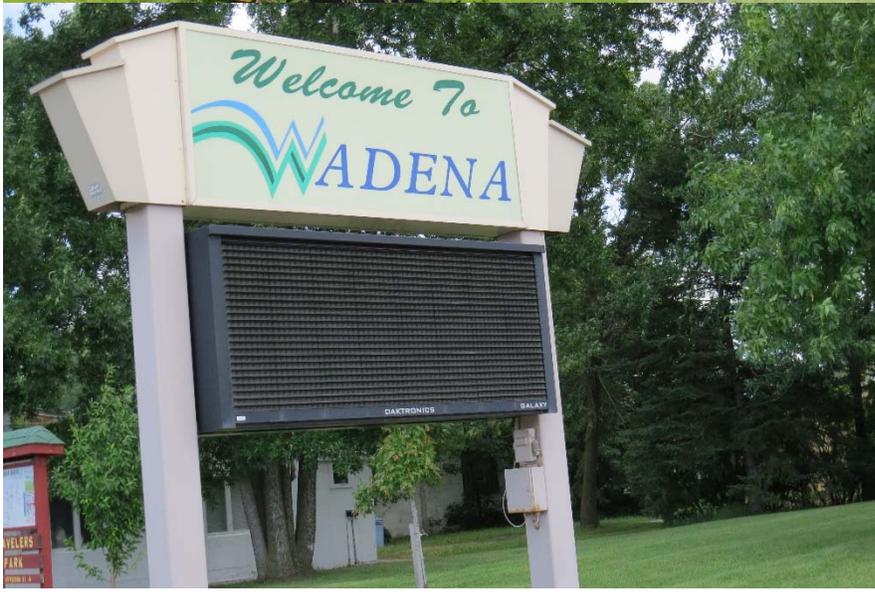


Community Assessment Study 2013



Wadena, Minnesota

A Community Assessment of Wadena, Minnesota: 2013

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Community Assessment course (SOC 404/604)
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Prepared for
Community of
Wadena, Minnesota

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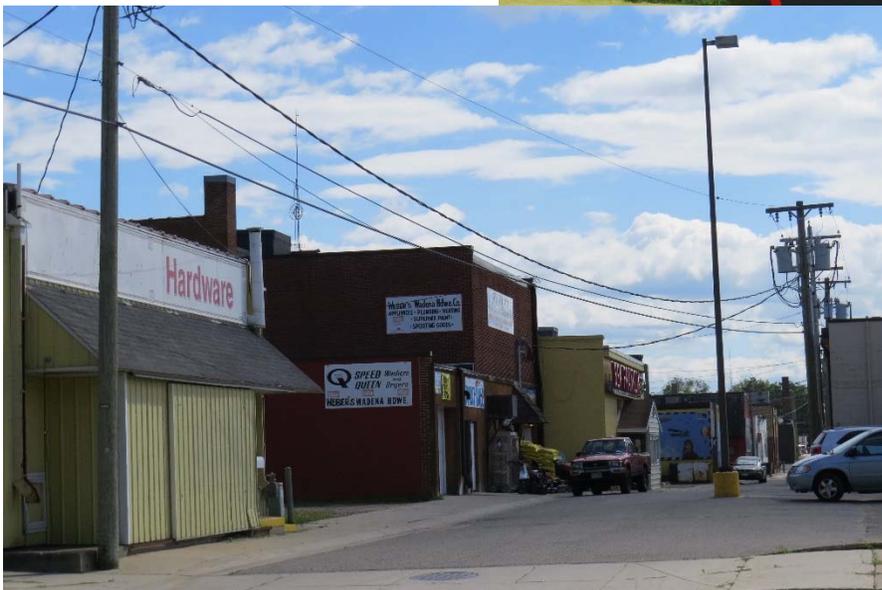
Executive Summary

- The goal of this study is to identify the assets and capitals already existing within the community of Wadena, in order to assess the possibilities for recombining these assets to find innovative solutions towards challenges facing the community. Wadena experienced a catastrophic tornado in 2010 that significantly damaged the community. Therefore, Wadena is a community recovering from a disaster.
- After the tornado, the community of Wadena collectively responded to the demands of the situation and made an appreciative commitment and an effort to recover from the damage. Significant community progress has been achieved during the last three years.
- More challenges and issues still remain to be addressed. This study aims to identify the community assets that have contributed towards the recovery efforts and how they can be reconfigured, leveraged, and recombined to achieve further community development.
- The findings of this study can be used to prepare a community development plan or a development road map for Wadena. The study has been conducted based on the Community Capitals Framework (CCF) as outlined by Flora and Flora's (2013) book, *Rural Communities Legacy and Change*, which was the text book used in the class for the course. The study is organized by the following chapters.
 - Defining the Community
 - Research Methods
 - Natural Capital
 - Cultural Capital
 - Human Capital
 - Social Capital
 - Political Capital
 - Financial Capital
 - Built Capital
 - Government
 - Local Development Organizations
- There are three potential target outcomes of the Community Capitals framework.
 - Healthy Ecosystems
 - Vibrant Regional Economies
 - Social Equity and Empowerment (Social Inclusion)
- We believe that Wadena as a community has in its possession all the necessary assets to achieve the expected outcomes. The identified assets that are outlined in the chapters of this study are strongly rooted in the community and can be easily leveraged. However, further work is necessary to develop the exact mechanisms and instruments for recombining the community assets.

(Note: All the photographs used to design the study and chapter cover pages were taken by Dr. Gary Goreham).

Defining the Community

Wadena, Minnesota



Chapter 1. Defining the Community: Wadena, Minnesota

Authors: Kory Bonnell, Felipe Conde Crespo, Matthew Ellingson

The purpose of this research project is to outline and build an asset-based assessment of the rural and recovering community of Wadena, Minnesota. Photograph 1.1 provides a view of Main Street in downtown Wadena as it appears today. Our analysis will be completed using specific methods (see “Chapter 2: Research Methods”) to identify cultural, natural, human, social, political, financial, built capitals and the governments and local development organizations. This research project was conducted in the fall of 2013 by both graduate and undergraduate students in the Community Assessment class at North Dakota State University under the guidance of Dr. Gary Goreham.



Photograph 1.1: Main Street Wadena, Minnesota.

Source: Gary A. Goreham (2013)

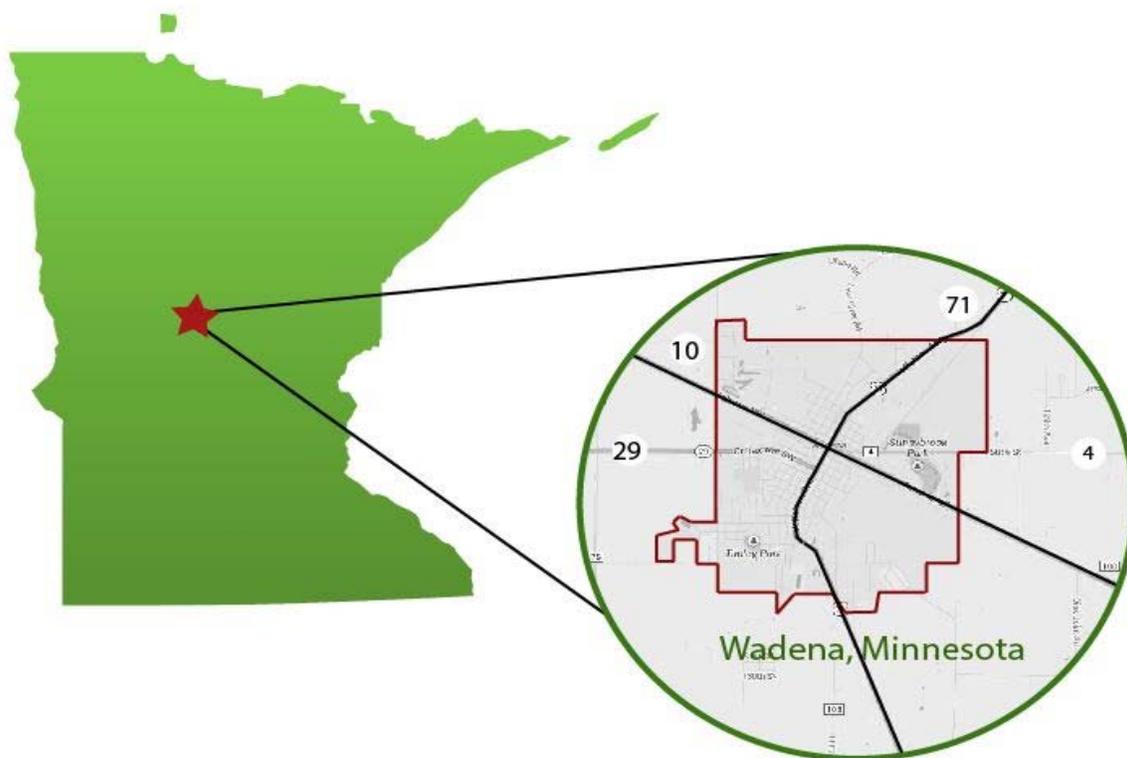
Community

Prior to outlining the concept of an asset based assessment and defining the capitals within it, it is imperative to understand the definition of a “community.” The concept of a community can be and has been defined in a variety of ways: at the core of all of these definitions is a focus on human interactions and relationships. George Hillary (1955) defines community as a “persons in social interaction within a geographic area and having one or more additional common ties”(111). Flora and Flora (2013) define community and the concepts behind it as a “shared sense of place. This sense of place involves relationships with the people, cultures, and environments, both natural and built, associated with a particular area”(9). Since

this project has defined Wadena, Minnesota as a recovering, rural community, we find it most suitable to rely on the geopolitical boundaries as the primary source of our analysis and assessment. The project will reference the geopolitical boundaries because there are often used to help define rural communities and include not only geographical boundaries but also jurisdictional boundaries found within an area.

Wadena, Minnesota

Serving as county seat, Wadena, Minnesota is a vibrant community located in Wadena County, Minnesota (see Map 1.1 below). With an estimated population of 4,060 (2011 census), Wadena, considered the “Gateway to the North,” finds itself situated in central Minnesota providing unlimited and easy access to countless recreational and leisure activities. Wadena prides itself as being “The place where big city culture and small town friendliness come together” (wadena.org, 2013). As seen in Map 1.1 below, the city of Wadena is set on both Minnesota Hwy 10 and Hwy 71. The city is located 91 miles southeast of Fargo, North Dakota and 154 miles northwest of the Minneapolis-St. Paul area. Following devastating tornados in 2010, Wadena was forced to rebuild neighborhoods, infrastructure, schools, and their community industry. According to the town website, Wadena is considered a community “Where the Prairie meets the Woodlands.” The city itself has become a community known for its excellent school system, its diverse culture, and its art-deco downtown featuring “The Murals of Minnesota,” also known as the “World’s Largest Puzzle,” which depict 1,000 years of Minnesota history (The Depot Wadena, 2013).



Map 1.1: Wadena, Minnesota.
Source: Google Maps

Chapters Summary

This asset based assessment will be formatted using the following chapters in order to highlight our community findings. The structure of this project will rely heavily on the Community Capitals Framework (Jan and Cornelia Butler Flora). This framework was developed by Flora & Flora (2013) in order to identify and leverage the resources and assets that every community has. By dividing community resources and utilizing them as a form of capital, Flora and Flora believe that the Community Capitals Framework can provide and foster “holistic analysis and action” (10). Their framework, as seen in Figure 1.1 is structured into seven different forms of capital, all relying on a community resource or asset: natural, cultural, human, social, financial, political and built. In order to maintain a healthy and thriving community it is important to emphasize and recognize the dependency and interaction that each capital has with another.

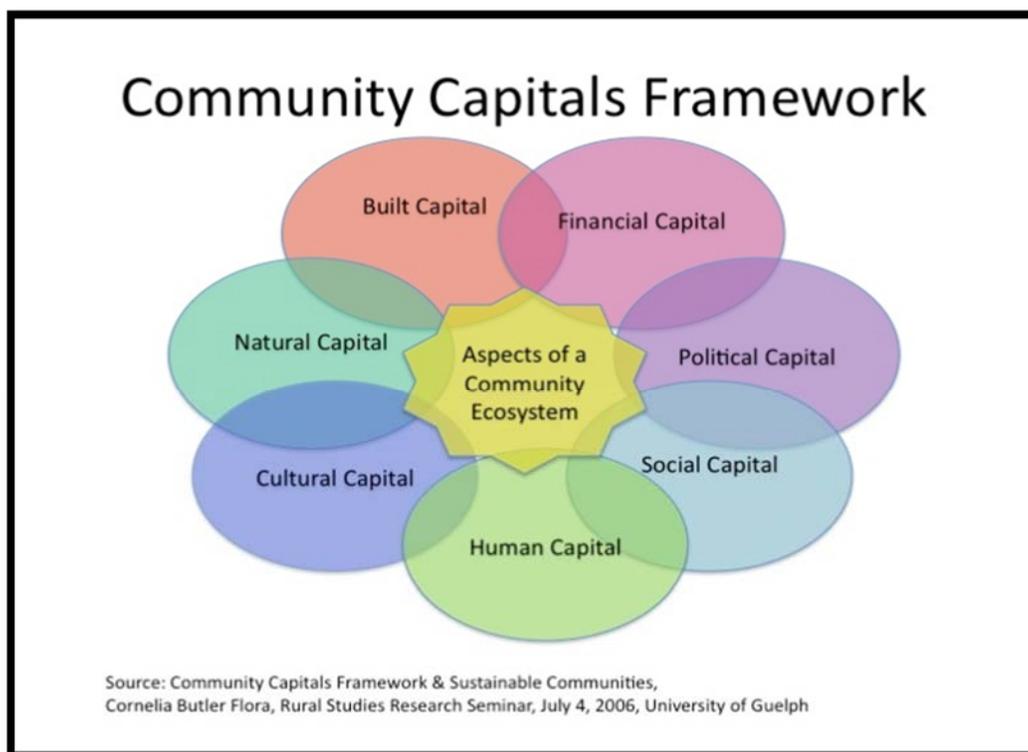


Figure 1.1: Community Capitals Framework & Suitable Communities, Source: Cornelia Butler Flora, Rural Studies Research Seminar, July 4, 2006 University of Guelph.

