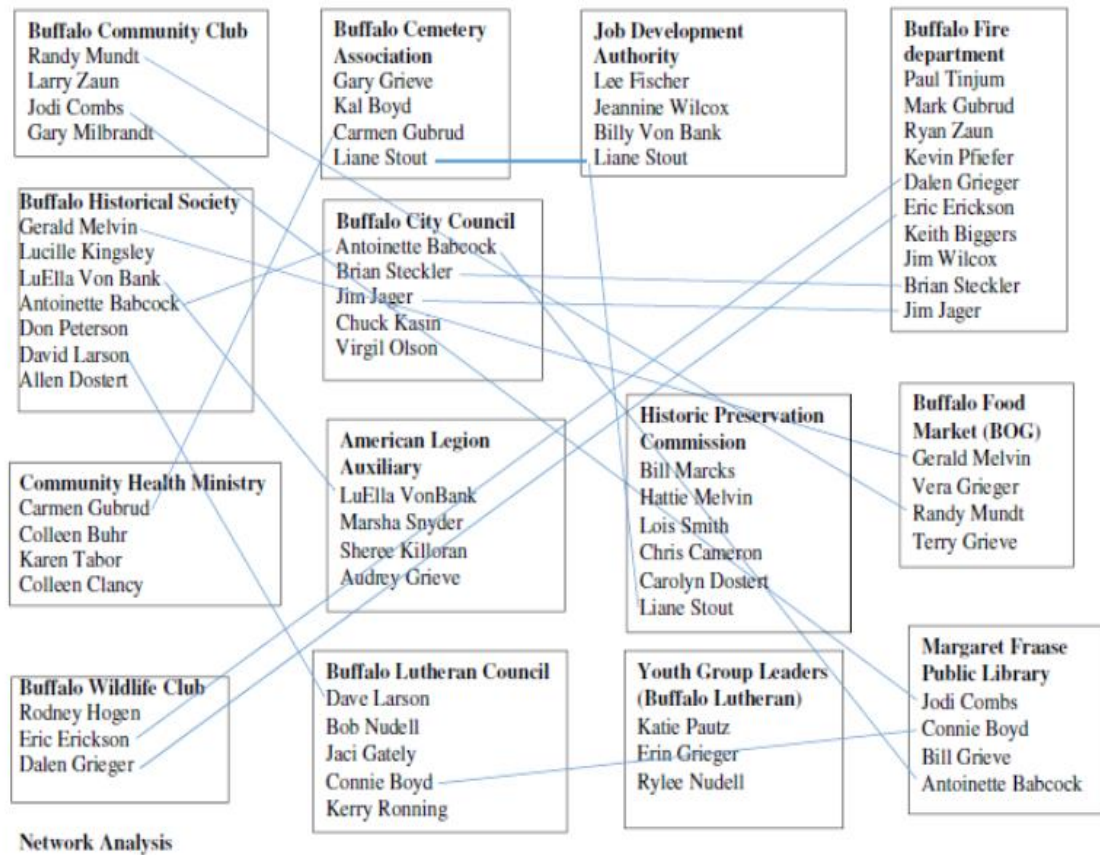
Table 7.8. Members of Multiple Organizations in Buffalo, ND, 2015.

Name	Number of Organizations
Antoinette Babcock	3
Liane Stout	3
Brian Steckler	2
Carmen Gubrud	2
Connie Boyd	2
Dalen Grieger	2
Dave Larson	2
Eric Erickson	2
Gerald Melvin	2
Jim Jager	2
Jodi Combs	2
LuElla VonBank	2
Randy Mundt	2

According to the Advisory Board, many community members serve on many different organizations (please refer to Chapter 6: Social Capital for a more in-depth discussion of the many organizations in Buffalo) (Buffalo Advisory Committee 2015). As the network analysis shows, about 50 community members hold officer positions and 13 members hold officer positions in two or more organizations. Considering that the total population of Buffalo is 188, it is important to know that more than one fourth of the population has power in the community to varying degrees.

Apart from being in the authoritative positions in one or more organizations, many of these individuals serve as regular members in other organizations. This is a good strategy because it allows the officers to devote more attention to the organizations that they hold officer positions while supporting the other organizations when necessary. At the same time, this way power is not concentrated in one of few individuals rather it is more dispersed among community members further providing many people the opportunity to develop leadership skills.

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Chapter 8
Financial Capital

Photograph 8.1. First State Bank of Buffalo, Buffalo, ND.
Source: Gary Goreham, 2015

Authors: Lexi Stevens, Taylor Syvertson, and Amanda Sullivan

Financial capital is fundamental in a way a community grows and continues to improve. This capital combines many organizational parts that, when combined, can provide incredible benefit to all other dimensions of the community. Financial capital can be broadly defined as monetary resources that are highly liquid and that can be easily converted into other assets (Flora and Flora, 2013). It is this liquidity that allows it to have a seemingly exponential effect on each of the other capitals outlined in this guide.

In this chapter, we will discuss the many surrogate measures of wealth that make up the combined forms of Buffalo's assets. Occupations, industries, and employers are all vehicles to providing an income to employees. Income distribution in a community serves as a gauge for equality and liquidity of wealth. And ultimately, communities require reinvestment in order to maintain growth and vitality. The way that each of these factors converge creates a combined perspective of the financial assets inherent in Buffalo, ND.
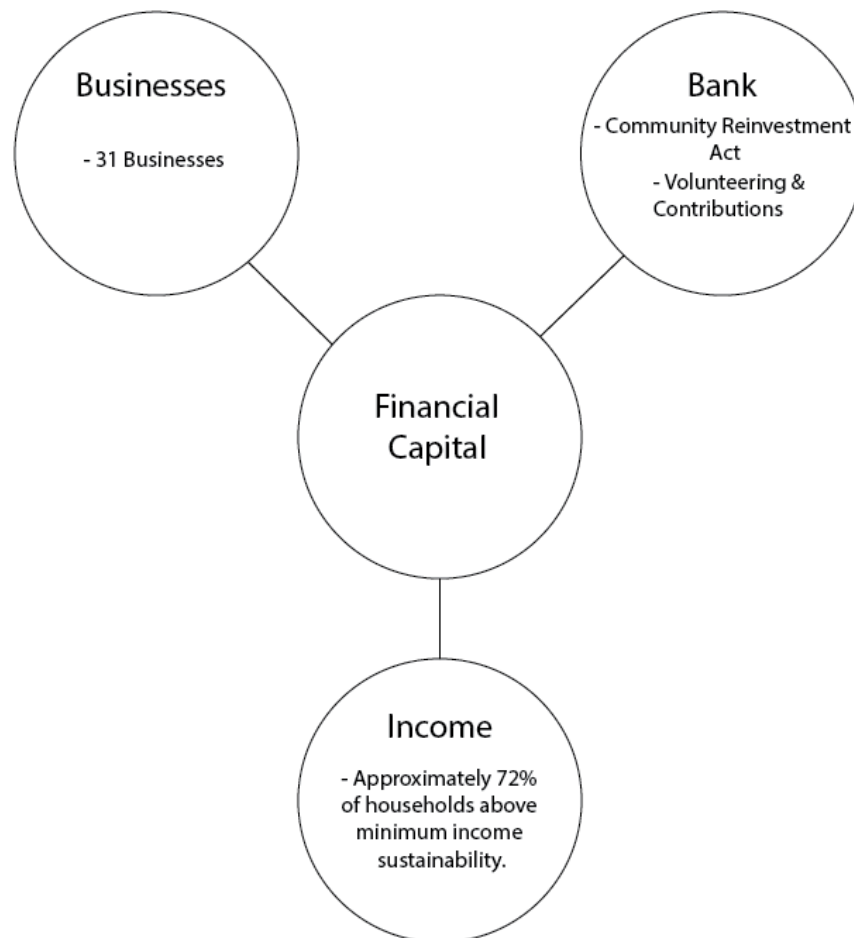
Figure 8.1: Financial Capital Asset Map.

Current Economic Base

In Buffalo there are a total of 28 of business and employers that generate employment and the production of services in Buffalo and the surrounding area (Table 8.1). These are the foundation of Buffalo's economic base or set of businesses that offer employment in a community. Buffalo's main businesses that contribute to their economic base include the industries of agriculture, transportation, financial services, mechanical repair, food services, religious entities, education, and childcare services. "Agriculture and the services that support it are heavily relied upon in the rural community of Buffalo. We see over 17% of business contributing to this sector" (Hovland, 2015).

Table 8.1. Total Establishments, Buffalo, ND, 2015 (Source: www.buffalond.com).

Sectors	Total Establishments
Financial	2
First State Bank	
Maple Valley Insurance	
Utilities	2
Maple River Electric	
Tim's Plumbing	
Agriculture, Services and Products	5
Greiger Sales and Service	
Killoran Trucking and Brokerage	
North Star Ag	
Frontier Ag	
Tabor Auction	
Education	3
Buffalo Day Care	
Play and Learn Pre-School	
Wendel In-home Day Care	
Food and Beverage	2
Buffalo Food Market	
Old 10 Saloon	
Manufacturing Services and Misc.	4
Pueppke Auto Body	
Maple River Repair	
Dewey's Custom Cycles	
Paul's Furniture Restoration	
Oil and Gas	2
Kasowski-Gubrud Repair	
Maple Valley Co-op	
Recreation	3
Red Train Vineyard	
RV Park	
Section 17 Hunting Preserve	
Misc.	5
Buffalo Beauty Salon	
Shear Delight	
US Post Office	
Valley HomePro Inspection	
Curfman Computer Services	
Total	**28**

Primary versus Secondary Industries

Industries in a given economy can be separated into two categories. Primary industries are defined as those that grow, harvest, extract, and/or process natural resources. Rural communities in the Midwest are often defined by their capacity to capitalize on these primary industries. Grieger Sales and Service, Red Trail Vineyard, and local agriculture and agriculture support are several examples of industries that are classified as primary. These primary industries provide not only natural resources for exporting. They also an industry of tourism for recreational hunters who may visit the Section 17 hunting preserve, for example (Flora and Flora, 2013).

Secondary industries are defined as those that transform raw or intermediate materials into goods and services. These industries also circulate currency that is generated from within the community (Flora and Flora, 2013). The Buffalo Food Market provides an example of a business within Buffalo's secondary industry. This market is operationally dependent on shareholders and the community support to keep this business going, without the community pulling together this asset would not exist. It functions under a cooperative business style (www.buffalond.com, 2015).

Employment

Individuals in the community are defined as employed under the following conditions:

1.   Worked at least 1 hour for pay or profit during the preceding week.
2.   Worked at least 15 hours without pay in a family business.
3.   Temporarily not working because of illness, vacation, etc.

Buffalo, has an employment rate of over 95%. With this there are individuals who work across a variety of civilian sectors. While many occupations are available in and around Buffalo, a great proportion of employees commute to work. Although, it is important to note that the definition of commuting is fairly vague, including traveling "some distance" to work from their place of residence on a regular basis (Census Bureau, 2015). Many residents of rural communities may self-define "commuting" in different terms. According to the US Census Bureau, the 100 people to commute to work do so in about 23.1 minutes (2013).