Moving forward with the project, Chapter 2 focuses on the research methods utilized in this project and provides a description and outline of the type of information and data collected, how it was obtained, where it was located, and finally, how it was formally analyzed. Cultural capital is outlined in Chapter 3. This portion of the assessment focuses on racial, ethnic and

gender composition, community history, and spiritual capital. Chapter 4, based on natural capital, will outline and assess Wadena's current available natural resources such as; agriculture, water, environment, biodiversity, energy, and climate. Chapter 5 focuses on the human capital that currently exists in Wadena in conjunction with the human capital of Wadena's past; for often times the human capital of a community's past can be indicative of its current structure. The components analyzed in this portion of the assessment consist of population patterns, demographics, level of education, and occupations found within the community. Social capital is addressed in Chapter 6 and provides an assessment based on the organizations found within a community that foster social interaction, a common/shared vision, and that focus on the communication and relationships that ties its residents to its community. Chapter 7 addresses political capital and identifies the political structure, organization, and power held within the community while giving rise to the distribution of the city's resources. Financial capital, as outlined in Chapter 8, highlights the accessibility that people in a community have to creating wealth or some value of exchange in relation to financial resources. Chapter 9, built capital, offers an assessment of the infrastructure currently in place to support human activity and its functions within the community. This chapter will rely on not only the physical infrastructure found in Wadena, but also the services provided to its residents, such as; health systems, schools, streets, utility systems, and public protection services. Governance is the focus of Chapter 10. This chapter breaks down the structure of the local government, who is serving the community in this capacity, and also the collaboration found between the residents and the structure itself. Finally, Chapter 11 focuses on the local development organizations found in Wadena. This portion of the assessment looks to the support systems found within a community. These systems provide a foundation for the community through economic development strategies and organizations and by providing development services through establishments such as the chamber of commerce or local jobs authority.

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Methods and Ethics

Wadena, Minnesota



Chapter 2. Methods and Ethics of the Community Capitals Assessment Approach

Authors: Felix Fernando, Thomas French, Curran Fallon, Jade Glasgow

This chapter describes the methodological approach used to apply the Community Capitals Framework to assess the community assets and resources in Wadena, Minnesota. Specifically, the chapter outlines the data used to assess each type of capital, how and where the data were found, and how the data were analyzed. The Community Capitals Framework is comprised of seven categories of assets that represent all aspects of community life. A range of primary and secondary data was used to assess these assets, which were collected using a mixture of methods.

Kothari (2004) defines primary data as “those which are collected afresh and for the first time, and thus happen to be original” (p. 17). Primary data would be gathered during a project in line with the specific research goals and objectives that the project aims to address. Secondary data, on the other hand, are those which have been collected by someone else for a different purpose but still may be useful for the project at hand. Methods of collecting primary and secondary data differ since primary data are to be originally collected, whereas in the case of secondary data the nature of data collection work is merely that of compilation (Kothari 2004). There are many methods to collect primary data, such as direct observations, interviews, surveys, and photographic data. Secondary data can come from several sources, such as documents, government websites, local websites, and newspapers.

Observation becomes a scientific tool when it serves a formulated research purpose, is systematically planned and recorded, and is subjected to checks/controls on validity and reliability. Observation method gathers data through investigator’s own direct observation without asking from respondents. Observation method works well especially in behavioral studies. The main advantage of this method is the elimination of subjective bias if it is done accurately. Secondly, the data collected under this method relates to what happens in reality in its natural settings and is not complicated by either the past behavior or future intentions. Thirdly, observations are independent of respondents’ willingness to participate and, as such, are relatively less demanding of active participation on the part of respondents. However, observations might provide very little information and sometimes unforeseen factors relating to subjectivity and judgment may interfere with understanding and interpreting observational data. Observation also requires the physical presence of the researcher. Overall, observations work well when triangulated with other methods (Kothari 2004).

Interviews involve presentation of oral-verbal stimuli and replies in terms of oral-verbal responses. The interviewer asks questions generally in face-to-face contact or through some other method of contact such as the telephone and the interviewee responds to these questions. Interviews in a structured manner use a set of predetermined questions. Interviews provide information of great depth and breadth. The interviewer enjoys greater flexibility and opportunity to explore and restructure questions or certain areas of interest. The interview method also provides information on spontaneous reactions and other emotional cues of the

respondent which might be difficult to obtain through some other methods. Interviews also can be structured in a variety of ways which are tailored to the research at hand to collect pertinent data.

On the other hand, interviews are very time and resource consuming, especially if the sample is widely or geographically spread. Respondents may bring in their personal biases or views when responding or might try to create imaginary responses or socially acceptable responses (Kothari 2004). The interviews used in the present study were qualitative in nature and comprised of predetermined open-ended questions. Probes and follow up questions were used as necessary. Several community representatives such as the Mayor, City Administrator, Director of Economic Development, and many others were interviewed during the study.

Hartmann and Hoflich (2006) identify photographs as a very important means of data collection. Photographs can become a means of collecting data in the field for subsequent analysis as field notes can capture only a limited amount of data and photographs can supplement the field notes. Photographs allow the researcher to capture information in its natural setting. Although photographs can be very useful, the meanings must be contextualized to provide useful information. Researchers must also consider the cultural and social norms of the community when taking photographs while ensuring the privacy of the participants. Windshield observations are systematic observations made by travelling through the community in a vehicle. This method allows the researcher to gain firsthand basic knowledge of the community, especially when the community is large. Windshield observations would be used as a supporting method that provides the researcher with first impressions and a variety of information that could be noticed from the road.

In addition to the primary data sources discussed above secondary data sources such as local community websites, federal websites such as U.S. Census Bureau, newspapers, and other local documents provide useful information to assess a community. The census data can provide a wide range of reliable data that would be difficult and expensive to collect otherwise. Documentary data fulfills an important role when studying a community. Community organizations such as the city itself (promotional pamphlets), local government (budget and other documents), schools and educational institutions, planning committees (comprehensive plans), and other local societies produce several documents for their purposes. But these documents can provide a rich description about the community to enhance the understanding of the community. This study did not use other approaches to data collection such as participatory observation.

Each section below describes the specific primary and secondary data used to assess and study each type of capital and how such data was obtained. The sections also specifically outline key data sources or people interviewed whenever applicable. The analysis section provides a summary table of all the different approaches used for data collection.

Natural Capital

Natural capital refers to assets in Wadena MN such as natural resources, environment, and other natural physical resources, which include air, water, soil, plants and animal life, biodiversity, and weather. Natural capital influences and is influenced by human activities (Flora and Flora 2013). Primary data on natural capital were gathered through face to face interviews

with community officials and other stakeholders within the city responsible for managing the natural resources. Some of these officials included people such as soil and conservation administrator. Secondary data such as census data, maps on hydrology and topography, wildlife information, and weather data were used to compile the information on assets that come under natural capital. These data were gathered through online sources such as Wadena city website and other pertinent government websites.

Human Capital

Human Capital is the characteristics and potential of individuals determined by the intersection of nature and nurture. Human Capital includes knowledge, education, skills, health, self-esteem, and leadership abilities (Flora and Flora 2013). Human Capital relied on interviews with community stakeholders such as the economic development director, school principal, and the mayor to gather primary data. Some of these interviews were conducted as face to face meetings while others were carried out using phone and email. In addition windshield observations were as a triangulation mechanism to gather information on human capital. Census data that pertains to information on population, education level, and health were used along with newspapers and other documents as secondary data sources to compile information on human capital.

Built Capital

Built Capital is the human-constructed infrastructure such as roads, telecommunications, factories, and other man made systems (Flora and Flora 2013). Aerial maps, architectural blueprints of community buildings, community departmental websites, census data, city website, and property lines were used to construct information on built capital. In addition windshield observations along with photographs were used to assess assets that fall under built capital.

Social Capital

Social Capital comprises the interactions and interconnections members build up within a community. Social Capital comprises relationships, mutual trust, reciprocity groups, collective identity, working together, and a sense of a shared future (Flora and Flora 2013). Interviews with heterogeneous community members such as the mayor and other residents were used to develop information on community networks and relationships. Additionally windshield observations and photographs were used to collect information on community recreational activities and other community interaction mechanisms. Several local community organizational websites were used as secondary data sources.

Cultural Capital

Cultural capital describes the assets members of a community uses to understand and make sense of their world and how to conduct themselves within it. These assets include language, heritage, ethnicities, symbols, norms, traditions etc. (Flora and Flora 2013). Interviews with community members and other community cultural organizations were used as primary data sources. In addition windshield observations were used as a supporting mechanism to determine and identify various religious, ethnic, and cultural establishments in Wadena. Census data such as religious makeup that pertains to ethnic, religious, and cultural characteristics of the community, local newspaper, and other community online sources were used as secondary data.

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 comprises access to local, county, tribal, or government officials and leverage (Flora and Flora 2013). Interviews with key community political figures such as the mayor and other city board members were used to draw up the political landscape of Wadena. This data were useful to determine the distribution of power and decision making mechanisms within the community. Local newspapers were used to compile information on community political stands or inclinations as a secondary data source. In addition Wadena city website was used to gather information on city budget and financial reports.

Financial Capital

Financial Capital includes saving, income generation, fees, loans and credit, gifts and philanthropy, taxes, and tax exemptions (Flora and Flora 2013). Census data that pertains to income, taxes, and other information were used along with city documents and the city website to identify financial circulation patterns and community income distribution trends.

Analysis

Table 2.1 summarizes the different tools used for primary and secondary data collection. Table 2.1 provides a clear picture of the commonalities and reciprocities among different tools used to collect data. Data analysis phase compiles all the inputs gathered during the data collection phase in order to derive meaningful information. The interview data and observation data would be analyzed using qualitative descriptive methodologies to construct the necessary information. Photographs and other documents would be visually and contextually analyzed to extract relevant information. Online resources such as the census information would be used to build representative charts and tables on community information. As the study used several methods such as interviews, photographs, documentary analysis, and secondary data (such as census data) for data collection, interpretation, and reporting, this study is based on the mixed methods approach. Mixed methods approach provides multiple ways of seeing and hearing and the strengths of one method will offset the weaknesses of the other. Triangulating under the mixed methods approach facilitates building a consistent and a cohesive picture of the community being studied (Creswell and Clark 2011).

Table 2.1: Summary of tools used to collect data.

Type of Capital	Interviews	Photographs	Observations	Local Documents	Online resources	Other
Natural	X			X	X	
Built		X	X		X	
Human	X			X	X	
Cultural	X	X		X	X	X
Social	X	X	X			
Political	X	X	X	X	X	X
Financial				X	X	

Methodological Issues

Each data collection method has its own advantages and disadvantages as described in the introduction section of this chapter. But awareness of these advantages and disadvantages help to triangulate through the use of complimentary methods in order to improve data validity and accuracy. Triangulation is the use of alternative methods such as interviews and observations to make sure there is consistency of the findings. For example direct observations can be supported through photographic evidence to provide the necessary context along with field notes. Each method will only provide one facet of the whole picture and it is important to carefully compile and analyze all the data in order to build a holistic view required under the community capitals framework. Triangulation helps to build this comprehensive consistent view.

The government shutdown had a significant impact on the data collection efforts of various capitals. The shutdown happened at a critical phase of the project during which the initial information on several capitals were compiled. As a result information on several capitals had to be reworked once the government was finally opened.

Ethical Concerns

All the students in the community assessment class went through the NDSU Institutional Review Board (IRB) training process. IRB certification is a mandatory requirement for researchers engaged in human subject's research. The training process addresses several ethical aspects (such as doing no harm and treating every individual in a fair and considerate manner) that must be ensured and followed when conducting research that involves human participants. The class also collectively developed a code of ethics (Appendix 1) to be used in the research project. The code of ethics is based on nine principles such as self-determination, inclusion and equality, diversity, and no discrimination etc. (Please refer to appendix 1 for exact description of these principles) that promotes active participation, engagement, and involvement of all community members in a respectful, transparent, and inclusive manner. The training process and the code of ethics forms the foundation for the ethical approach adopted during the project. One of the major ethical challenges during the study was to ensure that religious and ethnic diversity within the community are equally represented during the study process.

Summary

Figure 2.1 summarizes the different types of data used to assess and study each type of community capitals and assets in Wadena MN and how those data were gathered.

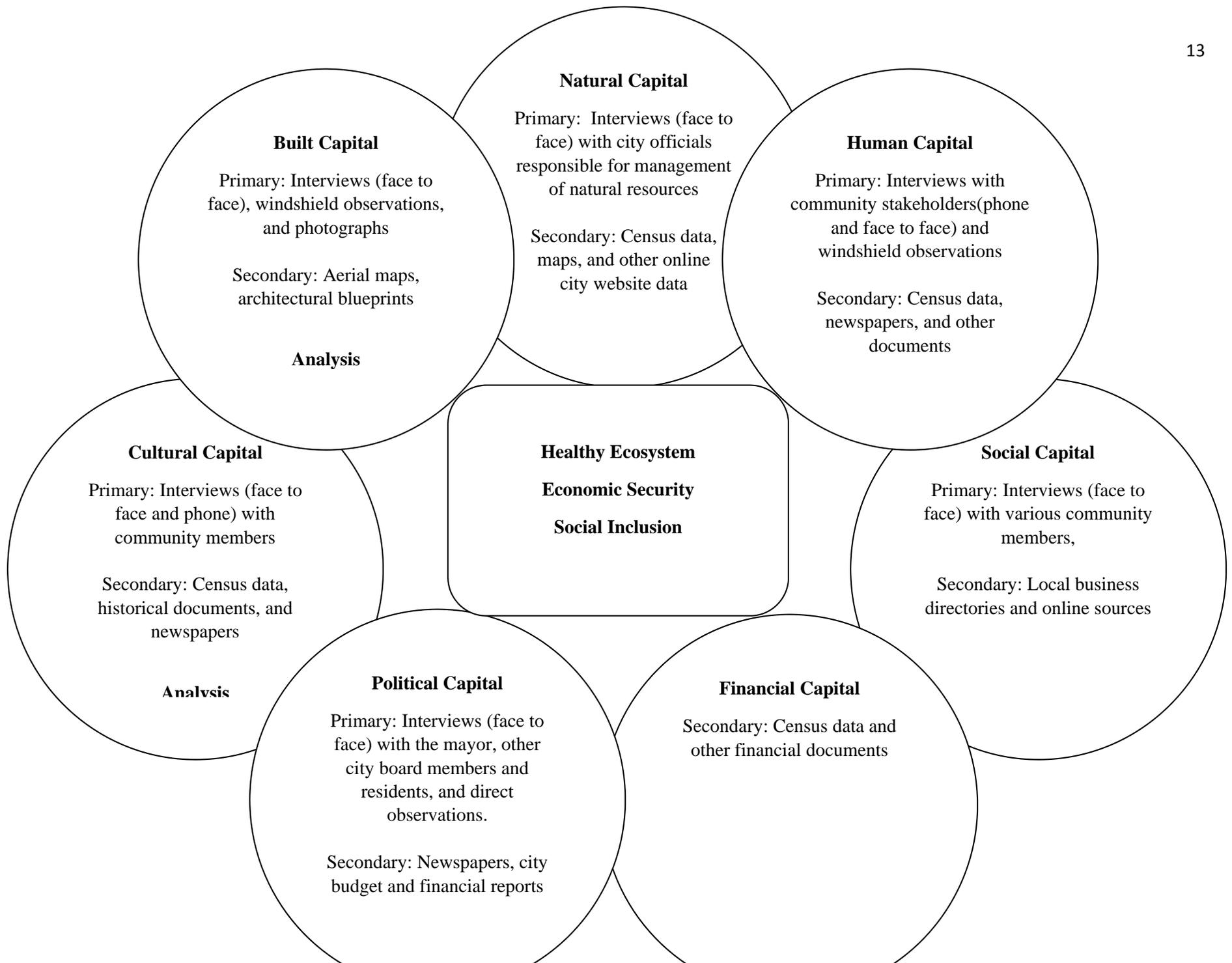


Figure 2.1: Summary of different types of data

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Cultural Capital Wadena, Minnesota



Chapter 3. Cultural Capital

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As one begins to look at the assets and capital contained within a community, it may seem odd to start with something as abstract as culture. Culture is defined by T.S. Eliot (2010) as the characteristics, activities and interests of people. This definition is very broad, but the nature of culture encompasses many aspects of community and is, itself a somewhat abstract concept. From the rich history of Wadena to the unity brought about by the 2010 Tornado, culture has been a large and dynamic asset to the community. Capital is defined as resources and assets invested to create new resources (Flora and Flora 2013). Many communities possess cultural assets, but Wadena's numerous assets and resources have begun to flow into other forms of capital because of the challenges they have faced. This chapter will discuss the history of Wadena; the spiritual capital the community possess; racial, ethnic, and gender makeup of the community; and the way that cultural capitals were essential to renewing the community after the devastating tornado.

The History of Wadena

The city of Wadena is a thriving, vibrant community located in the heart of Minnesota. Since its establishment, Wadena has been a very tight knit community of hard-working, determined, and resilient people. Molded by the Northern Pacific railroad, and hardened by a devastating tornado, Wadena has proven it can withstand the test of time. It is a community was built as the nation expanded westward, and its history is as vibrant as the murals decorating the town today.

Before the town was established, a trading post of the same name existed 15 miles east of Wadena's present location. The trading post was named after a Chippewa chief of the Gull Lake Missouri Chippewa band. Chief Wadena is remembered for his determination in never accepting less than what was promised him by the United States government (Photograph 3.1). The chief also chose to refrain from violence against enemy Sioux tribes as well as white settlers. "Wadena" itself, means "little round hills." (*Wadena Pioneer Journal* 1981)



Photograph 3.1: Chief Wadena
Source: The Wadena County Historical Society (2013)

Those little round hills were officially established as Wadena on September 15, 1871 when they were reached by the Burlington Northern company's Northern Pacific (NP) Railway. The post office was established in 1873, and Wadena was incorporated on February 14, 1881. The establishment of Wadena as a prominent community along the NP railway brought with it additional growth and development (Photograph 3.2). The first term of school in Wadena was taught in Van Aernam Lumber Office in 1873, and the original school building in Wadena was built in 1882. Before long, the booming town of Wadena was in the hunt for the county seat. (*Wadena Pioneer Journal* 1981)

Tensions between Wadena and nearby Verndale grew hotter and hotter as both were looking to be elected county seat. Verndale donated a courthouse to the county under the condition they be given the county seat the following year. The offer and the courthouse were rejected. Wadena then offered a courthouse to the county, without any stipulations, and their courthouse was accepted. This definitely boded well for Wadena, but there still would have to be an election to determine which town would be awarded the county seat. Prior to the 1886 vote, both Wadena and Verndale hired men to live within their voting precincts for 30 days. After the votes were tallied, Wadena came out ahead by 474 ballots. Verndale took the decision to the State Supreme Court in 1887 but lost its case, which resulted in Wadena being officially named the county seat. (*Wadena Pioneer Journal* 1981)



Photograph 3.2: Wadena 1871
Source: Wadena County Historical Society (2013)

After being named the county seat, development continued. In 1925, construction of the Wesley Hospital building in Wadena was completed. Mrs. L.A. Davis, who had run the local hospital out of her home, as well as many other members of the community played important roles in securing funding for the building. In the 1950's a radiology department was added onto the original building. Further expansion of the building turned the Wesley Hospital into the premier medical facility in the area, and in 1974 lead to the name being changed to the Tri-County Hospital. The hospital, along with additional infrastructure created a great deal of the booming community of Wadena that exists today. However, in 2010 Wadena was shaken by a horrible natural disaster that challenged the people and changed the face of the town forever. (*Wadena Pioneer Journal* 1981)

On June 17, 2010 an EF-4 tornado cut a 10 mile path from three miles southwest of Wadena to seven miles northeast of town. A quarter mile crater was carved through town damaging over 400 homes and 20 businesses. While no one was killed in the storm, 34 people were injured. This disaster was a defining moment in the history of the community, and built the Wadena of today. People from the community as well as individuals outside of Wadena bonded together to rebuild the town. Federal and state funding were used to repair the homes and businesses that were damaged. A new Leadership in Energy and Environmental Design (LEED) Certified high school and the Wadena Regional Wellness Center were built to replace the destroyed high school and recreational center (Wolden 2012). The community effort required to recover so quickly from the tornado damage resulted in a new intimacy in Wadena that has become a defining characteristic of the people living there.

Spiritual Capital

The term spiritual capital is a relatively new term/concept that has become the topic of much religious and social research. According to the Spiritual Capital Foundation, “Spiritual capital is a concept that involves the quantification of the value to individuals, groups and society of spiritual inspiration and practice” (Spiritual Capital Foundation, What is Spiritual Capital, para. 2). Many sociologists agree that spirituality is a major factor in the formation of social networks, among community members, which can help drive a community toward unification (Malloch, 2005). Furthermore it can be argued that religion/spirituality is very present and at the forefront in many communities. This appears to be the case more so in rural communities than in urban centers. Wadena is a prime example of a community that has been shaped and unified by its spiritual capital.

In the community of Wadena there are fifteen churches—all of which are centered on the belief of Christianity. The community has three Lutheran churches: the Zion Free Lutheran Church (Association of Free Lutheran Congregations), the Immanuel Lutheran Church (Evangelical Lutheran Church in America) (Photograph 3.3), and the St. John Lutheran Church (Missouri Synod). There are two Baptist churches in Wadena: the Missionary Baptist Church and the Southbrook Baptist Church.



Photograph 3.3: Immanuel Lutheran Church
Source: Gary Goreham (2013)

The remaining Wadena area churches are the Wadena Assemblies of God Church, the Wadena Alliance Church, the Church of Christ, the St. Helen’s Episcopal Church, the Wadena Evangelical Church, Wadena Congregation of Jehovah Witnesses-Kingdom Hall, the Seventh Day Adventist, Wadena United Methodist Church, the St. Ann’s Catholic Church, and the United Church of Christ. There is also a small population of Amish who reside in the community and the surrounding area. However, the Amish population is much more prevalent in Todd County, which is located just south of Wadena County.

According to the Glenmary Research Center the three largest faith groups in Wadena County are the Evangelical Lutheran Church in America (ELCA), Roman Catholic Church, and the Lutheran Church Missouri Synod (LCMS). Glenmary also reported that the population of Wadena County as of July 2013 was 13,843 residents. Of the population, it is reported that 5,469 are “unchurched” or “unclaimed.” This would suggest that 60.5% of the population is affiliated with a church in the area. With well over half the population being considered “churched,” it is clear that the community of Wadena is closely tied to their spirituality and belief systems that encompasses it (Glenmary Research Center. July, 2013).

The research that was conducted for Wadena County found that, although there are numerous denominations in the community, they for the most part, all work together to ensure residents in need are taken care of. In a telephone interview with Pastor Nate Loer of Immanuel Lutheran Church, He mentioned that there is an active ministerial group among church pastors in the community. He pointed out that this group of pastors, which happens to be the majority, are willing to participate and work together to allocate funds that were previously donated by church members and then given to individuals who are in need. This panel of pastors meets regularly to discuss past, present, and future decisions regarding the ministerial group.

Not only does Wadena have an active ministerial group, but they also have active church members. When tragedy struck the community in 2010 in the form of a tornado, church members were very active in the initial recovery as well as the long-term recovery process. The majority of the churches and their members worked together to help families as well as help restore damaged churches back to their original state. When tragedy struck the community yet again, this time in the form of a death of a child, the community as expected, united together and was there for the family and friends of the child in their greatest time of need. The schools opened their doors for churches to come in and talk to students to help them through the difficult time (Loer, 2013). Wadena is a close knit community thanks in large part to the spiritual capital they have been able to acquire through the years. Pastor Loer said it best when he described the community of Wadena and its churches as being “woven together.”

Race and Ethnicity

The topic of race and ethnicity is one that is very closely tied to the cultural assets of a community. Since culture and race bring about certain strengths and weaknesses to a community. Ethnicity comes with differing types and kinds of food, entertainment, religion or a sense of spirituality. The work ethic of the people, the languages that are spoken the festivals and carnivals that are celebrated. That is why as a researcher you must look at the ethnicity and racial break up of a community or town. Since it commands so many different concepts and touches so many other parts of the town. That is why the figures that follow are placed within the topic of cultural capital.

The community of Wadena is very similar in its race and in its ethnicity as well (Table 3.1). It is primarily White non-Hispanic 95.8%, 1.3% of the populations are Hispanic/Latino while 0.8% is Black non-Hispanic. Lastly the other category makes up 2.1% of the population.

Table 3.1: Ethnicity Percentage
Source: US Census (2013)

	Number	Percent
White Non-Hispanic	8030	95.8%
Hispanic/ Latino	1799	1.3%
Black Non-Hispanic	1107	0.8%
Other	2907	2.1%
Total	12843	100%

Wadena Prevails: Rallying around the State Champion Volleyball Team

Community members will all agree that the tornado on June 17th, 2010 was harmful to many aspects in the community. However, one area in the community that may have been positively affected was the culture surrounding Wadena. As previously mentioned the tornado bonded the residents together and gave them a sense of pride, and the collective belief that Wadena will prevail. One aspect that is often overlooked when speaking about cultural capital is the power of team sports. The Wadena-Deer Creek Warriors have given pride to the community through the years, whether it be through football, basketball, hockey, or any other school sport, the community is again bonded together. After the tornado, this pride gained through local sports was apparent and came in the form of the Women's Volleyball team.

Just months after Wadena was hit with the EF-4 tornado, the Women's Volleyball team was in St. Paul representing their community in the state tournament. Not only were they representing them in the tournament but they went on to win the state championship. With the town still picking up the pieces from the disaster that took place just months ago, pride was once again instilled in the community. Emily Miron was one of the girls who experienced the tornado and then later helped lead the Warriors to the state title. In an interview she echoed the importance of the Volleyball team that year, "I think that having the state tournament so soon after the tornado really gave the community a reason to come together. Winning state that year had been a goal way before the tornado happened but it definitely made for a cool story. I think that winning state just really gave the community something to be really happy about even though a disaster had just occurred in Wadena. We had a great outcome of people from Wadena coming to support us at the state tournament and a lot of people came to welcome us when we got back. We made sure the residents knew how much we appreciated their support (Miron interview 2013)."

Cultural Challenges

Wadena is a rural community located in central Minnesota. The residents of Wadena consist of predominantly white non-Hispanic individuals. This has remained true of the population since the first settlers arrived from Eastern Europe in 1871. In the research that was conducted, no information regarding cultural conflict occurring within the community was found. This may be attributed to the majority of the residents being of similar decent as well as sharing similar belief systems with common values. This idea of togetherness has remained a great asset to the community and will be for the foreseeable future.

A significant characteristic that we researched within Wadena is how the community's cultural legacy is being transmitted from generation to generation. Legacy is what families, groups, organizations, nations and communities pass on to the next generation. This includes not only physical assets such as land and money but also how one views society as well as their role within society (Flora and Flora 2012). In the community of Wadena, Christian and family values have been present for many residents since day one. This common idea of unity, the willingness to always do what is right, and to treat your neighbor how you would want to be treated has been passed on from generation to generation.

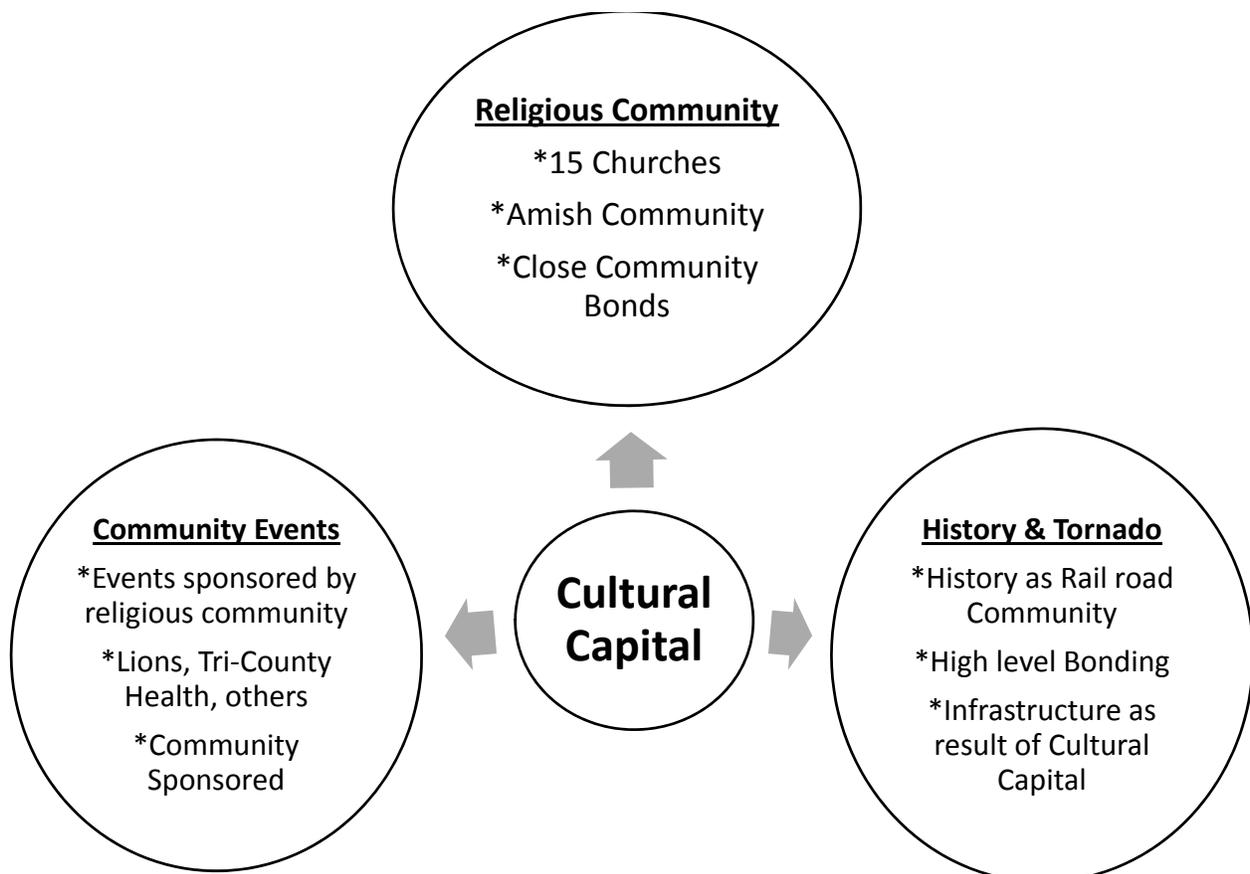
The effect the tornado had on the legacy of the community cannot be overlooked. Although it was a tragedy that touched everyone in the community in some way, it also brought the community closer. The legacy of the community will forever be remembered by the way they were able to bounce back and in fact "build back better" without negatively affecting the historical importance of the community. The recovery from the tornado of 2010 demonstrates how reliant the residents of Wadena truly are.