Income

"The availability of financial capital can contribute to wealth creation and to community economic development activities" (Beaulieu, 2014, pg. 4). Wealth can be hard to measure. Instead, measures of income can be used to help define levels of wealth. Ultimately this provides insight about the potential to leverage that wealth within the community. It also can help to describe the community in terms of degrees of equality. Income is considered to be the money received as wages paid for work completed or through investments.

As seen in the previous sections of this chapter, countless ventures and occupations provide a wage to residents of Buffalo. The community income can be described using comparisons to neighboring communities, state data, and the national averages. It is also helpful to view income differences within a community by looking at wages earned by gender and the spread of income that lends itself to a social structure. In general, the median calculation is used to provide the most accurate interpretation.

In order to evaluate the total level of income, the following chart (Table 8.2) provides a graphic illustration of how income is distributed in comparison to other geographies. Additionally, data is broken down to include household, family, and per capita income for each population.

Table 8.2. Median Income Comparison (2013 American Community Survey).

	Household	Family	Per capita
Buffalo, ND	$52,500	$65, 250	$30,973
Cass County	$52,590	$74,024	$30,529
North Dakota	$53,741	$70,767	$29,732
United States	$53,046	$64,719	$28,155

Source: US Census Bureau (2013)

While interpreting the above income comparison (Table 8.2), a few things become clear. First, the median household income for Buffalo is only slightly lower than the national median household income and very similar to the county's data, $52,500, $52,590, and $53,046, respectively. With Cass County being comprised of predominantly rural communities, these numbers align themselves with rural community figures statewide, $53,741. The median family data for Buffalo shows a slightly different trend. This is likely due to the fact that households vary greatly and includes all manner of classifications including family, nonfamily (unrelated by law or blood), and individuals.

Socioeconomic status is often described using income data. Household data is used to provide a larger, more complete view of the income stratification. There are 82 households in Buffalo as identified through the America Community Survey of 2013. The graph depicting household income levels (Figure 8.1, Appendix Table 8.1) shows a general trend toward incomes between $35,000 and $150,000 per year. Another point of study focuses on the lowest incomes on the graph depicting family income levels (Figure 8.2, Appendix Table 8.2). The poverty threshold as outlined by the U.S. Census Bureau is defined as a wage of less than or equal to $23,283. There are 45 groups classified as families. Of these 45, there are 4 total families, or 9% of families in Buffalo, living at or below the poverty level (US Census Bureau, 2013).

Income by Household in 2013 Adjusted Dollars (USD)

Income Level	Number of Households
$200,000 or more	0
$150,000 to $199,999	1
$100,000 to $149,999	12
$75,000 to $99,999	11
$50,000 to $74,999	21
$35,000 to $49,999	11
$25,000 to $34,999	3
$15,000 to $24,999	11
$10,000 to $14,999	5
Less than $10,000	7
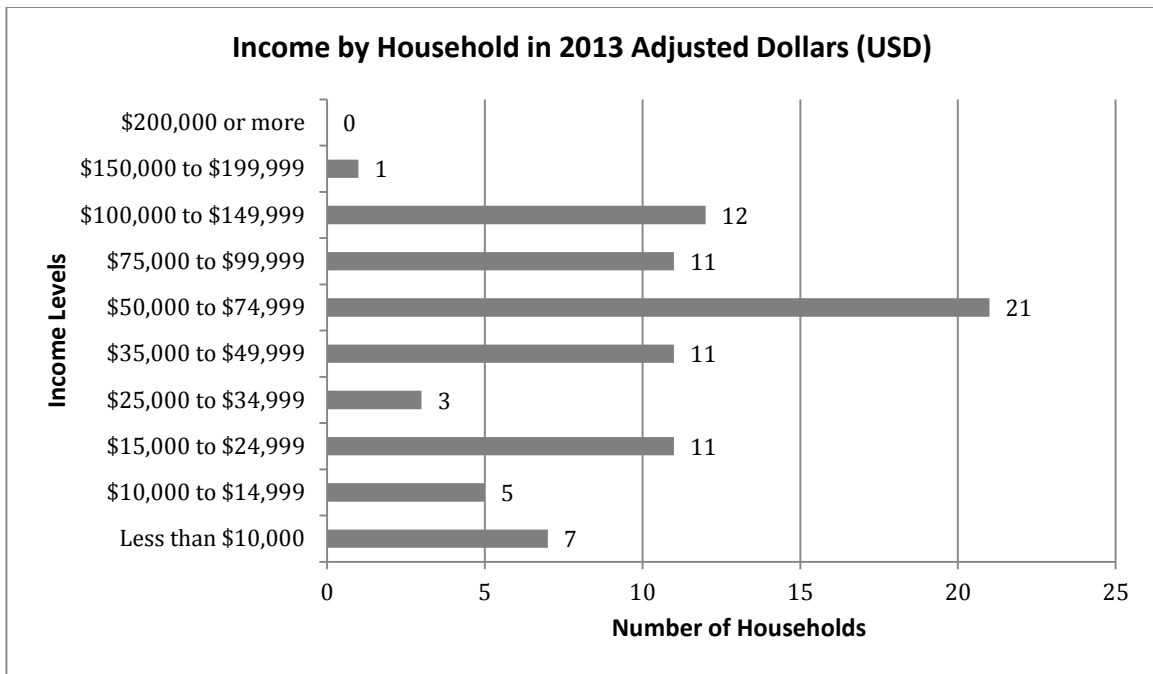
Figure 8.2. Income by Household in 2013 Adjusted Dollars.
Source: US Census Bureau (2013)

Income by Family in 2013 Adjusted Dollars

Income Level	Number of Families
$200,000 or more	0
$150,000 to $199,999	1
$100,000 to $149,999	2
$75,000 to $99,999	9
$50,000 to $74,999	17
$35,000 to $49,999	12
$25,000 to $34,999	0
$15,000 to $24,999	4
$10,000 to $14,999	0
Less than $10,000	0

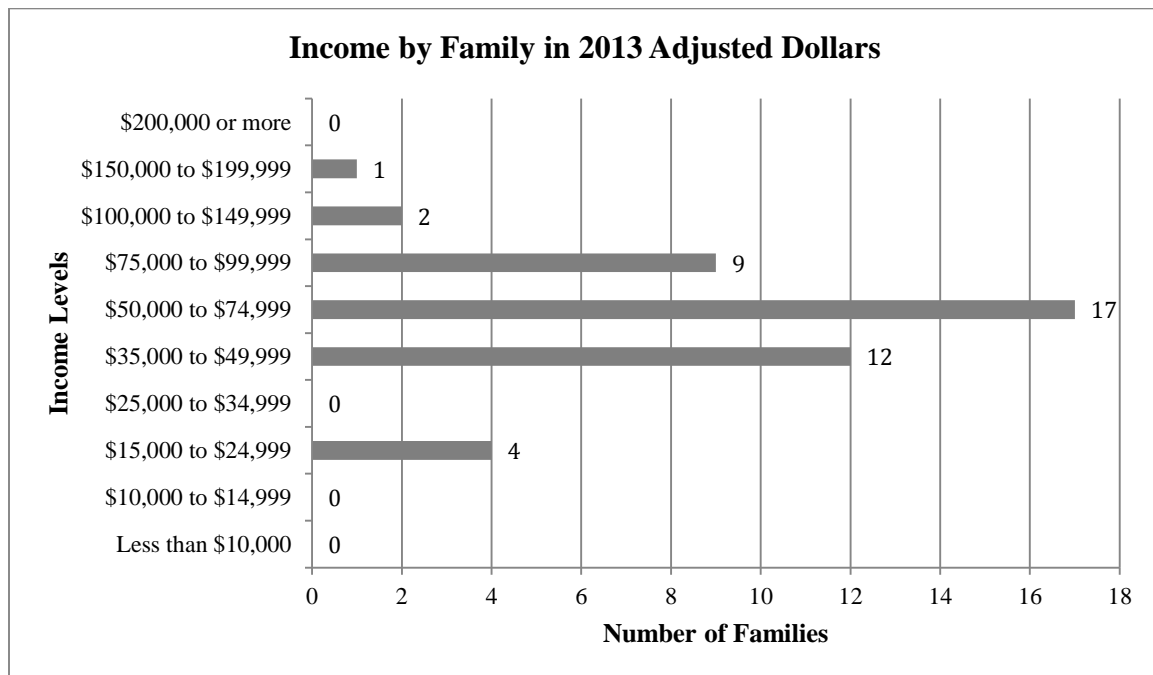Figure 8.3. Income by Family in 2013 Adjusted Dollars.
Source: US Census Bureau (2013)

Although it is not depicted in any of the included graphics, disparities in income between the genders are also important to observe. On a per capita scale, male citizens of Buffalo make a median income of $34,583. While females make over 10% less than males overall, coming in at

a median income of $30,625. These numbers next to each other in a single year aren't dramatic. But over an average working lifetime, females of this rural community with be paid nearly $200,000 less than their male counterparts (US Census Bureau, 2013).

In its 135-year lifetime, Buffalo has seen its share of the cyclical economic theme of peaks and troughs. Incomes have changed with the changing of industry, growth and outmigration, along with the changing demographics of this rural town. Over the past 25 years, Buffalo has seen a substantial increase in median household income in direct comparison to households nationwide. By measuring changing in actual dollars circulating within the community while also considering income disparities, a clear perspective can be gathered about potential wealth and in Buffalo.

Reinvestment Capital

Reinvestment is crucial to sustaining and growing financial capital in any community. Businesses in the financial industry have a federal obligation to redirect funds into community development, housing, and related programs. The Community Reinvestment Act or CRA was developed in 1977 to encourage commercial banks and financial businesses to identify needs within their communities and serve them with excess financial resources (FFIEC, 2014).

Buffalo's single deposit institution, First State Bank of North Dakota, serves the local community as well as other rural towns across the state. They have committed to community partnership and civic support through their financial means (www.firststatebanknd.com). On a semi-annual basis, the First State Bank of North Dakota undergoes an examination as a small institution to determine its capacity and fulfillment of the CRA regulations. The examination is completed by the Federal Financial Institutions Examination Council, otherwise known as the FFIEC. The scope of the examination includes factors such as lending opportunities, lending activity to low-income and other distressed populations, and prior assessment performance. Unusually, this examination also includes comments from the community members regarding their opinion of the financial institutions' performance. A rating is then given based on the combination of these factors. Ratings include, from best to worst, Satisfactory, Outstanding, Needs Improvement, and Substantial Noncompliance. First State Bank of North Dakota currently holds an, "Outstanding," rating with a reinvestment asset size of $288,585 (x1000). Table 8.3 also depicts the most recent examinations and ratings that correlate alongside the asset sizes.

Table 8.3. Community Reinvestment Ratings for Buffalo, ND, 2010.

Exam Date	CRA Rating	Asset Size (x 1,000)	Exam Method
01/01/1994	Satisfactory	$28,000	Not Reported
02/01/1996	Outstanding	$30,093	Not Reported
12/01/1998	Outstanding	$43,289	Small Bank
10/01/2004	Satisfactory	$67,489	Small Bank
11/01/2009	Satisfactory	$194,848	Small Bank
08/01/2014	Outstanding	$288,585	Intermediate Small Institution

Source: Federal Financial Examination Institutions Council (2015)

Financial Capital Challenges

Although most households are exceeding the poverty threshold, poverty remains to be a challenge within the community of Buffalo. This is evident through the assignment of Renaissance zoning in the town. A Renaissance Zone is dictated as such by the state of North Dakota when it aims to (after successful application and approval) purchase, rehabilitate, make leasehold improvements, and/or public utility infrastructure improvements: All 23 city blocks are classified in this way illustrating the need revitalization and development in accordance with its size (under 5,000 residents) (North Dakota State Government, 2015).