List of Community Cultural Assets and Capitals

Wadena has a very rich culture but it is not just what they have but rather what they do. Action is needed for culture to live. The traditions, festivals and carnivals have to be attended and planned. If they are not followed then the culture and traditions of old dies out. Wadena does so much for their community in social gatherings to increase fellowship, to fundraisers set out to help those in the local community and those from far distances. This is a simple list of different events that Wadena does year in and year out. Yes some will be older than others but still all are important to those from the community of Wadena.

- Cyber café Fiesta
free will donation for a Mexican buffet to raise money for teens buying computers
- Easter egg hunt
an Easter egg hunt throughout the town
- St. Ann's Spring festival
champagne reception with an elegant dinner, silent auction to benefit St. Ann's Parish and the Good Samaritan foundation
- Men's night out
An informational meeting for men's health. Open to all those over the age of 18. Free health screenings, informational booths on a variety of topics
- Chamber banquet
- Humane society spaghetti dinner
A dinner to raise funds for the local humane society
- Wadena Lion's Walleye fish fry
A fish fry and baked potato with all the fixings with the funds going to support the local Lion's club
- Historical society annual youth fishing fundraiser/ bake sale
- Family fun day
A fundraiser for those affected by the Green Valley fire. Bake sale, kids fair, face painting, silent auction

- Stomp MMA cage fight
an amateur fight cage match in mixed martial arts.
- Miss Wadena pageant
A pageant where five young women compete for the title of Miss Wadena
- Wadena county fair
Wadena fair for the community of Wadena and those surrounding it
- Tri-County Healthcare Block party
A summer block party put on by tri county health care. They teach about bicycle safety for children at the event.
- Lion's Barbecue
Fundraiser to raise funds for the local Lion's club
- Old Wadena Rendezvous
A folk festival put on in Wadena. Music artisans, food, entertainment are all present.
- Kruzin' 4 kids bike rally
A bike rally and ride to raise funds for children
- Harvest dinner
A harvest dinner put on for the Wadena Community
- Food of our Fathers harvest
A historical meal portrayed by the historical society.
- St. Ann's Holiday Festival
A holiday festival to raise funds for St. Ann's
- (Chamber of Wadena 2014)



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Natural Capital

Wadena, Minnesota



Chapter 4: Natural Capital

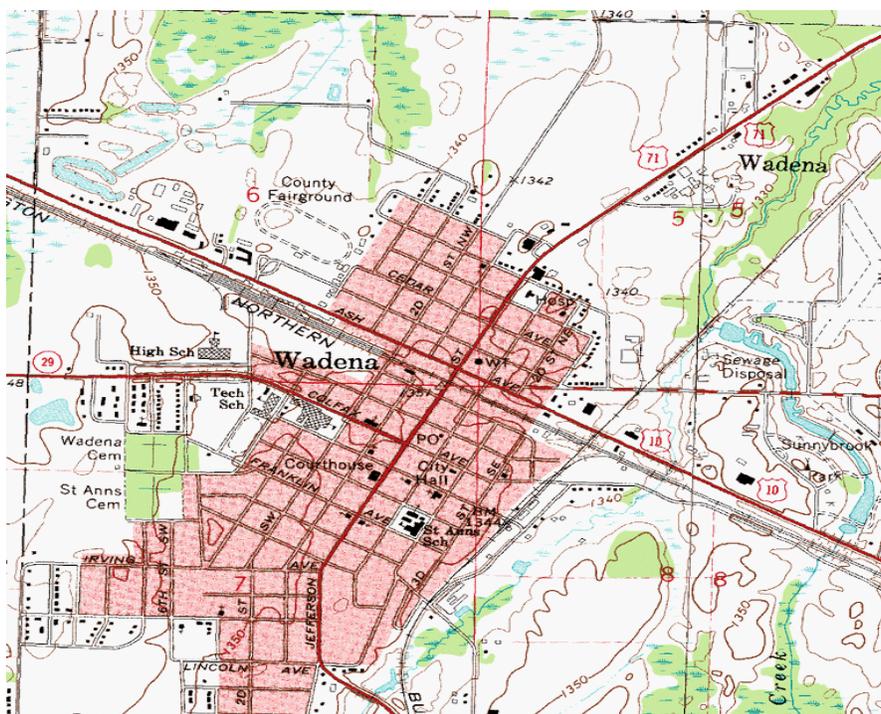
Kory Bonnell, Erica Miron, Patrick Martin, Matthew Larson, Alyssa Lansing

The Natural Capital Declaration (2012) explains natural capital as the Earth's natural resources including soil, air, climate, plants, and animals, all which make up its ecosystem. It can be seen as both a cause and a consequence of human activities (Flora & Flora, 2012). This ecosystem provides a baseline for all other capitals to either flourish or decline. The different aspects of natural capital come into direct relation with factors of other capitals as well. For instance, the climatic property of natural capital most noticeably affected all other capitals when the tornado occurred. Changes in available resources can change the ecosystem and may directly affect habitats and life forms.

By digging deeper into the specific elements of natural capital one will be able to determine the asset resources, recreation, vulnerabilities, strengths, and the overall lifestyles of the residents of Wadena. As stated above, all of these play a role in the successes or misfortunes in all other capitals. In regards, not only are the capitals affected but the people of Wadena who rely on these capitals are also affected.

Topography

Wadena, MN is located at $N46.44246^{\circ}$ (latitude) and $W95.13614^{\circ}$ (longitude) at an elevation of 1,351 feet. Wadena and the surrounding topography appear below in Map 4.1 (City-Data.com, 2013).



Map 4.1: Wadena Topography Map
Source: Ryan Niemi via TopoQuest (2012)

Climate

The climate in Wadena, MN is defined as humid continental. A humid continental climate consists of winters of extreme cold and warm, hot summers. This contrast of seasonal temperatures is due to the polar and tropical air masses that surround it and is common in central North America (University of Wisconsin Stevens Point, 2011). Table 4.1 below demonstrates the average temperatures in Wadena along with the average precipitation per year. Common in Minnesota, January is the coldest month with an average high of only 16 degrees F. The seasonal contrast is apparent when looking at the data for the month of July which holds an average high of 79 degrees F. In regards to precipitation, June holds the most rainfall with 4.25 inches.

Table 4.1: U.S. Climate Data-Wadena Minnesota, 2013
Source: US Climate Data (2013)
Temperature and Precipitation

	Jan	Feb	March	April	May	June
Average High in °F	16	23	35	53	67	74
Average Low in °F	-5	1	15	29	42	52
Average Precipitation (inches)	.94	.59	1.61	1.97	2.99	4.25
	July	Aug	Sep	Oct	Nov	Dec
Average High in °F	79	77	67	55	35	21
Average Low in °F	56	54	44	32	18	2
Average Precipitation (inches)	3.62	3.15	2.6	2.6	1.5	.59

The seasonal differences in temperature affect the natural capital as a whole. These differences in temperature can be observed in Table 4.2. It should be critically noted that the changes in seasons will administer differences in the other factors of natural capital. Figure 4.1 (below) demonstrates average seasonal temperatures as well as extreme temperatures for Wadena in one year's time. The aspects of natural capital to be concluded further in this chapter may change with the seasons. For example, that the changes in climate, over time have affected the soils in the area due to glacial melting. Also wildlife in Wadena may differ in the winter and summer months as many animals hibernate or seek warmer climates. Harsh winters may affect the watersheds.

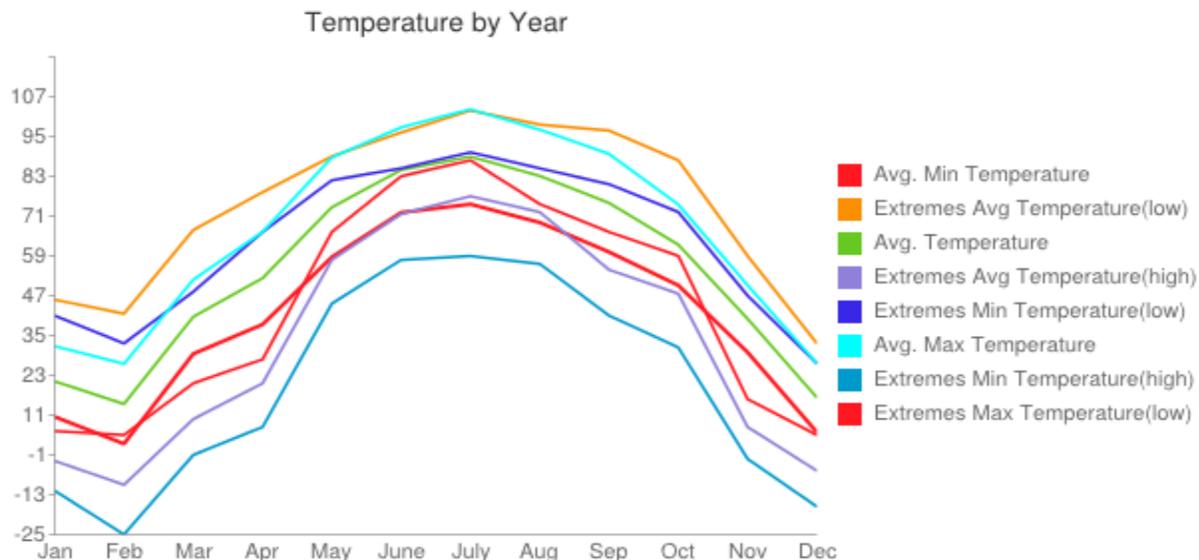


Figure 4.1: Early Temperature Wadena Minnesota, 2013
Source: Fizber.com (2013)

Water

Three watersheds lie within the borders of Wadena County. A watershed is an area or ridge of land that separates waters flowing to different rivers. The watersheds included are the Red Eye, Crow Wing, and Long Prairie watersheds.

Red Eye

The Redeye watershed, as pictured below in Photograph 1.1, is located in the northwestern part of the Upper Mississippi River Basin in Central Minnesota (MPCA). This watershed has about 630 total river miles and the dominant land use within the watershed is agricultural (66%) (MPCA). The Redeye River flows through some major farmlands in the area and one community which has sewer and water services (Wadena County Comprehensive Plan, 2012).



Photograph 4.1: Red Eye River
Source: Minnesota Pollution Control Agency (2013)

Crow Wing

Sixty-nine watersheds from the county of Wadena empty into the Crow Wing River (Wadena County Comprehensive Plan). The state of Minnesota has classified the Crow Wing as a Canoeing River. Mostly covered by forested lands, there is not much population along the river. There is one smaller community located on the banks of the Crow Wing; however it does not have sewer and water services (Wadena Country Comprehensive Plan, 2012). The Leaf River flows through the Crow Wing watershed with the two largest tributaries (Wing River) and (Redeye River) both joining in Wadena County.

Long Prairie

The Long Prairie River, which is the smallest of the watersheds that flow through Wadena, has only one watershed in Wadena County (Wadena Country Comprehensive Plan, 2012). The Long Prairie River TMDL (Total Maximum Daily Load) study was done to show low dissolved oxygen levels in 2007. Total maximum daily load is an estimate of how much of a pollutant that a water body can receive and still meet water quality standards. Flow monitoring began in 2011 on many streams throughout the watershed.

Dower Lake

Dower Lake is the nearest lake to Wadena. This small, shallow body of water provides recreation and game opportunities including camping and fishing. The most popular species of fish is the bluegill with a healthy northern pike population. The campground on the lake includes 47 sites and 19 of those have electricity capabilities. While Dower Lake is not located directly in Wadena it is still valuable to the community. Residents are able to live in ‘lakes country’ without the busy commute and tourism of the surrounding area.

Soils

There are 17 different soil types found in Wadena. This is due to the glacial deposits found across the county. A majority of the soils found are Nymore loamy sand and Verndale sandy loam at 11.6% and 27.0%, respectively. Loam refers to the combination of sand, silt or clay present in a sample of soil. In this case, the composition of these soils leans toward being sandier rather than being clayey, or silty. Overall, the soils in found in Wadena are part or mostly sandy. The Verndale soil series is typically well drained with low to medium runoff. This soil type is most often used for small grain, potato, and timber production as well as for pastureland. This type is found through the areas around the intersecting highways (“Verndale Series”, n.d.). Since the soils support the roadways that means the soils are suitable building development as well. The Nymore series that runs through the center of the town is similar to the Verndale type already covered in that it is mostly composed of sandy material formed from the sandy glacial outwash sediments from the Wisconsinian Age (“Nymore Series”, n.d.). This soil type is typically a transition space supporting intermediate plant species between those found in prairie and forestland.

The soils found in the county are part of the Wadena Drumlin Field that covers 6 different counties in the region. The Wadena Drumlin Field may have been formed as a result of glacial lobes that advanced through the area over 60,000 years ago that would disturb and

redistribute homogenous unconsolidated sediment. Movement of glaciers across landscapes result in the complexity of soils found today. Specifically, the soils found in Wadena are a result of the Wadena Lobe (also known as the Winnipeg Lobe) moving across the region. As the lobe advanced through the area, it would pick up and redeposit a soils mixture that largely consisted of sand (>50%) and clay (18%). The deposition of these materials resulted in the drumlin formations found today giving the area a gently undulating topography. (“Geologic History and Geomorphology”, n.d.)