Financial Capital Assets

Financial assets allow a community to grow and continue to improve. This capital touches all areas of Buffalo and that is evident through the sheer amount of ways that wealth is generated and leveraged. The following list depicts these assets:

- Large number of businesses
- New and sustaining operations
- Volunteer and paid staff
- Buffalo Food Market
- Daycare Co-op
- Persistently high CRA ratings
- Growing assets available for Community Reinvestment
- Per capita median income levels above national data
- Employment rate of 95%

Each of these contributes to the overall progress and stability of Buffalo in terms of the community's financial health.

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Appendix 8: Financial Capital

Appendix Table 8.1: Income by Household in 2013 Adjusted Dollars.

Income Bracket	Number of Households	Percent of Total Households (approximately)
$200,000 and up	0	0%
$150,000 - $199,999	1	1.22%
$100,000 - $149,999	12	14.63%
$75,000 - $99,999	11	13.41%
$50,000 - $74,999	21	25.61%
$35,000 - $49,999	11	13.41%
$25,000 - $34,999	3	3.66%
$15,000 - $24,999	11	13.41%
$10,000 – $14,999	5	6.10%
under $10,000	7	8.54%

Source: US Census Bureau, 2009-2013 American Community Survey, www.census.gov

Appendix Table 8.2: Income by Family in 2013 Adjusted Dollars.

Income Bracket	Number of Families	Percent of Total Families (approximately)
$200,000 and up	0	0%
$150,000 - $199,999	1	2.22%
$100,000 - $149,999	2	4.44%
$75,000 - $99,999	9	20%
$50,000 - $74,999	17	37.78%
$35,000 - $49,999	12	26.67%
$25,000 - $34,999	0	0%
$15,000 - $24,999	4	8.89%
$10,000 – $14,999	0	0%
under $10,000	0	0%

Source: US Census Bureau, 2009-2013 American Community Survey, www.census.gov

Chapter 9
Built Capital

Photograph 9.1. School Gazebo, Buffalo, ND, 2015.
Source: Gary Goreham, 2015.

Authors: Rachel Ayers and Shea DeJong

Built Capital is the permanent physical installations and facilities supporting productive activities in a community. It includes roads, streets and bridges, airports and railroads, electric and natural gas utility systems, water supply systems, police and fire-protection facilities, wastewater treatment and waste-disposal facilities, telephone and fiber-optic networks and other communications facilities, schools, hospitals, and other public and commercial buildings, as well as playgrounds and soccer fields. As is obvious from this list, the built capital of a community refers to the physical infrastructure that enables network communication and access to services and markets. (Flora, 2013)

This chapter will explore the Built Capital of Buffalo. Local Infrastructure includes the sum and quality status of physical systems which support the residents of Buffalo, such as roads, water systems, and sanitation. (Figure 9.1) There is also the built capital which provides social support such as schools and libraries. Finally, housing gets into more detail than just how many homes are present. Real estate value, renter to owner ratios, accessibility, and the change in housing conditions over time are a few of the discussion topics. To complete this chapter, the team will expand on the strengths and challenges facing Buffalo regarding each of these subcategories.
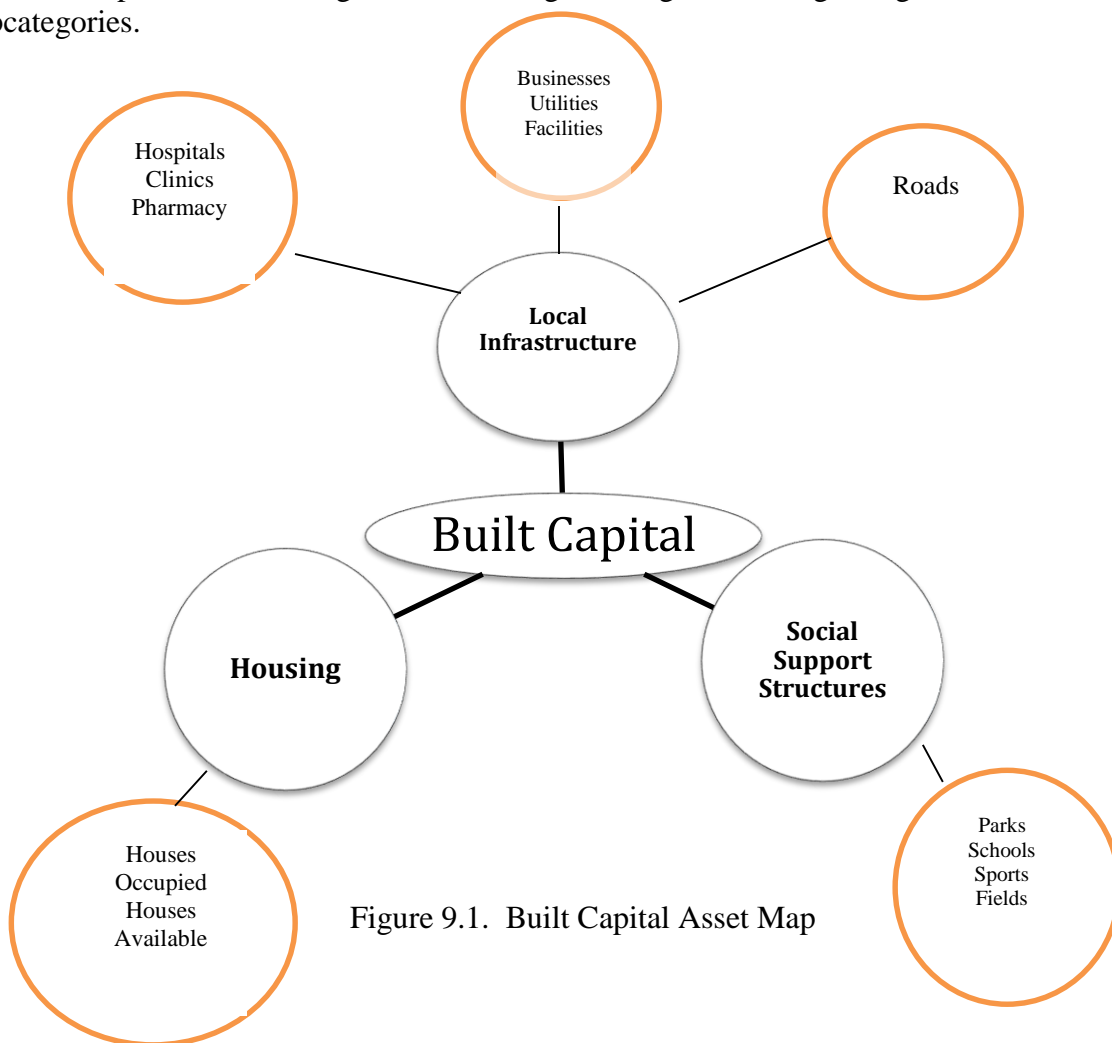
Figure 9.1. Built Capital Asset Map

Local Infrastructure

Water and Sewer

As discussed in previous chapters, the soil found in Buffalo is primarily a mix of clay and sand. This is ideal for agriculture, but makes finding underground water sources nearly impossible. Drinking water is provided by the nearby town of Leonard

Water services are supplied through Cass County Rural Water. Cost of residential water service is approximately $70 per month for residential service. The water bill includes sewer and garbage collection services. Commercial cost of water is approximately $4.20 per thousand gallons and is comparable to other communities in the area. (BSDP 2011)

Buffalo has a Water Tower within city limits. It is filled through a local pumping station built in 1965, and updated again in 1980. The service capacity is for 200 4-person households. The tower is in need of routine structural repair estimated at $350,000. (Buffalo City Auditor, 2015)

Buffalo just completed a $1 million sewer project this year. The funding came through the state mill levy as well as federal grants and the local government. The objective was to update and expand the waste management for in-town residents and businesses.

Photograph 9.2. Water Tower, Buffalo, ND, 2015.
Source: Gary Goreham, 2015.

Electricity

Ottertail Power supplies electrical service to the community. The surrounding rural area is supplied by Cass County Electric. Residential rates are reasonable, with most homes using electricity as their main heating source. Commercial rates vary depending on usage and are generally competitive with other suppliers. (BSDP 2011)

Natural Gas

Xcel Energy supplies natural gas to the community. Residential natural gas prices in Buffalo, ND (based on North Dakota data) averaged $21.07 per thousand cubic feet in July 2015. This average rate was approximately 25.9% more than the U.S. average rate of $16.73 per thousand cubic feet for residential customers. Industrial natural gas prices in August 2015 (based on North Dakota data) averaged $2.96 per thousand cubic feet, which was approximately 20.6% less than the average rate of $3.73 per thousand cubic feet in the United States overall that month. Xcel energy is the only supplier of natural gas in the area. (EIA. 2015)

Sanitation

Garbage collection is contracted by the City through Waste Management (formerly Metro Disposal). Solid waste is picked up weekly and transported to the Dakota Landfill in Gwinner, ND. (BSDP 2011) Hazardous waste and recycling disposal services are not offered within the city of Buffalo, but can be dropped off in nearby Casselton.

Fire Department

The current Buffalo Fire Hall was built in 2004 and houses two pumper trucks, one tanker truck, as well as the Buffalo Area quick Response Unit. Nearly 30 Volunteers have made it possible for Buffalo to possess one of the finest Fire Departments in the rural area, serving over 144 square miles. A firehouse with such capabilities is a major asset to the town of Buffalo. Rural fire protection has become a monopolized part of communities built capital. (Flora, 2013. p 218) Recently Buffalo has petitioned to raise the mill levy to fund new equipment for the fire department, which passed by 96%.

Telephone, Internet and other Communication Assets

Inter-Community Telephone Company provides local telephone and Internet service. Internet service is both dial-up and DSL. DSL cost is approximately $69.50 per month for residential service. Long distance service is available from any of the national long distance providers. Qwest, AT&T and several other communications providers have major communication lines including fiber optics running through Buffalo along the BNSF right of way. (BSDP 2011)

Public Facilities

School

Buffalo is currently part of the Maple Valley School District, which includes Oriska, Fingal and Tower City. K-3 Elementary is located in Buffalo, Oriska's Elementary is grades 4-6, and Tower City is home of the Maple Valley High School grades 7-12. These communities provide inclusive-access to each one another's built capital in the form of schools. The Maple Valley School District instituted a Technology Plan for 2013-2016, to bring state of the art technology to educators and students. Buffalo's K-3 Elementary School has already experienced advancements with the addition of SMARTboards in each classroom.

Library

The Margaret Fraase Public Library rests in a house that was built back in 1885 and is now owned by the Buffalo Historical Society and Heritage Center. The library is named after a long-time local resident with a strong belief in the value of books and education who died in 1999. In 2011, students from NDSU and UND spent two days helping to give the building a fresh coat of paint. Local residents under the leadership of the Buffalo Job Development Authority rallied to provide the supplies and equipment, welcome the volunteers, paint, and provide them with home-cooked meals. (Rakow, 2011) The library has just recently been designated a public library which makes it eligible for a $4 Million levy from the city and for grants from state and federal sources.

Recreation

The Buffalo Park District is maintained through mill levy funds. The town ballpark complex is utilized by the school district, church, local and neighboring leagues. This also allows the town to host tournaments for other school districts in the area.

There is a football field that is mainly used by the High School. Thanks to funds raised by the Raider Booster Club and Dollars for Scholars, the Football field received lights and sprinklers for the first time this year.

An RV Park encourages tourism in the summer time. (Photograph 9.2) Whether locals come to camp, or travelers just need a place to park for the night, the RV Park is a unique asset.

Photograph 9.3. Buffalo RV Park, 2015.
Source: Gary Goreham, 2015.

Housing

According to the 2010 Census, there are 101 housing units in and around Buffalo. Occupied homes are primarily owned, with only a small percentage being rented or vacant. (Table 9.1, Appendix 9-C) In 2013 the median rental rate was $370. The majority of homes were built prior to 1939 (Figure 9.3, Appendix 9-B) and 15 are considered historic. The average real estate value of houses in Buffalo in 2011 was $93,406. Compare that to the state average of $155,400. Only 3% of all houses in the area lack complete plumbing facilities. (City-Data, 2013) The most common source of heat in homes is electric, with utility gas being a close second. (Figure 9.4, Appendix 9-B)

An independent living housing complex is located on Main Street in Buffalo. The complex consists of eight apartments, three of which are two bedroom units and five which are one bedroom units. All of the units are one level and there are no steps into the building. One apartment is considered to be completely handicap accessible with a walk-in shower, wide hallways and additional handicap bars. Prior to 2006 the apartments were reserved for residents over 65 years of age, but today there are no age restrictions and rent is based on income.

Table 9.1. Occupied Houses, Buffalo, ND, 2014.

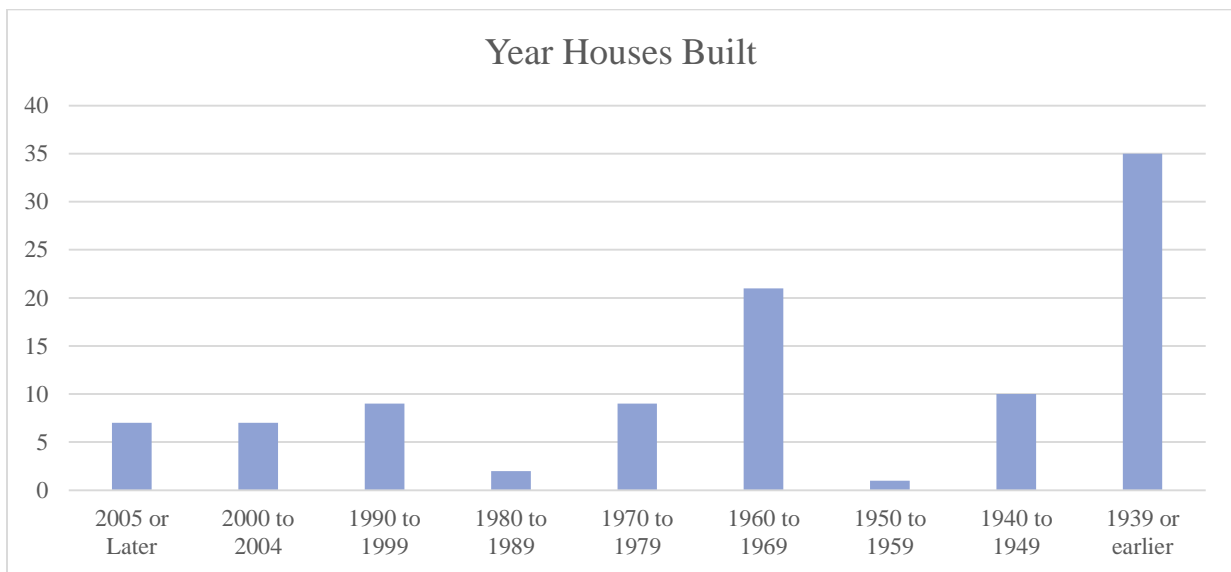|	
Occupied	92
Owner-Occupied	78
Renter-Occupied	14
Vacant	9
Total Houses	**101**

Source: City-Data.com

Figure 9.2. Year Houses Built, Buffalo, ND, 2014.
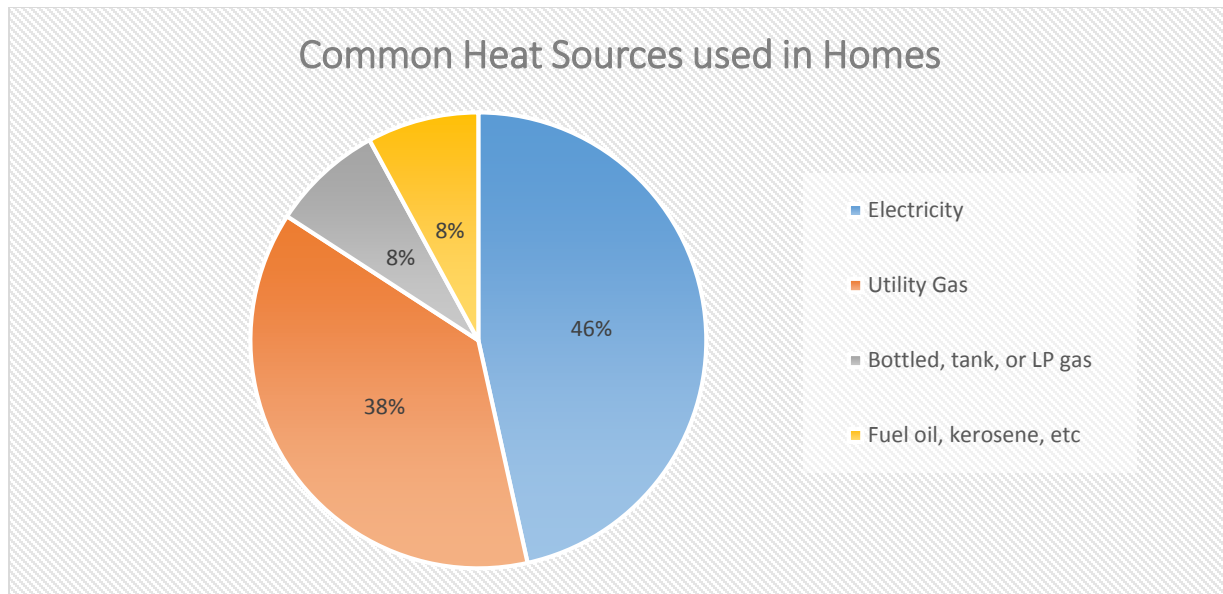Source: City-Data.com

Figure 9.3. Common Heat Sources Buffalo, ND, 2014.
Source: City-Data.com

Availability. Although houses in Buffalo rarely go up for sale, 1 per year on average, there are plenty of opportunities to purchase housing lots. The current price for a lot is $10,000, which can easily be covered through state income tax credit and property tax abatement. (BuffaloND.com, 2014)

Built Capital Assets

Buffalo has several strong bridging networks with neighboring towns. Sharing their school district with Oriska, Fingal and Tower City allows all four cities to pool resources and portion costs. Sharing its built capital like the ballpark complex and community center with neighboring towns, Buffalo is able to maintain their own identity and afford the upkeep on supporting structures.

Built Capital Assets in Buffalo include:

- Fire Department Hall
- First State Bank
- Community Center
- Grocery Store
- Churches
- Historic School
- Elementary School
- Red Trail Vineyard
- Library
- RV Park
- Ballpark Complex

- Football Field
- Playground and Parks
- Volleyball Court
- Horseshoe Pit
- Houses
- Apartment Complex
- Cemetery
- Water Tower and Pumping Station
- Telephone, Electric, and Fiber Optic Cables

Built Capital Challenges

The greatest built capital challenge for any community is finding the funding for infrastructure projects. Cities with small populations cannot rely on tax revenue alone. Luckily for Buffalo, there are a few local residents with experience in writing federal grants.

A city with funding must then decide which building projects have first priority. For instance, should the city of Buffalo undertake the task of paving their roads in town, or start maintenance on the water tower first? There may be differing opinions on the City Council.

- Acquire Funds for Infrastructure Projects
- Decide which Projects take Priority
- Assess Risks and Rewards of Future Projects

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Appendix Table 9.2. Year Houses Built.

2005 or Later	7
2000 to 2004	7
1990 to 1999	9
1980 to 1989	2
1970 to 1979	9
1960 to 1969	21
1950 to 1959	1
1940 to 1949	10
1939 or earlier	35
Total	**101**

Appendix Table 9.3. Common Heat Sources.

Fuel Source	**Homes**	**Percentage**
Electricity	47	47%
Utility Gas	38	38%
Bottled, tank, or LP gas	8	8%
Fuel oil, kerosene, etc	8	8%
Total Homes	**101**	**100%**

Chapter Ten
Government

Photograph 10.1. Buffalo City Office.
Source: Gary Goreham, 2015

Authors: Kayla Malvick and Malena Mastel

Government

Government is defined as a group of people whom are in charge of and make important decisions for a state, country, or community. Government capital is in charge of making important decisions when it comes to services that are usually paid for through things such as grants, or taxes. Government can be classified into many different types, some examples of these are monarchy, dictatorship, republic, and aristocracy (Flora & Flora 2013).

This chapter will go over government boards within the community as well as emergency management. The main focus groups that will be discussed are city officials, emergency management, parks and recreation, board members, and city revenue grants and costs (Map 10.1).
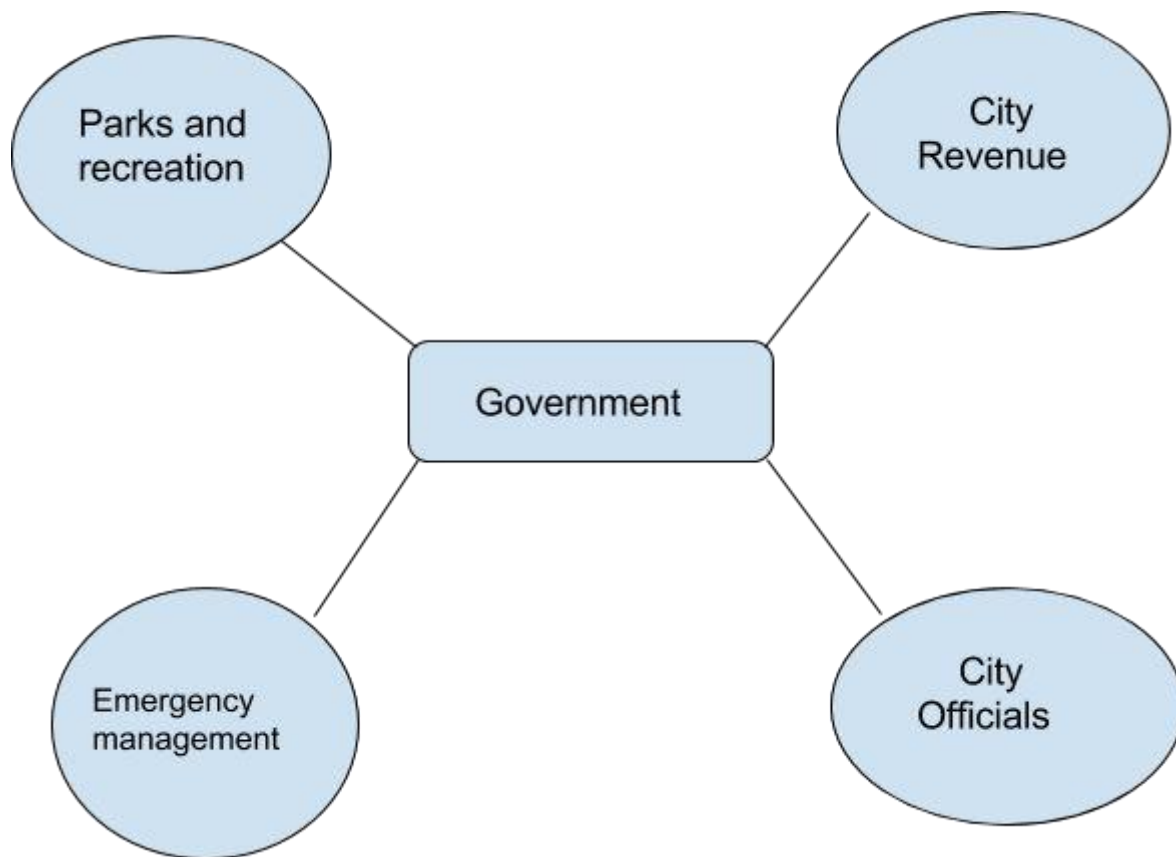

Figure 10.1. Government Asset Map.