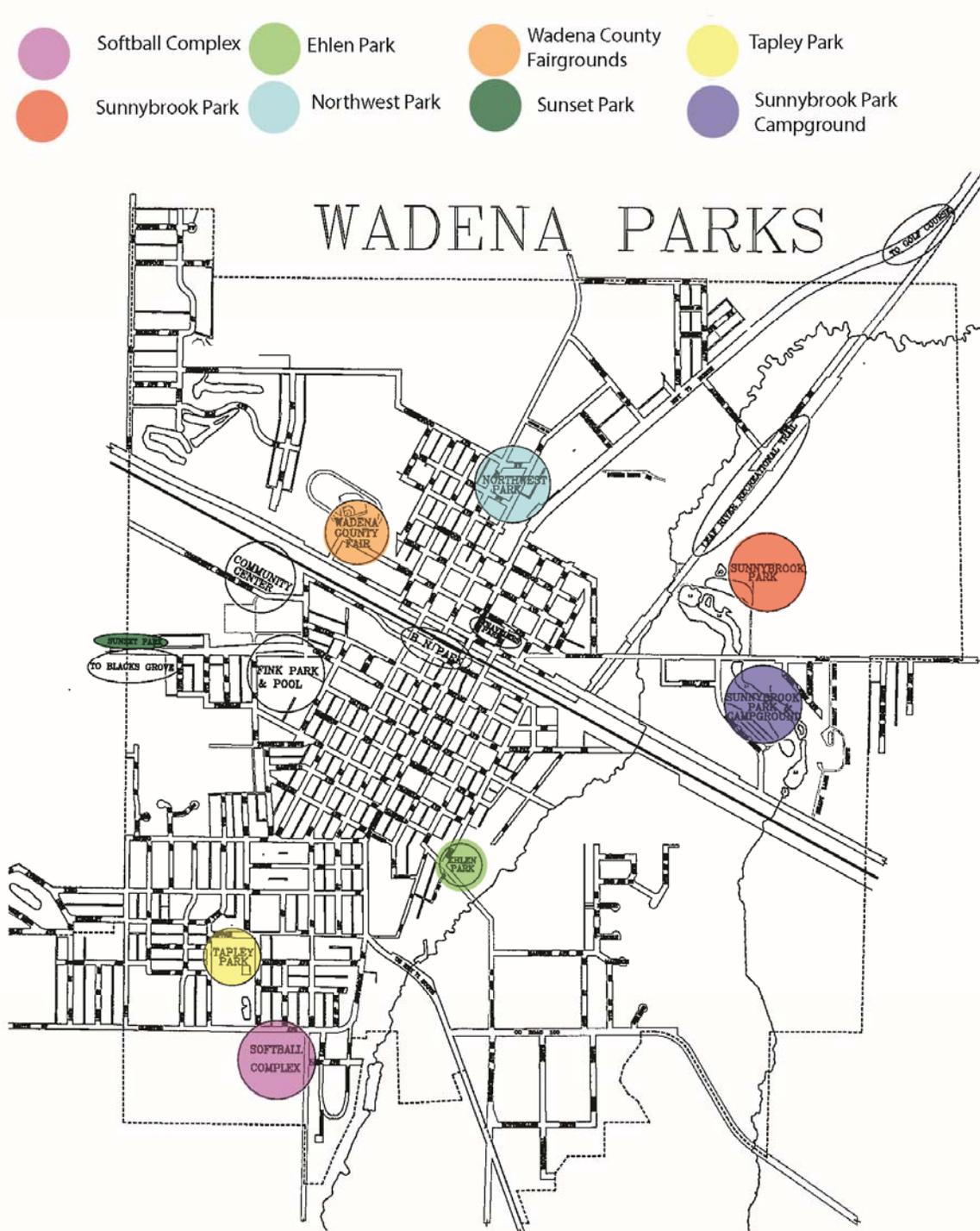
Wildlife

Run by the Minnesota Department of Natural Resources, Wadena County is home to fifteen Wildlife Management Areas including; Burgen Lake Prairie, Crow Wing Chain, Dry Sand, Huntersville, Kitten Creek, Menahga, North Germany, Red Eye, Rockwood, Sebek, Strike, Wadena, Wood Eye, Yeager Lake, and Yeager Lake Tract 2. Although mammal populations, such as deer, bear, and other furbearer species are predominant around Wadena, with access to over 1,000 lakes within a 50 mile radius, fish populations are also abundant and diverse. According to the Minnesota Department of Natural Resources, the most common fish populations found around Wadena are the Pike, Walleye, Muskie, Trout, and Bass.

Recreation surrounding the wildlife is also a huge contributor to the natural capital of Wadena where activities such as hunting and fishing can be enjoyed all year round in the area. In addition to the Minnesota DNR protecting wildlife and its habitat, the residents of Wadena County came together in the spring of 2013 to form a Chapter of Pheasants Forever in order to promote and focus its efforts on “pheasant and wildlife habitat projects and youth conservation education initiatives in Wadena County and the surrounding area” (Pheasants Forever Press Release, 2013).

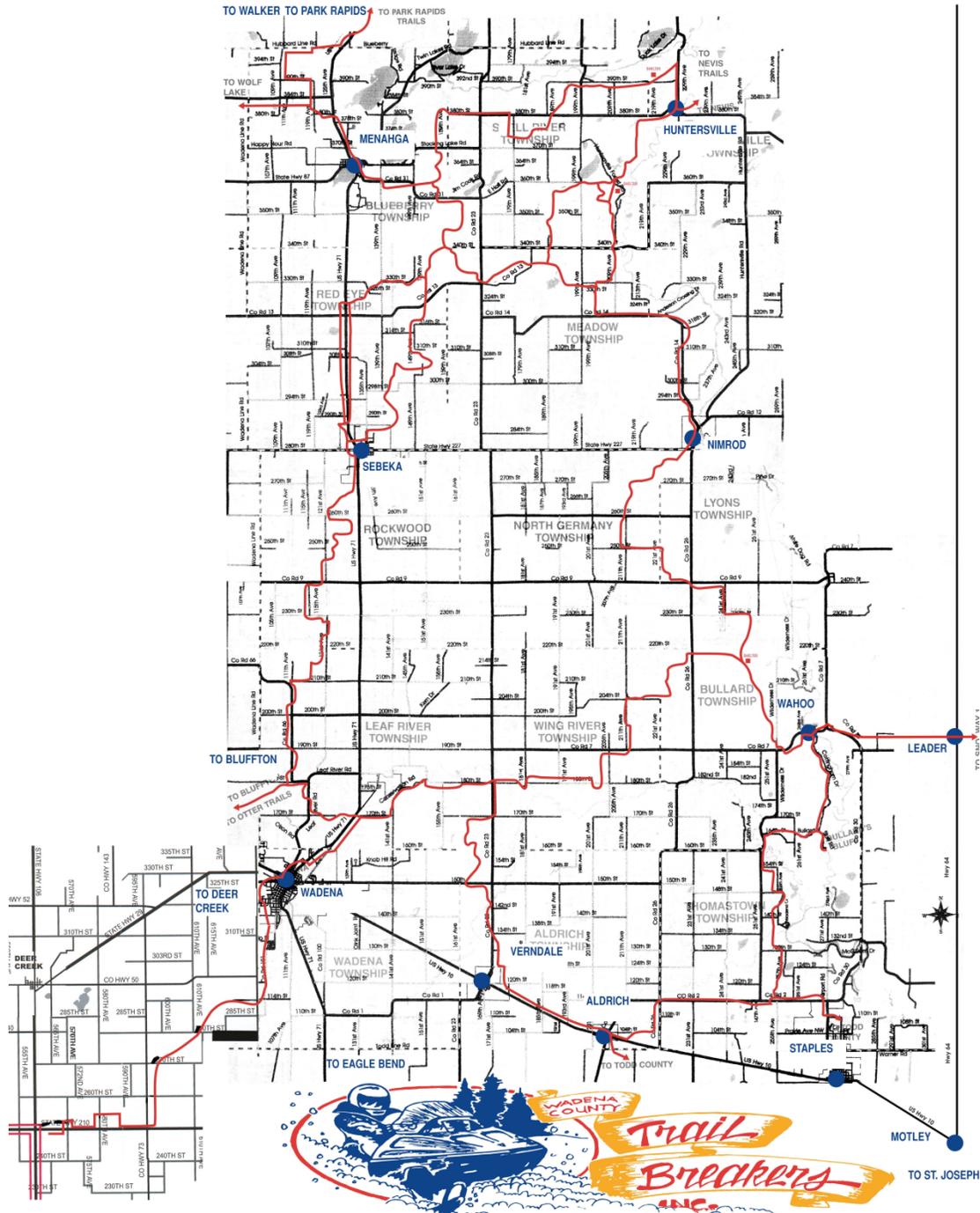
Parks

The city of Wadena is proud to have over 400 hundred acres of parks within the community, including Sunnybrook, Black’s Grove, Burlington Northern Park, Tapley Park and a few others. There are also a few athletic complexes for recreational activities such as softball, horseshoes, biking, golf and seasonal activities such as ice skating and hockey. There also are several campgrounds in Wadena County, such as the Sunnybrook Park Campground as shown on Map 4.2.

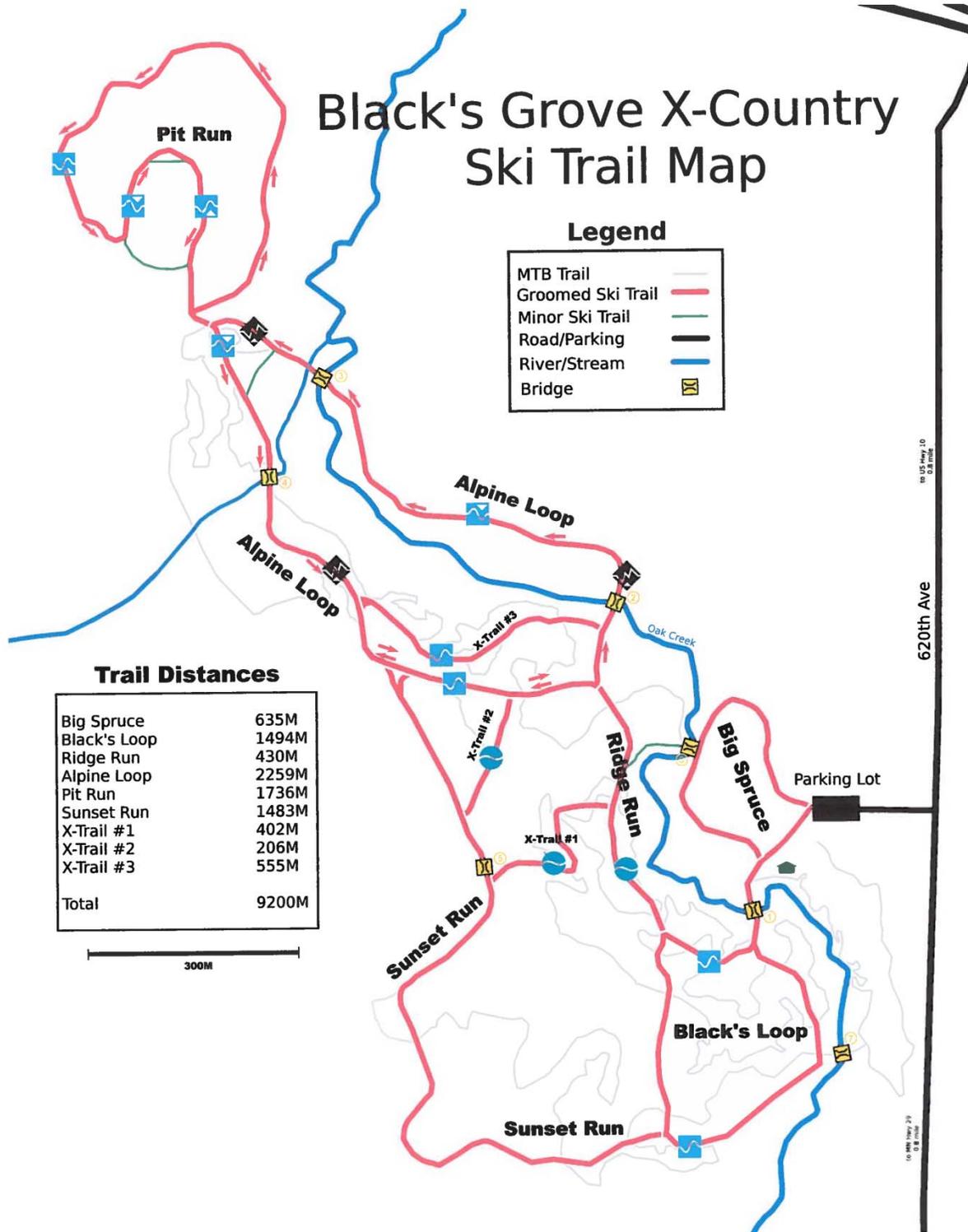


Map 4.2: Wadena Parks
Source: City of Wadena (2013)

There are many multi-seasonal recreational trails in the city of Wadena used for different things such as, hiking, skiing, and snowmobiling. The snowmobiling trails are shown in Map 4.3 and some skiing trails are shown in Map 4.4. These parks and trails show the importance of outdoor activities such as the ones listed.