Local Government

The city of Buffalo North Dakota is led by mayor, Antoinette Babcock as well as Brain Steckler, Jim Jager, Chuck Kasin, and Virgil Olson who are all part of the city council. The town also has a job development authority board which holds meetings regularly every month in the back of the local community center. The mission of the board according to Buffalond.com is "to improve the quality of life we already enjoy by expanding community assets and developing new wealth, and by attracting new families and businesses to Buffalo while maintaining existing businesses and residents" (City of Buffalo 2015). The current members of this board include Lee Fischer who is the chairman of the board, Jeannie Wilcox, Billy von Bank, and Liane Stout (City of Buffalo 2015).

The two largest sources of revenue by Buffalo North Dakota government are property taxes and water utilities. The city had $300,000 available in budget funds (as of 2002– most recent data available) (City of Buffalo 2015). More of Buffalo's revenue can be seen in the tables below (Table 10.1 and Table 10.2).

Table 10.1. Buffalo Revenue in 2002-Total (and Per Resident).

Charges - Solid Waste Management	$20,000 ($101.52)
Sewerage	$14,000 ($71.07)
Parks & Recreation	$14,000 ($71.07)
All Other	$1,000 ($5.08)
Federal Intergovernmental - All Other	$2,000 ($10.15)
Miscellaneous - General Revenue, NEC	$22,000 ($111.68)
Special Assessments	$12,000 ($60.91)
Rents	$5,000 ($25.38)
Interest Earnings	$3,000 ($15.23)
Water Utilities	$26,000 ($131.98)
State Intergovernmental- Highways	$9,000 (45.69)
General Support	$5,000 (25.32)

Source: BuffaloND.com

Table 10.2. Buffalo Expenses in 2002-Total (and Per Resident).

Current Operations - Water Utilities	$31,000 ($157.36)
General - Other	$30,000 ($152.28)
Solid Waste Management	$21,000 ($106.60)
Parks & Recreation	$20,000 ($101.52)
Regular Highways	$13,000 ($65.99)
General Public Buildings	$11,000 ($55.84)
Sewerage	$9,000 ($45.69)
Financial Administration	$4,000 ($20.30)
Central Staff Services	$1,000 ($5.08)
Judicial and Legal Services	$1,000 ($5.08)
General - Interest on Debt	$1,000 ($5.08)
Total Salaries & Wages	$62,000 ($314.72)

Source: City-Data.com

Projects in the Works

Currently, Buffalo's school system is intending for a new school to be built in Tower City. A town meeting was held to discuss details. Voting took place and the new school referendum lost twice, but it was a close vote. The cost would have been $103 million dollars with a 20 year bond. According to enrollment projections it is predicted that there would not be enough children to support the new school. Buffalo has sixty K-3 students that are enrolled in the school district (City of Buffalo 2015).

Parks and Recreation

Buffalo's Park District is maintained through mill levy funds. Buffalo has an assortment of parks. They have a ballpark complex, a picnic area on Main Street, a recreational vehicle (RV) park, a horseshoe court, a new playground at the ballpark, the school park, and even a sand volleyball court, which is also located at the ballpark complex (Image 10.2). The RV Park welcomes all visitors and is a great way to draw in tourism. There is a drop box where you can pay for your stay and picnic tables are located near the grounds. This makes for a great family getaway. Buffalo, North Dakota also has a youth summer recreation for children who can participate in things like T-ball and swimming. The town does not have a pool, so they take buses of kids to nearby pools during the swimming season. The board is also in charge of managing the summer programs as well as the rest of the parks within the town. The parks board generally meets once a month usually the last Monday of the month (City of Buffalo 2015).

Photographs 10.2. Buffalo's Ballpark, 2015.
Source: Gary Goreham, 2015

City Government

Government officials are elected or appointed to positions that grant them the power to make changes in the community. Buffalo's city government is comprised of the Buffalo City Council, Job Development Authority (JDA), Zoning Board, Park Board, Library Board, Historic Preservation Commission, and the city staff.

The Buffalo City Council consists of five members, the mayor and four council members. All five positions on the city council are elected by the voters-at-large of Buffalo. The City of Buffalo Job Development Authority (JDA) is a government group with four members, a chair and three other members, who are appointed by the City Council (Babcock 2015). The JDA's four members meet once a month in order to try to fulfill their mission, which is "to improve the quality of life we already enjoy by expanding community assets and developing new wealth, and by attracting new families and businesses to Buffalo while maintaining existing businesses and residents" (City of Buffalo 2015). In other words, the JDA's job is to promote and create businesses, increase the number of jobs in the town, and bring new workers into the town (see Figure 10.2) (City of Buffalo 2015).

The Zoning Board is typically a five member group, consisting of a board administrator and four board members. However, as of October 2015, there are only three members on the board, with the position of board administrator and a board member position currently open. The Zoning Board is in charge of dividing the town's land into zones, or sections, where only certain types of facilities are allowed. For example, in a residential zone, houses and apartment buildings may be built, but a store may not be. Buffalo has six zone types: agriculture, commercial,

industrial, renaissance, residential, and park. For the most part, the type of facility allowed in each zone is explained in the name (e.g., parks go in park zones), except in the case of the renaissance zone. A renaissance zone is a special kind of zone that allows for the renovation and building of both commercial and residential facilities. These zones offer tax credits and property tax exemptions in order to encourage individuals and businesses to build or remodel properties in the area. Buffalo has a large renaissance zone of twenty-three city blocks, or almost all of the town. Although the town may be rather small, it is full of large possibilities (City of Buffalo 2015).

The Library Board of Buffalo oversees the town's library, the Margaret Fraase Public Library, which is owned by the Buffalo Historical Society/Heritage Center, Inc. The Library Board consists of six members: a chairperson, a treasurer, a secretary, a city council representative, the town librarian, and one other member. This board recruits and coordinates the library's volunteers, organizes events and activities at the library, and oversees the library's finances and maintenance (City of Buffalo 2015).

Buffalo's Park Board also consists of six members, including a president, a clerk, and four other members. Currently, one member position remains open. Members of the Park Board are elected directly by the voters-as-large. The Park Board meets once a month, where they discuss matters pertaining to the town's parks, such as the management of "the summer swimming program, the grounds at the ballpark complex, the picnic area on Main Street, and a basketball court near the elementary school" (City of Buffalo 2015).

The City of Buffalo Historic Preservation Commission (CBHPC) was established in 2001 as a five member advisory board. The CBHPC obtains most of its funding from the National Parks Service, but also receives local funds to pay for its projects. The projects of the CBHPC revolve predominantly around restoration and preservation of sites, which have historical merit. This board helps residents and organizations obtain the technical and cultural resources needed for preservation projects. For example, presently, the CBHPC is aiding the Buffalo Historical Society in the process of restoring and refurbishing the town's historic school (City of Buffalo 2015).

The last section of Buffalo's government is the city staff. The city staff consists of a city auditor, a public works official, two custodial staff members, and a county-appointed deputy. The auditor handles financial accounts and record keeping for the town. The public works official handles public projects, such as road construction. Buffalo's county-appointed deputy handles law enforcement (City of Buffalo 2015).
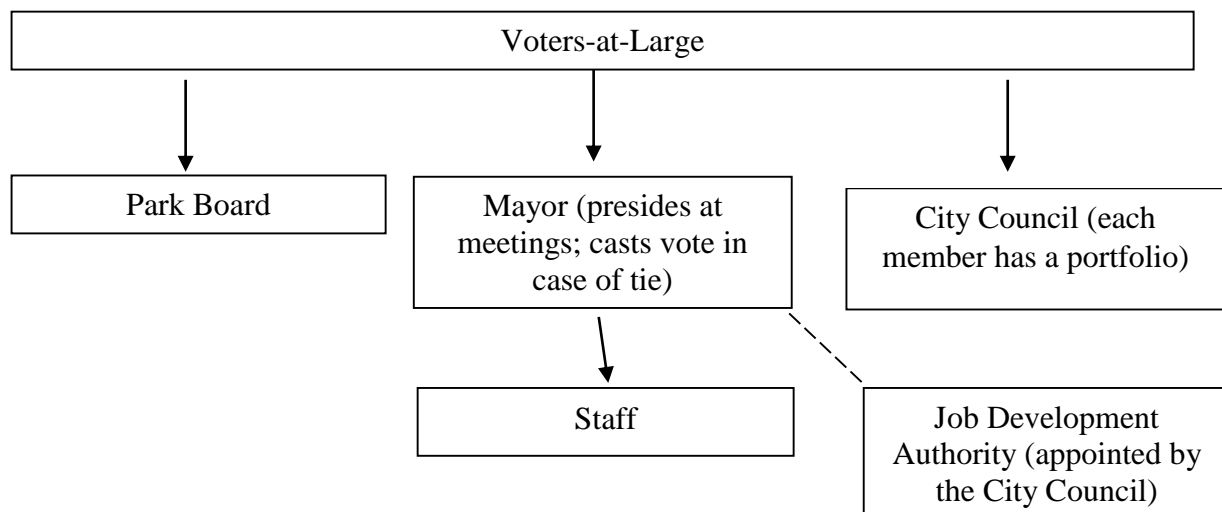

Figure 10.2. City Government Set-up of Buffalo.

Emergency Management

      The Buffalo Fire Department and area quick response unit is one hundred and forty four square miles and currently has 29 active volunteers on the roster. Paul Tinjum is the fire chief at the fire department and he also works within the quick response unit. The quick responders unit is state certified and has members from Tower City and surrounding Buffalo areas. The quick response unit currently has thirteen members (City of Buffalo 2015).

Photograph 10.3. Buffalo's Fire Department, 2015.
Source: BuffaloND.com.

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Chapter Eleven
Local Development Organizations

Photograph 11.1. Buffalo, ND Illustration.
Source: TownMapsUSA.com.

By Kayla Malvick, Malena Mastel, and Skye O'Brien

What are Local Development Organizations?

Local Development Organizations (LDOs) are type of organization common in smaller towns and cities. These organizations consist of local community members and attempt to improve the town or city's local economy through projects that build on resources already available in the community. The ultimate goals of LDOs are "increasing income, employment and self-employment opportunities, and net tax revenues; improving the long-term stability of the local economy; improving, or at least maintaining, the local quality of life and work; and otherwise enhancing the well-being of the local population" (Malizia & Rubin 1985, 7). While LDOs vary in size and project types, all share these common community improvement goals. A LDO typically consists mainly of volunteers, but it may have a small number of paid staff as well. Paying staff salaries and other monetary questions all make up the biggest issue faced by LDOs: funding. A LDO seeks funds from a variety of sources ranging from state and national government grants to local fundraisers (Malizia & Rubin 1985, 7-9).

Figure 11.1. Local Development Organization Asset Map of Buffalo.

Community Club

The community club represents all of the organizations within the area. During the meeting each organization gets to talk briefly about reports they are making and changes that they would like to be made throughout these organizations. These changes can be anything from pest control to new windows being put up in the schools. The Community Club meets four times throughout the year. The months in which these meetings take place are January, March, June, and also September. The leadership of the Community Club consists of Randy Mundt (president), Larry Zaun (vice president), Jodi Combs (secretary), and Gary Milbrandt (treasurer). The Community Club celebrated its one hundred and thirty fifth year of service on July 19, 2015. Anyone is welcome to join the Community Club in Buffalo (City of Buffalo 2015).

Buffalo Community Development

The Buffalo Community Development group formed in the 1970s in order to provide affordable housing for senior citizens with low-income backgrounds. The BCD opened up the Buffalo Housing Apartments (BHA) for this purpose (Buffalo Advisory Committee 2015). The BHA eliminated the age requirement in August 2006 so that the apartments are open to renters of all ages. However, the apartments are still for individuals and families with low incomes. The BHA is located on Main Street (Image 11.2) and has eight apartment units in the building (three two-bedroom units and five one-bedroom units). All apartment units are partially handicap-accessible (one level, no stairs for entry), and one unit is considered to be fully handicap accessible with additional amenities for handicapped renters (City of Buffalo 2015).

Photograph 11.2. Buffalo Housing Apartments.
Source: Gary Goreham, 2015.

Job Development Authority

Buffalo's Job Development Authority is a four-member government group with a chairperson and three other members, all of whom are appointed by the city council. The group meets once a month at the Buffalo Community Center. This LDO was created to create and implement a community assessment of Buffalo and to put in place a strategic plan for the city. The community assessment and strategic plan have an ultimate end goal "to improve the quality of life we already enjoy by expanding community assets and developing new wealth, and by attracting new families and businesses to Buffalo while maintaining existing businesses and residents" (City of Buffalo 2015) In other words, the JDA's job and role as an LDO in the city is to promote and create businesses, increase the number of jobs in the town, and bring new workers into the town. The JDA also, along with the Buffalo Economic Improvement Corporation, holds an annual raffle drawing. Citizens purchase tickets at the Buffalo Food Market for a chance to win a cash prize each day in May. The proceeds from the raffle go toward benefitting the Buffalo Food Market (City of Buffalo 2015).

Photograph 11.3. Buffalo Food Market, 2015.
Source: BuffaloND.com.

Buffalo Economic Improvement Corporation

The Buffalo Economic Improvement Corporation's (BEIC) largest current role is to aid with the annual raffle. However, in the past, the BEIC was a much more active LDO in the community. The BEIC was formed in 1970s as a nonprofit organization. This organization created the daycare co-op that still plays a major role in the community today. By creating the daycare, this LDO contributed to the economy of Buffalo by allowing parents to work and pursue careers when without the daycare, they would have had to stay home with their children.

Parks Board

The park board is in charge of managing the town's parks and recreational areas. The park board is maintained through mill levy funds, and the bored usually meets monthly. The members of this board are President Bill Marcks, Diana Weshnevski, Jodi Combs, and Gary Milbrandt. The parks that which Buffalo has available are an RV park, a horseshoe court, a basketball court, a ballpark complex, a picnic area, and a new playground that was installed at the ballpark back in 2006. Many community volunteers were responsible for making the new established playground possible. The board meets usually on the last Monday of each month and the city office has updates on dates and times of these meetings.

Photograph 11.4. The Old Stone Church and Rectory, Buffalo, ND, 2015.
Source: Gary Goreham, 2015.

Buffalo Historical Society

The Buffalo Historical Society is yet another dedicated LDO in Buffalo, ND. The Historical Society is run by President Gerald Melvin, Vice President David Larson, Secretary Keith Biggers, Treasurer Bill Marcks, and board members Antoinette Babcock, John Monilaws, and Carolyn Dosert. The Historical Society is a center for learning and community improvement in Buffalo, as it has undertaken several community improvement projects, such as the restoration of the 1916 Schoolhouse. The Old School, located at 303 Pearl Street, closed in 1978, but thanks to the Buffalo Historical Society, has been renovated and reopened as an events center and historical monument. It is the pride of the Historical Society and now serves as a second community center. They now are able to host major events such as an Agriculture Country Breakfast Tour, graduation ceremonies, weddings, and dances at the school. Members of the board are very proud of everything they have accomplished with the Old School and other historical buildings like the library and the Old Stone Church in Buffalo (Image 11.5). The Historical Society receives funding for its many projects through grants and donations, and much of the projects are completed through volunteer work (City of Buffalo 2015).

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Chapter Twelve
Ripple Effect Mapping
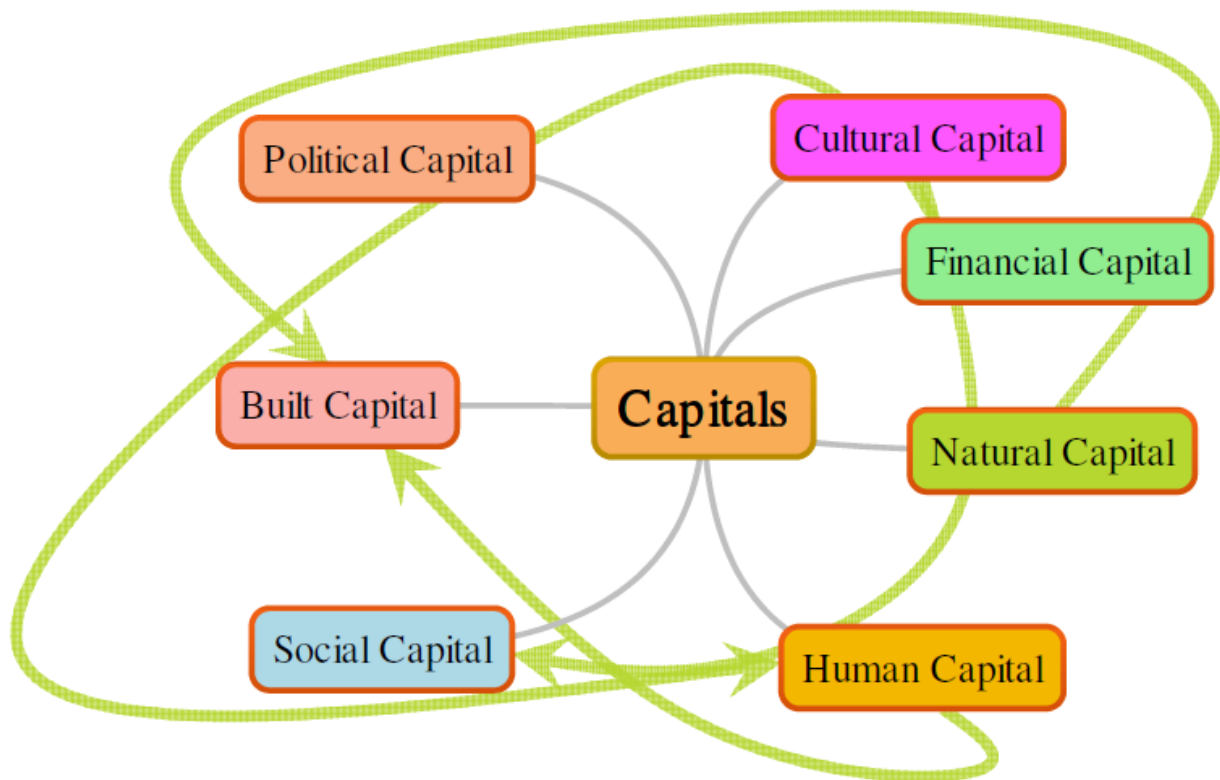
Authors: Tania Arseculeratne

Ripple Effect Mapping (REM) is a method of evaluating impacts or depicting the "performance story" of a community development program with the help of the community stakeholders (Kollock, Flage, Chazdon, Paine, and Higgins, 2012; Baker, Calvert, Emery, Enfield, and Williams 2011). In other words, REM is an effective tool that can be used to document how community development projects change the community. These changes can be both negative and positive. Usually, the groups involved in community development are only aware of the immediate and most visible impacts it had on the community (Kollock et al. 2012). By documenting the outcomes using a ripple map helps identify various other impacts that are not readily visible or thought about.

Although experimental research had been primarily used to evaluate impacts, experimental approaches suggest that it is not a helpful tool to gather information about how a program is executed (Patton, 2002). REM provides a solution to this issue. REM is a qualitative approach that rely on open ended interviewing, placing great emphasis on "attention to context" (Greene, 1994: 538) and stakeholder concerns. Unlike in the experimental research approach, REM enables to gather high quality data pertaining to implementation of the program. This approach engages participants actively brainstorming and organizing their thoughts further encouraging future collaborative efforts (Kollock et al., 2012).

REM is also a tool for brainstorming, memorizing, and organizing. As a starting point, participants begin with a central point and then gradually process by linking other integrated outcomes that generate from the central point creating a ripple effect. This method allows the participants to visually see the links between each impact and how one impact leads to another regardless of its nature: intended or unintended, or positive or negative. At the same time, this visual map is also useful to share the impacts of the program with other stakeholders such as officials and funding agents/organizations (Kollock et al., 2012). The community developers could use the ripple map to understand how one capital influence other capitals.

Although REM should be a collective work with the community stakeholders, due to time constraints the ripple maps created for this chapter are solely based on the interviews conducted with the community members, information collected during advisory group meetings, and other documentation and literature. It is important to note that the maps do not provide any negative impacts. Although probed for both positive and negative impacts during the last advisory group meeting, the members of the group did not mention about any negative consequences. The advisory group members said that not everyone in Buffalo community consider Buffalo as a tourist town. Yet, they are in the process of reaching for that goal. Liann Stout and Carolyn Dostert have attended tourism seminars and have worked with the North Dakota Tourism department.

This chapter includes two ripple maps. First map is done focusing on Red Trail Vineyard (RTV) and the second maps is done focusing on the Buffalo Historical Society (BHS). The RTV is a privately owned vineyard that has a significant impact on Buffalo community and its economy. The BHS is a voluntarily organization that relentlessly works towards the betterment of the community that has a positive impact on Buffalo community and its culture. The following section will discuss each ripple map in detail.