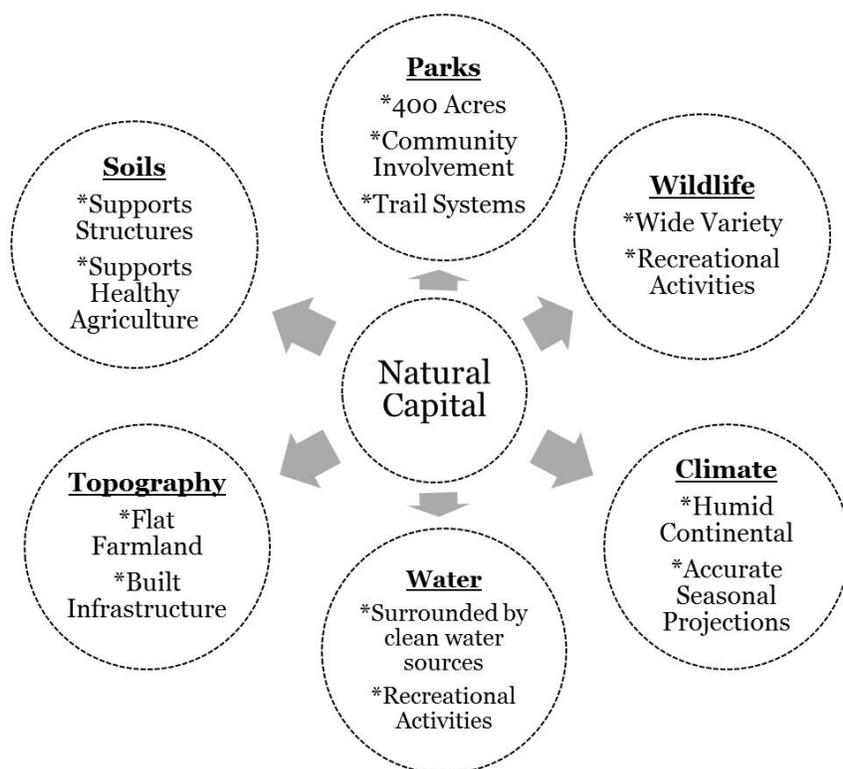
Map 4.3: Wadena County Snowmobile Trail Map
Source: City of Wadena (2013)



Map 4.4: Black's Grove Trail Map
Source: City of Wadena (2013)

Natural Capital Assets and Challenges

There are numerous natural capital assets that are found in and around the city of Wadena, Minnesota. Breaking the assets into six subcategories allowed us to leverage the individual resources found in the natural capital of Wadena. The six subcategories include; soil, topography, water, parks, wildlife and climate. Although all have been described above, each subcategory consists of specific assets that round out the scope of natural capital. As far as the challenges existing in Wadena as they pertain to natural capital, the majority of the challenges we were able to see surrounded the climate and maintenance. The climate presented difficult challenges as it can include unpredictable seasonal temperatures and precipitation rates which we felt could directly affect both recreation and parks/trails maintenance.



Community Development Implications

Natural capital, as described by Flora & Flora (2013) consists of the “air, water, soil, biodiversity, and weather that surround us and provide both the possibilities and the limits to community possibilities” (10). Wadena is host to a plethora of natural resources that lay a foundation for all of the other capitals to build upon. Flora & Flora go on to write that, “natural capital influences and is influenced by human activities,” (10). To understand the vital role that natural capital contributes to the Community Capitals Framework and what it poses to community development is to understand that all of the capitals work interdependently and provide or contribute to assets found, not only within their own capital structure, but across the borders of the framework as a whole. The environment and natural capital in Wadena is what provides recreation, land, economic development, and an abundance of other assets and resources.

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Human Capital Wadena, Minnesota



Chapter 5. Human Capital of Wadena, Minnesota

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Human capital is defined as the “attributes of individuals that contribute to their ability to earn a living, strengthen community, and otherwise contribute to community organizations, their families, and self-improvement” (Flora and Flora 2013, p. 84). Like many of the capitals referred to in this community assessment, human capital is multifaceted and encompasses many different attributes of a community. Primarily, education and training are referred to as the most important forms of human capital, because of the tools and strengths they provide to the individual. All parts of human capital help current and future generations within the community.

This chapter will begin by analyzing historic and current population trends of Wadena, and will look at different dimensions within human capital to address current and future implications of these trends. Information such as birth rates, death rates, immigration and emmigration information, racial and religious demographics, education levels, employment trends, and healthcare systems and resources will be examined and interpreted to provide a greater understanding of the human capitals of Wadena, Minnesota. Synthesizing this information, at the end of the chapter, are human resource tables and maps.

Historic Populations of Wadena

The North Pacific Railroad was completed in 1903, which enabled Wadena to become accessible to the world. Directly following the railroad construction, community resources such as educational facilities, churches, hospitals, and other industries soon claimed their home in Wadena, which laid the groundwork for future developments and generations (Wadena County Historical Society). Figure 5.1(Appendix Table 2.1) and Figure 5.2(Appendix Table 2.2) show the historic and projected populations of Wadena and Wadena County, respectively. The population of Wadena County dramatically increased from 1900 to 1990, but remained and is projected to remain static. On the other hand, the population of the city of Wadena increased from 1900 to 1980, but has since experienced a decline. One of the reasons for the decline is the out-migration of individuals from the community to pursue other opportunities in urbanized areas or to move outside of Wadena while remaining within the county.

A contributor to Wadena’s growth was the construction of the Tri-County Hospital, completed in 1924. As the only hospital in Wadena, Todd, and Ottertail County, this development significantly contributed to the growth of the city of Wadena (Wadena County Historical Society, 2006). The tornado in 2010 also had a large impact on the population of Wadena. About 100-150 homes were badly damaged by the tornado. Twenty-eight rental properties among them were severely damaged, and many chose to not rebuild. Therefore, people who were living in these rental properties had to find alternative places to live. As a result most of these people moved to areas out of the city limits, while choosing to remain within the county. Also, some homeowners considered the disaster as an opportunity to sell and move elsewhere (Personal communication- Mayor). As a result the city of Wadena population declined, although the county population remained stable. This can be noticed when looking at Figure 5.1(Appendix Table 2.1) and Figure 5.2(Appendix Table 2.2).

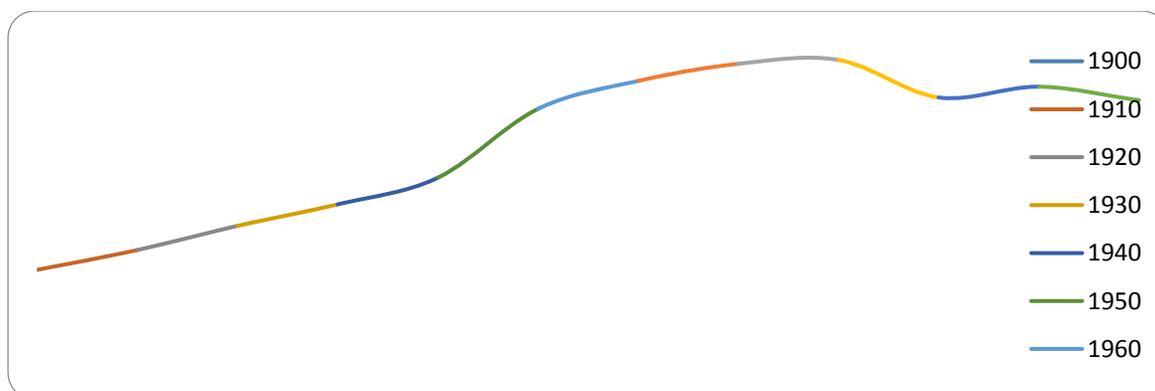


Figure 5.1: Total Population of Wadena City from 1900 to 2010
Source: US Census Bureau (2013)

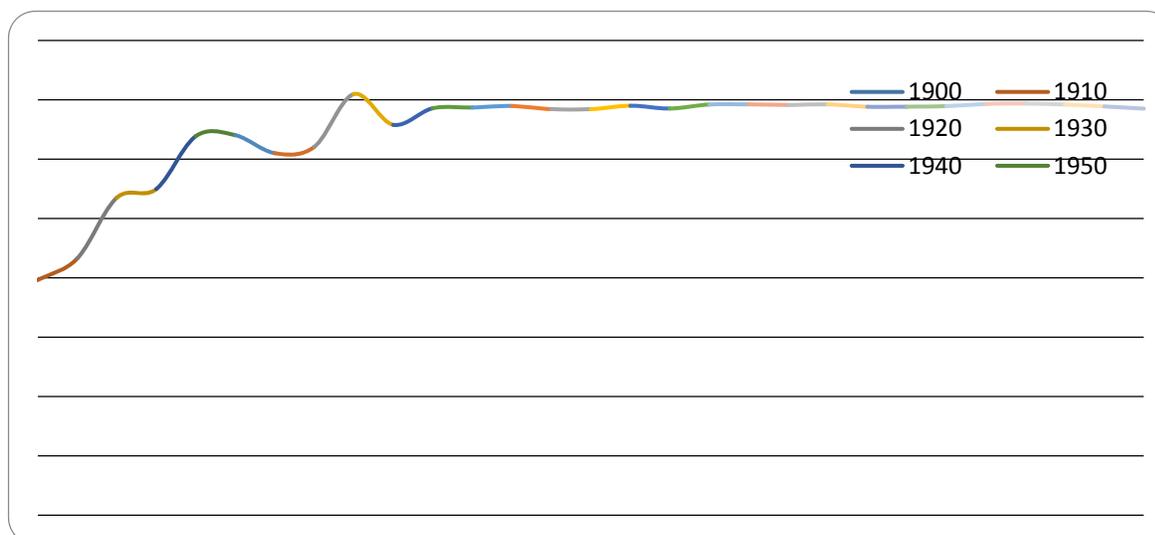


Figure 5.2: Total Population in Wadena County from 1900 to 2040
Source: Minnesota Compass (2013)

Population Change: The Demographic Formula

The city of Wadena's population has shown a decreasing trend since the 1980's and it's important to examine the dynamic components that need to be considered when calculating population change. As featured in Figure 5.3, if the initial population(P_1) is known, then with additional birth(B), death(D), immigration(I), and emmigration(O) information the ending population(P_2) can be cacluated. This equation, the Demographic Formula, can be a useful tool for communities to analyze their population. The next sections provide a brief discussion of factors pertaining to the demographic formula.

$$P_2 = P_1 + (B - D) + (I - O)$$

where,

P₂ = ending population

P₁ = beginning population

B = births

D = deaths

I = in-migration

O = out-migration

Figure 5.3: The Demographic Formula

Source: SOC 404/604 Lecture, Dr. Goreham (2013)

Age and Sex Demographics

The age and sex demographics of a population provide a better insight on the population trends as a whole. According to Figure 5.4(Appendix Table 2.4) and Figure 5.5(Appendix Table 2.5), the percentage of males and females of Wadena from the year 2000 to 2010 has remained stable. In both years, the percentage of elderly females almost doubles the percentage of elderly males. Figure 5.4(Appendix Table 2.4) and Figure 5.5(Appendix Table 2.5) indicate a higher proportion of elderly within the population. The age classes representing the working ages such as 20-40 year olds show lower percentages in the community.

Another key factor to note is the lower percentage of 20-30 year olds, which may be explained by high school graduates leaving Wadena to pursue higher educational opportunities or other vocational goals. With stable elderly populations, the lower percentage of working group may have future implications for the city of Wadena to address (Ahmed, 2010).

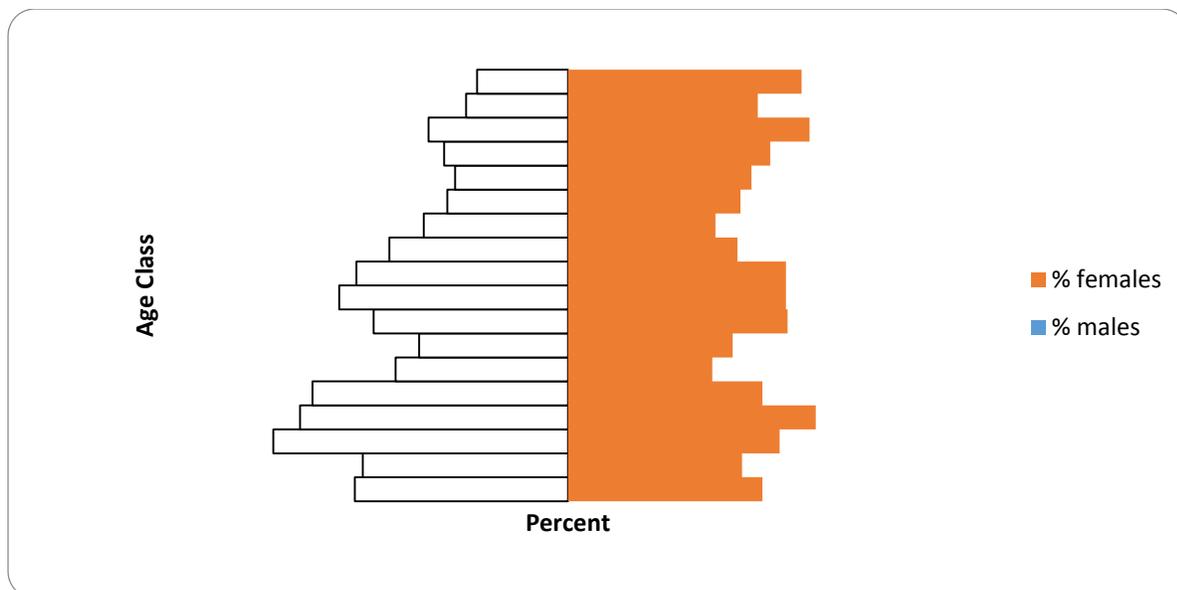


Figure 5.4: Population Pyramid for Wadena City, 2000
Source: US Census Bureau (2013)

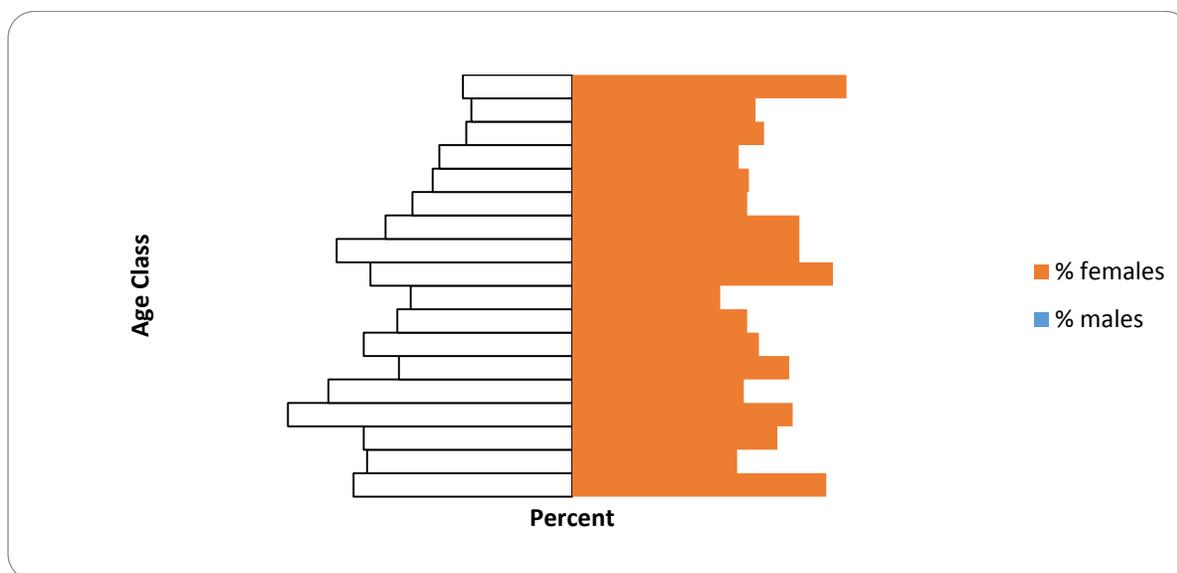


Figure 5.5: Population Pyramid for Wadena City, 2010
Source: US Census Bureau (2013)

Births and Deaths

According to Figure 5.6 (Appendix Table 2.6) the number of births in Wadena County has gradually decreased by about 50% since 1950, where the birth rate was about 400 births annually. In 2012 there were 153 births recorded (PubRecords, 2013) equating to about 68 births per 1000 residents (City-Data, 2013). Despite the decline in birth rates, the percentage of women seeking adequate prenatal care has remained stable. In 2010, 68.9% of births in Wadena County had adequate prenatal care (consisting of nine or more prenatal visits during the first trimester), and in 2007 and 2003 68.7% and 70.1%, respectively.