Red Trail Vineyard (RTV)

Events

RTV hosts various events throughout the year except in the winter. Grape vine pruning takes place in the spring and grape harvesting takes place in late summer and in the fall (Hogen 2015). Both procedures incorporate volunteers from the community as well as from outside of Buffalo. The annual grape stomp festival is one of the biggest events hosted by RTV in the fall. Apart from providing the guests with a unique experience to stomp grapes, the festival also organize wine tasting events, craft vendors, wine & beer garden, wagon rides, and so forth. RTVT also organizes tours of the vineyard and Friday night dinner parties for anyone who is interested in education and entertainment (Hogen 2015; Hogen n.d.). These various events organized by RTV not only generate profits for the vineyard but also provides an opportunity for the North Dakota residents to experience and get involved in activities that is uncommon to the area. The place also brings together people from the community itself and from outside providing the opportunity to meet people they know and make new acquaintances. It is also a place to pass information about upcoming events of Buffalo. The vineyard coordinates with the Old School for visits which encourages the visitors to visit the Old School that in return bring recognition to the community (Advisory Group Meeting 2015). RTV is also a location to hold large group meetings and private functions. People choose RTV to hold birthday parties, business meetings, private tastings, and wedding ceremonies and receptions (Hogen n.d.).

Involvement with NDSU

In the initial stages, University of Minnesota (UM) provided RTV with the necessary information and guidance to start the vineyard. At present RTV works with North Dakota State University (NDSU) which is in closer proximity to the vineyard compared to UM. RTV is one of the selected research sites of NDSU's Horticulture Department for their high value crop program. The department conducts tests to find different planting depths, and methods to improve plant growth and grape production. NDSU researchers also develop hybrid grape wines to be planted in the vineyard (Hogen 2015).

Land

The land was developed from low commodity crops (corn, soybean) to a high value crop land. At present, the vineyard has 2500 vines and 11 different varieties. The varieties come from Tom Plocher (MN cold-hardy grape breeder), Elmer Swenson from Osceola, WI, and the University of Minnesota. His grapes are made into wine at Cole Harbor, ND and in Fargo, ND creating links between other farmers and places. The owner of the vineyard Hogen hired his son and a neighbor to assist him in the business and in the vineyard. This helped circulate money within the community. Other than hiring Hogen's son and a neighbor, the vineyard has not created any additional jobs. RTV also produced an award winning vine product that produced more reputation for the vineyard as well as the town (Advisory Group Meeting 2015).

Publicity

RTV is a member of the North Dakota Grape and Wine Association which organizes vine to dine events. These events educate the public about grape growing, harvesting, crushing, vine pruning, including wine in food, and the whole process about vine making (ND Grape and Wine Association 2014). In addition to educating the public about an uncommon crop (for ND), these events help spread the word about Buffalo city. The vineyard also maintains a website, a Facebook page, and information about vineyard is talked about in KVLY news as well in a newspaper article. The latter contribute to educate outsiders about Buffalo as well as attract new visitors that increase economic benefits while creating new networks (Red Trail Vineyard 2014).
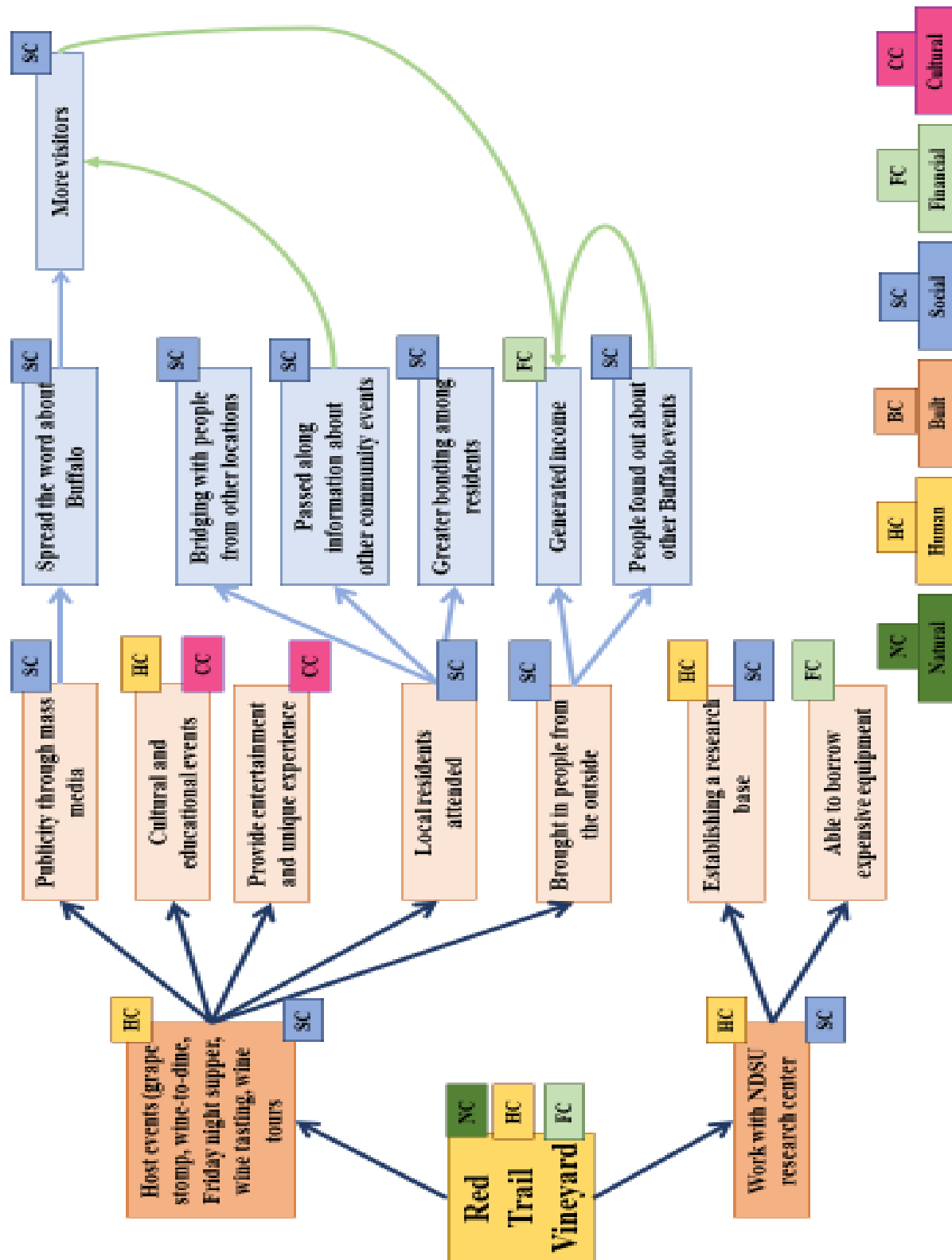
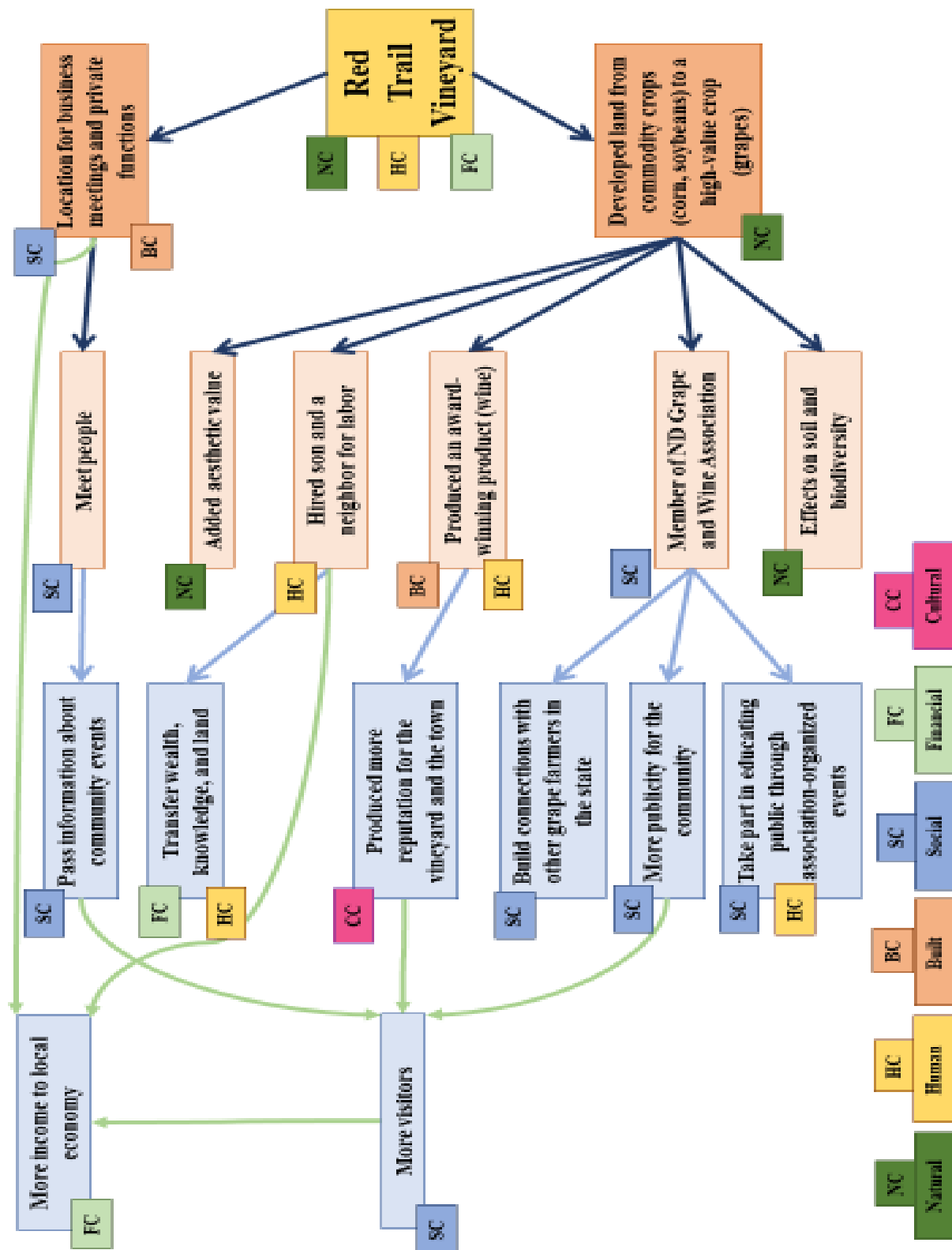Figure 12.1A. Ripple Effect Map for Red Trai1 Vineyard, Part 1.

117

Figure 12.1B. Ripple Effect Map for Red Trai1 Vineyard, Part 2.

Table 12.1. Number of Times Capitals Appear on Red Trail Vineyard Ripple Effect Map.

Capital	Number of Times Each Capital Appear on the Map
Social (SC)	20
Human (HC)	7
Financial (FC)	6
Natural (NC)	4
Built (BC)	3
Cultural (CC)	2

The capital that appears the highest number of times is the social capital and the capitals that appear least number of times are the built and cultural capitals. The intended goal of RTV was to earn money (FC). To achieve that goal, Hogen invested on natural and built capitals. During the process, other capitals such as social and human were incorporated. Some of the outcomes could be considered as unintended consequences, especially winning an award, and many bonding and bridging that take place.

Buffalo Historical Society (BHS)

The Buffalo Historical Society (BHS) is a non-government organization run by the volunteers of the Buffalo community. The common goal of the organization is to preserve the history and culture of Buffalo and to educate the community. Many volunteers lend their support in different ways, to make this goal a success. Volunteers set an example to the younger generation to become a part of community development work, simultaneously helping young people develop leadership skills. BHS plays a major role in organizing a variety of events throughout the year in order to generate funds for their ongoing restoration projects. These events bring community members and past residents together enabling renewal of old acquaintances and people from close by cities to make new connections. For past residents, it also an opportunity to re-visit the place they grew up and reminiscence about their past. The society owns three buildings: the old stone church, rectory, and the 1916 old school that represent the culture and history of Buffalo.

The Old Stone Church

The old stone church is listed in the national register of historic places. In the year 1999, the church received the National Trust for Historic Preservation honor award, which brought fame to the city of Buffalo. The BHS also organizes fundraising projects to collect donations to refurbish the church. These projects allow community members to get involved in community development projects, donate their talents and time, strengthen community bonds, and develop leadership skills.

Rectory

Rectory is transformed into a library. The library owns more than 10,000 books that has been partly donated by the members of the community (Babcock 2015). The library is also run by volunteers who are interested in donating their time and energy. Having a library is beneficial to the whole community in terms of building knowledge, providing recreation, and saving the hassle of travelling to other cities to borrow books.

1916 Old School

The old school has a meeting room, event center, and a ballroom that is used to hold both private and public functions and events. The old school hosts graduation parties, wedding receptions, annual school gatherings, and Christmas dinner parties. At the same time, the old school had also hosted Theodore Roosevelt event presented by the Medora Foundation. The old school also runs a gift shop that sells donated items. The main focus of the events that are organized throughout the year and the gift shop is to collect funding and donations to support the restorations and refurbishing projects of the old school. Other than that, the old school also is a location to drink coffee and meet people. Since the old school works in collaboration with the RTV, people from outside visit the place, bringing more money for the cause. The community members financially support by attending the events, buying items from the gift shop, and donating money. At the same time, they also extend their support by donating their time and talents as volunteers (Advisory Group Meeting 2015).

Other

Apart from the above mentioned events, BHS also organized Buffalo's first flea market involving vendors from the Hollow near Detroit Lakes. The group organized a summer flower/vegetable garden in front of the old school, old stone church, and the rectory. Such events bring people in the community together, strengthening connections between each other while adding beauty to their natural environment (Buffalo Historical Society n.d.). BHS members have also written grants in coordination with the historical preservation commission to get money for refurbishing projects and continue to do so (Advisory Group Meeting 2015).
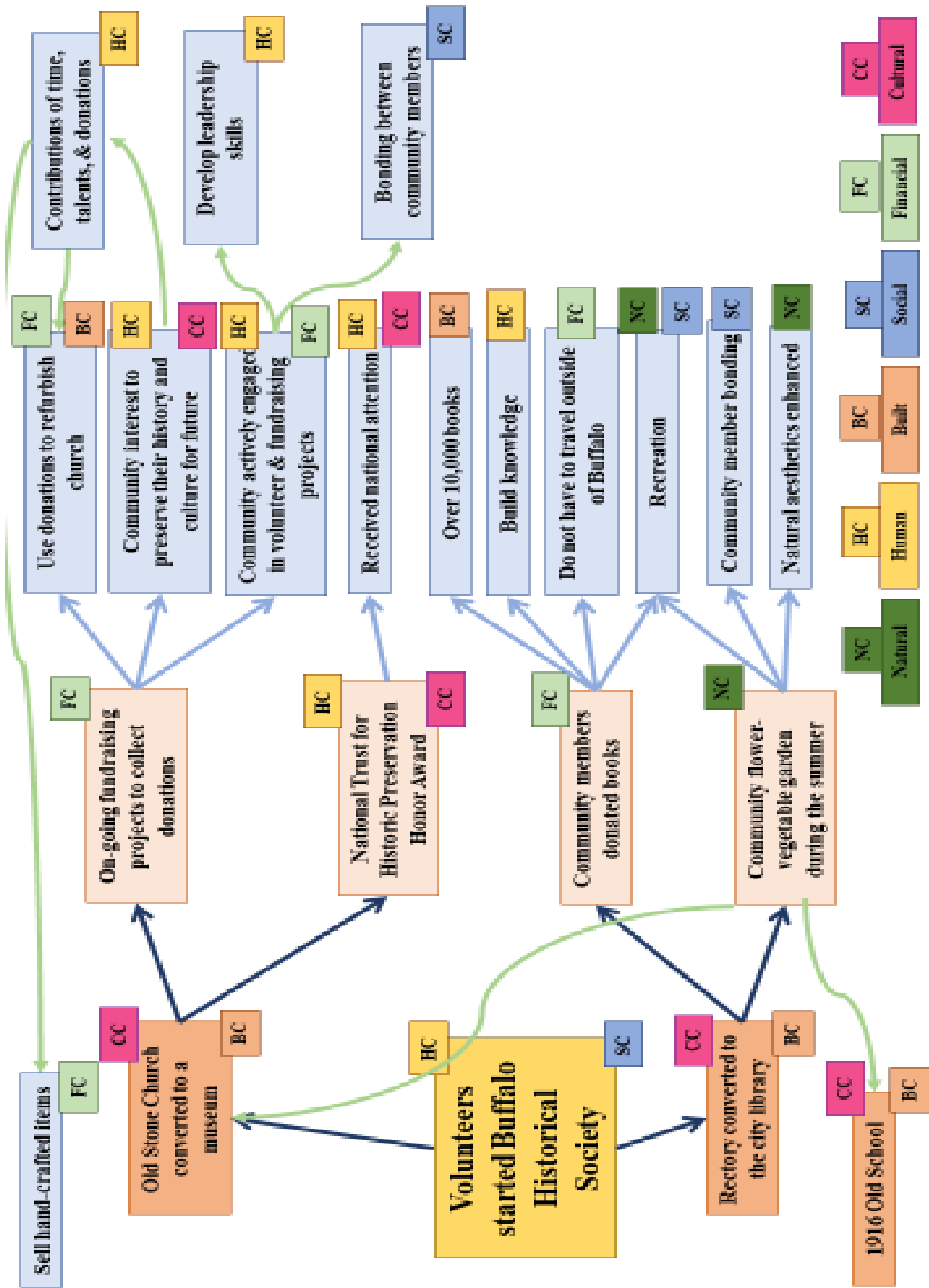
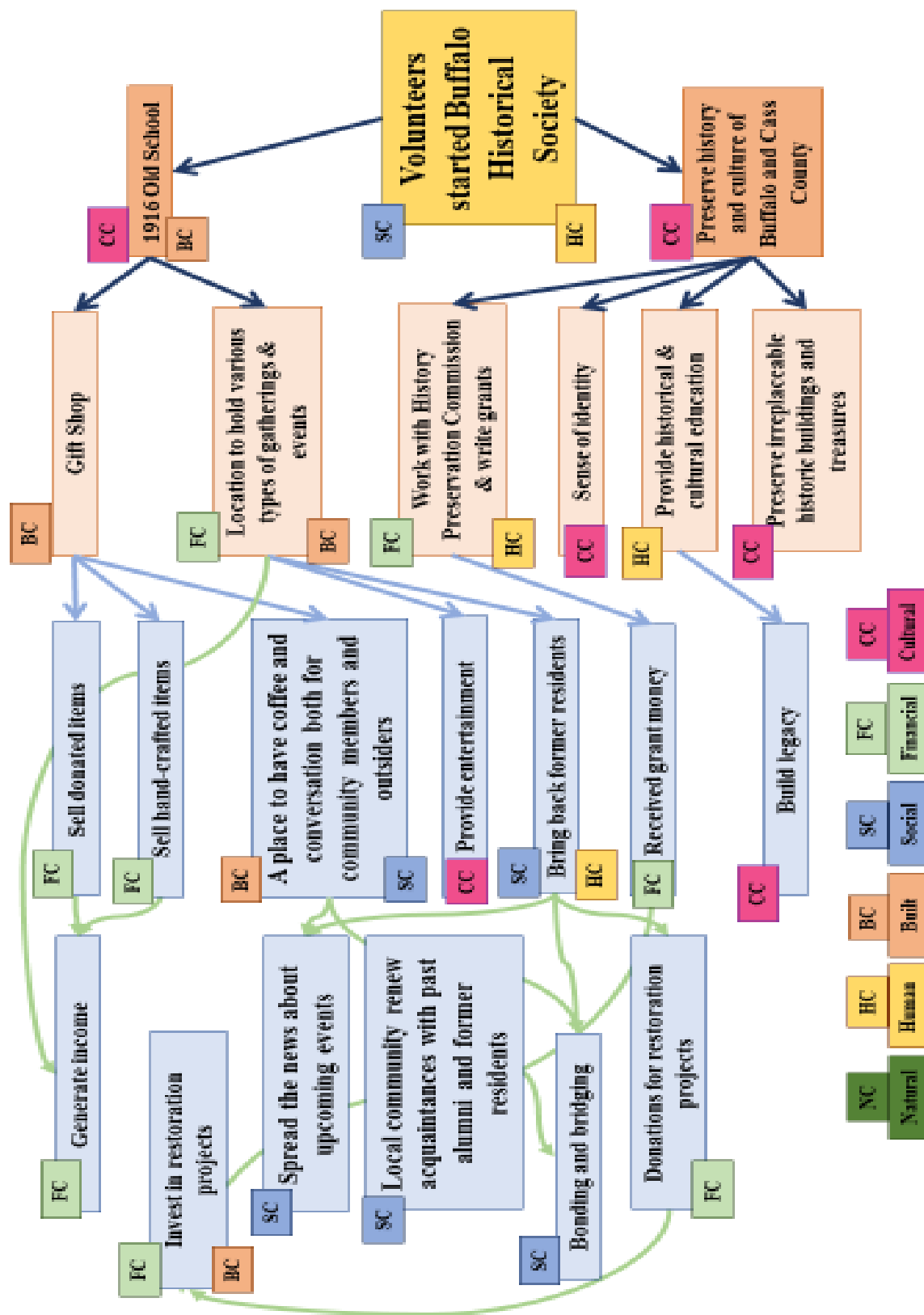Figure 12.2A. Ripple Effect Map for Buffalo Historical Society, Part 1.

Figure 12.2B. Ripple Effect Map for Buffalo Historical Society, Part 2.

Table 12.2. Number of Times Capitals Appear on Buffalo Historical Society Ripple Effect Map.

Capital	Number of Times Each Capital Appear on the Map
Financial (FC)	12
Human (HC)	11
Cultural (CC)	10
Built (BC)	10
Social (SC)	9
Natural (NC)	4

The capital that appears the highest number of times is the financial capital and the capital that appears least number of times is the natural capital. The intended goal of the BHS was to preserve Buffalo's culture and historical buildings (built capital and cultural capital). To achieve that goal, many fundraising projects and events were organized. Human capital was one of the main capitals that was used to in these projects and events. While reaching for the intended goal, unintended consequences may have occurred. Some of the unintended consequences could be, winning an award, and many bonding and bridging that take place.

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