From the years of 2000 to 2005, there were 1,023 recorded deaths in Wadena, equating to 75 per 1,000 residents. During this time frame, the state of Minnesota had roughly 38 per 1,000 residents (City-Data, 2013). This may be an indication of an aging population for the community of Wadena, especially when considering the death rate per 1000 people was 14.1 in 2012. Figure 5.7 (Appendix Table 2.7) illustrates that there has been a slight increase in death rates in recent years. Therefore, on average the number of deaths have been higher than the number of births in the recent years.

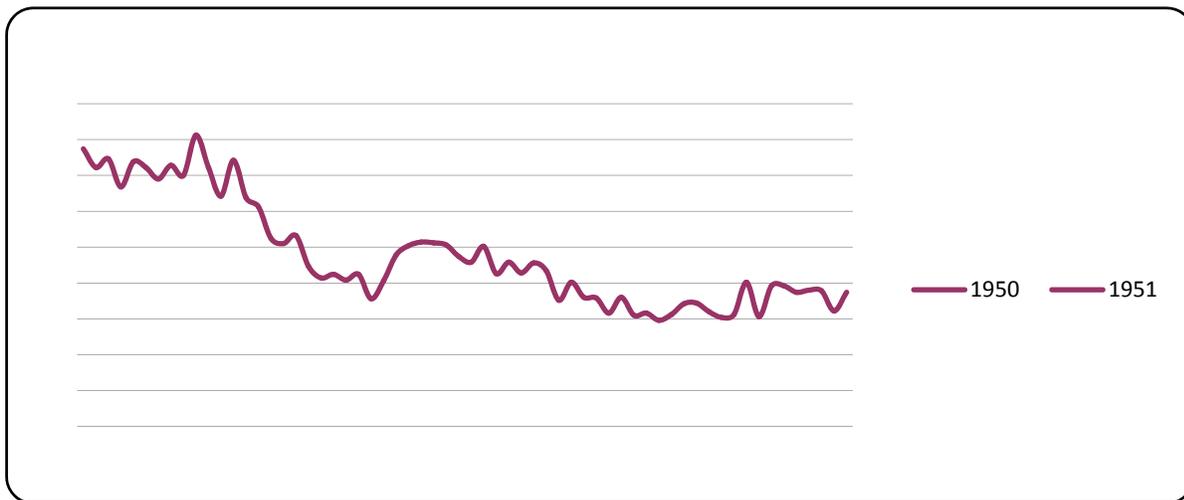


Figure 5.6: Wadena County Annual Number of Births from 1950 to 2011
 Source: Minnesota Department of Health, Minnesota Center for Health Statistics (2013)

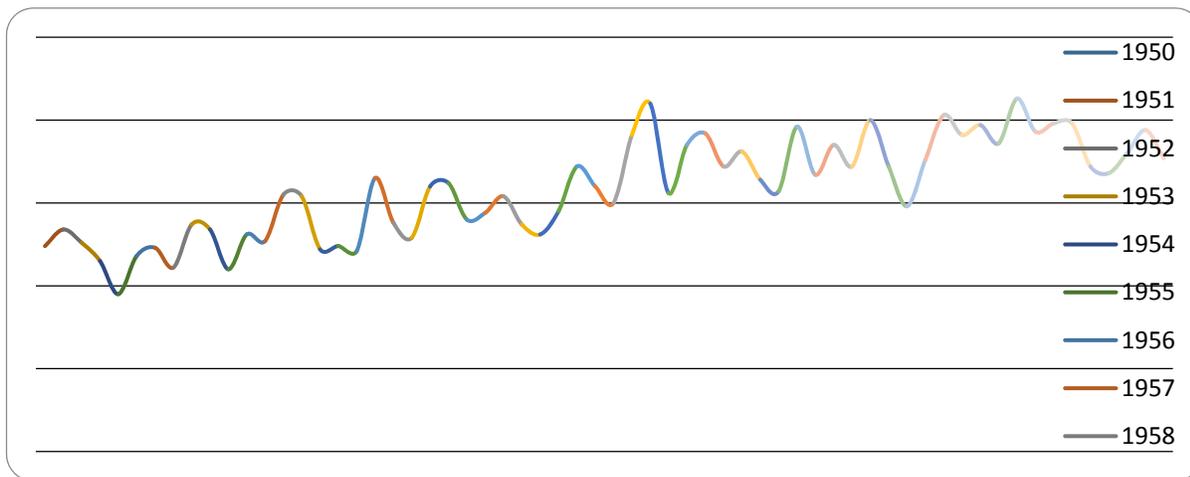


Figure 5.7: Wadena County Annual Number of Deaths from 1950 to 2011
 Source: Minnesota Department of Health, Minnesota Center for Health Statistics (2013)

Migration

From April 1st, 2000 to July 5th, 2005 there was a -1.0 net internal migration in Wadena, and there was a 0.0 per 1,000 net change in the population as a whole. Compared to the state of Minnesota, which has a +63.0 internal migration rate and +5 per 1,000 residents, Wadena has a relatively low migration rate. This information bolsters the stable population patterns of Wadena, and shows that the population of Wadena's dynamic lies primarily in the births and deaths of individuals already within the community (City-Data, 2013). But since the community is small the effect of even a lower level of migration can be felt within the community.

Racial and Religious Backgrounds

As depicted in Figure 5.8(Appendix Table 2.8), Wadena is a predominantly White community with 95% of its residents identifying as such. Individuals who identified with two or more races make up 2% of the population, while African American, and American Indian round out the remaining 3%. In Wadena County during the period of 2011-12, Spanish was the primary language spoken other than English in 18 homes (0.7%), while Chinese was spoken in 3 homes (0.1%) and Portuguese in 2 homes (0.07%) (Culture Care Connection, 2013).

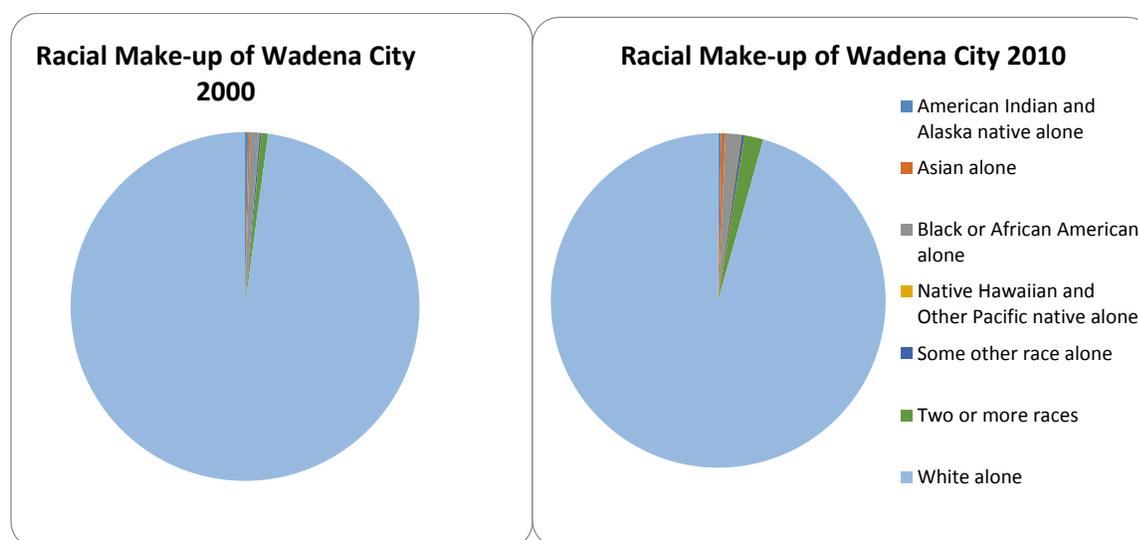


Figure 5.8: Wadena City Racial Make-up of 2000 and 2010
Source: US Census Bureau (2013)

Levels of Education

Education is considered one of the primary human capitals (Flora and Flora 2013), and as depicted in Figure 5.9 (Appendix Table 2.9) the community of Wadena has an array of educational backgrounds. The percentage of community members with a 9th grade education or less has drastically decreased from 11% in 2000 to 3% in 2010. The percentage of individuals pursuing college, but yet to obtain a degree has significantly increased from 23% to 31%, implying a growing number of community members are completing high school and continuing their education. The city of Wadena has a variety of educational opportunities, including two public schools, one private school and one technical college. Descriptions of each school, and a

table summary are featured below. For a small community Wadena is able to offer very good educational facilities. Subsequent to the Tornado in 2010, the high school in Wadena was rebuilt as a LEED (Leadership in Energy and Environmental Design) certified modern school facility. This new high school offers students many modern and advance facilities that might not be generally available in a small community.

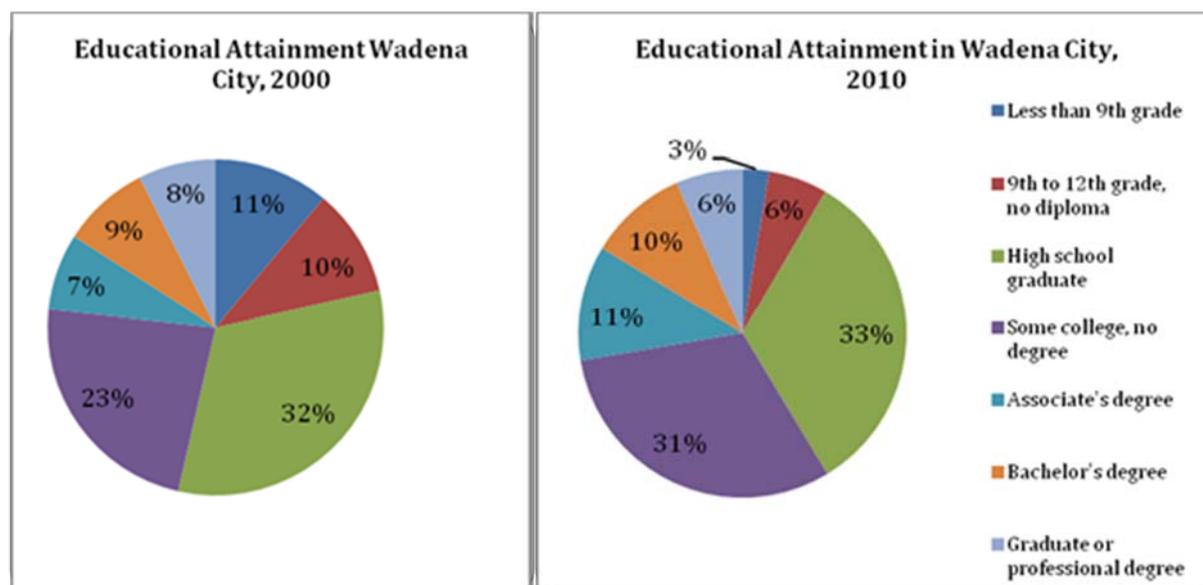


Figure 5.9: Educational Attainment of Wadena City in 2000 and 2010
Source: US Census Bureau (2013)

Wadena-Deer Creek Public Schools Pre-Kindergarten – 12th grade

The Wadena-Deer Creek Public School system, as pictured in Photograph 5.1, lies within the Wadena-Deer Creek Public School District. As the only public school in Wadena that offers Pre-Kindergarten to 12th grade education, this school is also one of the largest employers in Wadena, staffing 215 education professionals (City-Data, 2013). Currently, there are 526 students enrolled in K-6 classes, and 456 students enrolled in high school level courses. The average class size is about 20 students, and the average teacher to student ratio is 1:16 for this school system.

The Wadena-Deer Creek Public School has set a precedent for the region to promote academic achievement in the areas of Science, Technology, Engineering, and Mathematics (STEM) through the Project Lead the Way (PLTW) initiative, which promotes extracurricular opportunities and curriculum assistance for STEM programs. These courses, 36 offered in total, are offered in conjunction with the traditional high school curriculum to give students college level credits, within the school. There are also a variety of academic and athletic extra-curricular programs available including: Science Club, Choir, Student Council, Drama, Speech, Knowledge Bowl, Leo's Club (Lions), Girls Volleyball, Football, Special Olympics, Family Career & Community Leaders of America (FCCLA), and many more (Paulson, Funk, and Anderson, 2012).



Photograph 5.1: Wadena-Deer Creek Public School PK-12
Source: Dr. Gary Goreham (2013)

Green Meadow-Hillside

Green Meadow-Hillside is a private school located in Wadena. This school provides classes for grades 1st through 8th, teaching 34 enrolled students total, while having faculty to student ratio is 1:11. Green Meadow-Hillside is the only Amish school within Wadena, and promotes a spiritual and academic curriculum (HomeFacts, 2012).

Freshwater Education Learning Center

Freshwater Education Learning Center, as pictured in Photograph 5.2, is a public school within Wadena that has a unique focus. Students who are at risk of not graduating high school can attend the Freshwater Education Learning Center, which offers independent study in a quiet supervised environment. Fifty students are currently enrolled at the Learning Center, and the average teacher to student ratio is 1:11 (Paulson, Funk, and Anderson, 2012).



Photograph 5.2: Freshwater Education Learning Center
Source: Wadena City Commission (2013)

Minnesota State Community and Technical College (M|State)

Pictured in Photograph 5.3, M|State of Wadena is the only technical college facility in Wadena providing career programs, associates degrees, bachelor degrees, and personalized hands-on education to 790 currently enrolled students. There are numerous financial aid options for students, and a host of other support services available to promote student academic success. Students may also participate in student organizations such as Student government, SkillsUSA, Nursing Club, and Cosmetology Club (Minnesota State Community and Technical College, 2013).



Photograph 5.3: Minnesota State Community and Technical College
Source: Wadena City Commission (2013)

Table 5.1 Summary of Education Facilities, Wadena, 2013

Education Facilities	
<u>Wadena-Deer Creek Elementary School</u>	<u>Wadena-Deer Creek Senior High School</u>
Grades Pre-Kindergarten-6	Grades 7-12
215 Colfax Ave SW Wadena, MN 56482	600 Colfax Ave SW Wadena, MN 56482

(218) 632-2400	(218) 632-2300
<u>Freshwater Education Learning Center</u> 910 Ash Ave. NE, Wadena, MN 56482 www.fed.K12.mn.us (218) 631-2281	<u>Green Meadow-Hillside</u> Grades 1-8 62843 County Highway 50 Wadena, MN 56482
<u>M-State Wadena</u> 405 Colfax Ave SW Wadena, MN 56482 (218) 631-7800	

Primary Occupations

Listed in Table 5.2 below are the major employers of Wadena. As of July 2013, the unemployment rate in Wadena is 6.3%, compared to the Minnesota average of 5.1%. The top three most common industries for men are construction, manufacturing, and retail trade; where as the top three most common industries for women are healthcare and social assistance, retail trade, and education services (Paulson, Funk, and Anderson). The Tri-County Hospital is a vital asset to the Wadena community, employing 340 individuals and providing first class healthcare to Wadena, Todd, and Ottertail counties. Homecrest Industries Inc., Public School systems, and Mason Brothers Co. grocery stores are also strong community assets employing 635 individuals cumulatively.

Table 5.2 Major Employers, Wadena, 2013

Major Employers		
Employer	Products/Services	Employees
Tri-County Hospital	General Medical & Surgical Hospitals	340
Homecrest Industries Inc	House. & Inst. Furniture & Kitchen Cabinet Manufacturing	220
Wadena-Deer Creek Public Schools	Elementary & Secondary Schools	215
Mason Brothers Co	Grocery Stores	200
Wadena, County of	Executive, Legislative, & Other General Government	165
Walmart	Discount Department Stores	150

Polman Trucking	General Freight Trucking	136
Russ Davis Wholesale Inc	Grocery & Related Product Wholesalers	115
Shady Lane Nursing Home	Nursing Care Facilities	110
The Grocery Store by MB	Newspaper, Periodical, Book, & Directory Publishers	80
MN State Community & Technical College	Technical & Trade Schools	75
Wadena Super One	Grocery Stores	70
Wadena, City of	Executive, Legislative, & other General Government Support	44
Source: http://www.lakesnwoods.com/Wadena.htm		

Human Capital Resources

Health and well-being are pivotal for the quality of human capital (Flora and Flora, 2013). By providing health services, the community assets, listed in Table 5.3, enable the population of Wadena to live healthy and prosperous lives. With a growing population of elderly individuals, the health care services play a vital role for the city of Wadena. Also featured below in Table 5.4 is an inventory of other human capital resources within Wadena including volunteer organizations, interest groups, and community resources.

Table 5.3 Health Care Inventory, Wadena, 2013

Health Care Inventory of Wadena	
<u>Hospital</u> Tri County Health Care System 415 Jefferson St. N. Wadena, MN 56482 (218) 631-3510 (800) 631-1811 Fax (218) 631-7503 www.tricountyhospital.org	<u>Clinic</u> Wadena Medical Center 4 Deerwood Ave. NE Wadena, MN 56482 (218) 631-1100 (800) 631-1811 Fax (218) 631-7571 www.tricountyhospital.org
Elderly Care	

<u>Nursing Home</u> Fair Oaks Lodge Inc. 201 Shady Lane Dr. Wadena, MN 56482 (218) 631-1391 Fax (218) 632-5028 www.fairoakslodge.org	<u>Assisted Living</u> Comfort Care Cottage 1232 Jefferson St. S Wadena, MN 56482 (218) 631-4873
<u>Assisted Living</u> Little Bit Of Country 813 Harmony Lane Wadena, MN 56482 (218) 631-7105	<u>Assisted Living</u> Fair Oaks Apartments 131 Shady Lane Drive Wadena, MN 56482 (218) 631-1163
Other Services	
<u>Home Healthcare Service</u> Legacy Home Health & Hospice 201 Shady Lane Dr. Wadena, MN 56482 (218) 632-1335 Fax (218) 632-1336 www.legacyofwadena.org	<u>Treatment Center</u> Bell Hill Recovery Center 12214 200th St. Wadena, MN 56482 (218) 631-3610 www.bellhill.org

Table 5.4 Human Capital Resources, Wadena, 2013

Human Resources	Description
Wadena County Human Services 124 1 st St. SE Wadena, MN 56482 (218) 631 – 7605	
M State – Wadena Custom Training Services Karen Schumacher (218) 299 – 6586	M-State Wadena’s Custom Training Services provides individuals with skills and technological training.

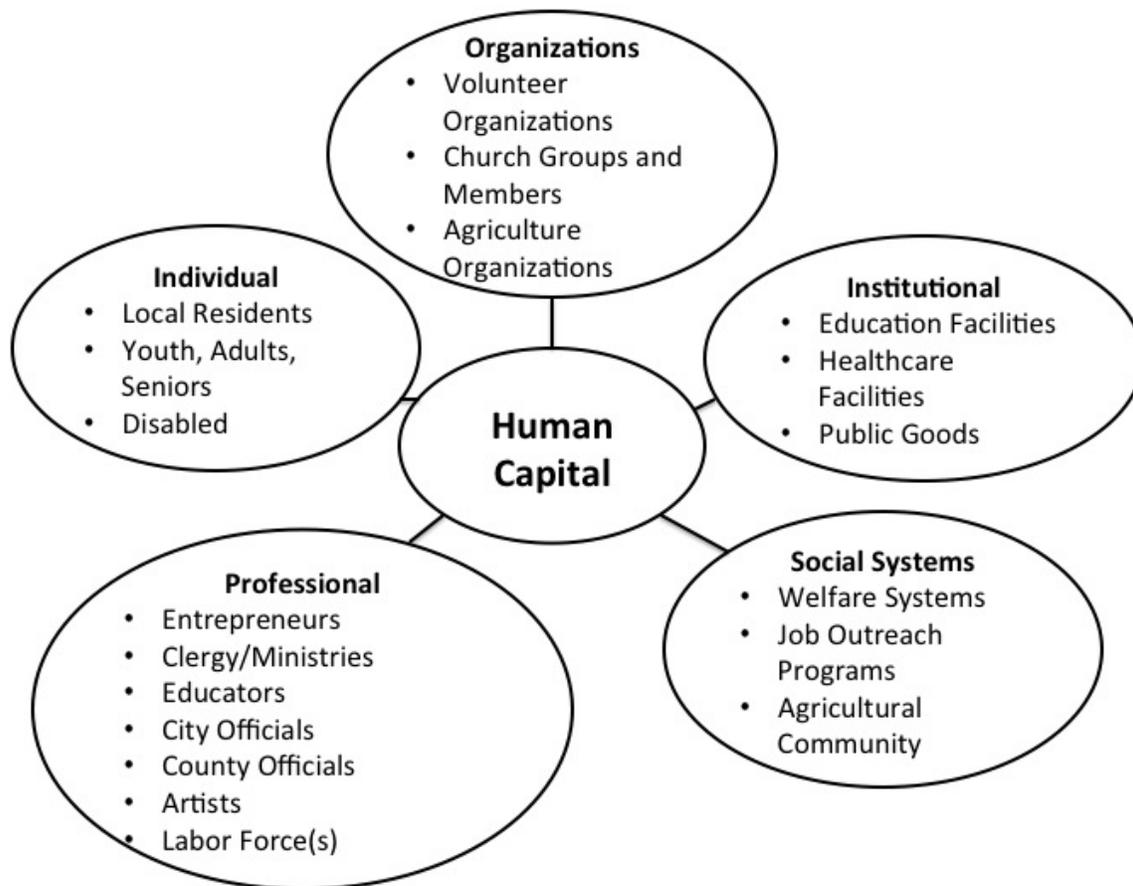
<p>MN WorkForce Center – Wadena 124 1st St. SE, Suite 2 Wadena, MN 56482 (218) 631 – 7660</p>	<p>WorkForce Centers help those seeking jobs find jobs as well as finding employees for employers.</p>
<p>Lakes and Prairies ABE Literacy Program MN State Comm and Tech College 405 Colfax Ave SW Wadena, MN 56482 (218) 632 – 2450</p>	<p>The ABE literacy program provides adults with an opportunity to improve their literacy skills to be better suited for living in the community.</p>
<p>Experience Works 219 Jefferson St. S Wadena, MN 56482 (218) 631 – 3483</p>	<p>Experience Works provides an on-the-job training experience to older low-income individuals. Workers receive minimum wage as well as valuable job skills in hope of gaining permanent jobs elsewhere.</p>
<p>Health Services</p>	<p>See Health Services Table</p>
<p>Wadena City Library Kitchigami Regional Library System 304 1st St. SW Wadena, MN 56482 (218) 631 – 2476</p>	<p>Kitchigami Regional Library System provides library services and resources to those in the community.</p>
<p>The Friendly Rider 124 1st St. SE Wadena, MN 56482 (218) 631-5730</p>	<p>Friendly Rider Transit operates in and around Wadena providing transportation to individuals in the community.</p>
<p>City Of Wadena Waste Transfer Cite 10542 170th St. Wadena, MN 56482</p>	<p>The purpose of the transfer station is to provide an area within the county of Wadena to properly dispose of waste.</p>
<p>4-H</p>	

<p style="text-align: center;">Hwy 10 NW Wadena, MN 56482 (218) 639 - 0750</p>	<p style="text-align: center;">4-H is the nation's largest youth development organization.</p>

Inventory of Human Capitals Strengths and Challenges

The asset map below illustrates a list of human capital strengths and assets. The strong community ties within Wadena foster many of the strengths listed below, however these connections within Wadena can be seen as both assets and challenges. For instance, within the small town community members do not hesitate to lend a helping hand, as seen during the recovery from the tornado of 2010. However, these close-knit ties can hinder outsiders from comfortably assimilating into the community. As a community, Wadena is able to offer excellent educational and medical facilities as highlighted in the above sections. But at the same time Wadena is one of the poorest counties in the state of Minnesota. Many of the young people who pursue higher education experience a lack of economic opportunity within the community and as a result have to look for better opportunities in other communities.

One of the challenges Wadena faces is integrating and drawing medical staff and other professionals to the area. Although the hospital is able to offer jobs to the doctors and other medical professionals it's difficult for the other family members or the spouses of the doctors and medical staff to find jobs within the community. Therefore, there is a lack economic opportunity for many prospective professionals when considered as a family unit. With young adults leaving the area to pursue higher education, another challenge lies in drawing them back to Wadena. However, this city has strong ties and a robust sense of community, which provides the foundation to build on the accomplishments of Wadena to address these challenges.



Community Development Implications

Looking at the population trends its evident that since the 1980's city of Wadena has experienced a declining population trend. The demographic trends of the community show an increasing proportion of elderly population within the community. Therefore, although the numbers might indicate presence of people the potential employability of some of these people can be a challenge because of their health status. Higher percentages of elderly people also create many needs that must be met as a community; especially in elderly care giving and health personnel. The demographic trends also indicate a tendency of the younger population to out migrate for better educational and career opportunities.

Careful study of the community show several assets that could be used to nurture and build human capital in Wadena (some of these factors are discussed in detail in other chapters). As a community, Wadena is able to offer excellent medical, educational, and other facilities. Wadena also has a quiet small town feel and a safe environment. The community also offers several incentives to new residents for housing development (Personal communication: Community action group) such as cheaper land. The medical facilities and the small town environment can be excellent promotional points to market Wadena as a retirement community. The state of the art high school and other community amnesties can be used to attract families with young children into the community.

It's evident that there is a lack of economic opportunity within the community. Although Wadena is able to offer jobs in certain fields (such as medical) there is a lack of secondary economic opportunity to attract families into the community. If Wadena is able to offer jobs to the family members or spouses of potential recruits to the hospital or the school system, Wadena has the potential to attract many new younger residents (personal communication: Community action group). Therefore, further action must be taken to enhance the economic opportunities within the community at a family level.

The 2010 tornado damaged the community severely. Although some residents decided to leave the community subsequent to damage, many residents made a commitment to stay and rebuild the community. The decision to stay and rebuild was not an easy decision. The speed and level of community recovery in Wadena within just three years of the tornado shows the skills, capabilities, and the sense of pride in the community among the residents. The recovery also shows the high quality and the level of human capital within the community. These strong ties, skills and capabilities, and sense of community can also become the foundation for further community development. Analysis of the human capital in Wadena shows the existence of assets that could be leveraged for community development. Further action is necessary to develop a promotional campaign or a road map to market Wadena to potential residents.

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Social Capital

Wadena, Minnesota



Chapter 6. Social Capital

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Social capital is a “group-level phenomenon” as this capital is developed over time through a shared vision built by “strengthening relationships and communication on a communitywide basis and encouraging community initiative, responsibility, and adaptability” (Flora & Flora, 2013). It is through social capital that communities begin to feel like a community. When analyzing social capital, it is essential to review bonding and bridging social capital. Bonding social capital creates connections for “individuals and groups with similar backgrounds...based principally on class, ethnicity, kinship, gender, or similar social characteristics” (Flora & Flora, 2013). The connections built with bonding social capital are built between similar types of people while bridging social capital “connects diverse groups within the community to each other and to groups outside the community” (Flora & Flora, 2013). These connections shall be explored throughout the chapter with examples present within Wadena. Through this chapter, we will analyze these social connections within the community, specifically looking at the school system, country fair, media outlets, businesses, and organizations. There will also be a discussion of what it means to be connected within the community and how an outsider can become an insider. The end of the chapter will give an overview of assets in the community as well as some possible challenges.

Educational Institutions

With mandatory primary education, schools are one of the primary instructors of young people. Designed to not only teach academic standards (regarding topics such as arithmetic, reading, and writing), schools also teach young people the values and rules of society. Students are able to interact with one another in this academic and social atmosphere. They grow up learning with one another, creating bonds and early memories that may last for a lifetime.

Wadena-Deer Creek Public Schools

Learning begins the moment one is born. The Wadena-Deer Creek education system begins with preschool for three-year-olds (if students are three by the first of September) until they are five (About Preschool, 2013). Since consolidating the schools and the mascots (as seen by the group logo in Photograph 6.1) in 1994, students in Wadena and in Deer Creek (WDC Public Schools, 2013). They begin to form bonds and unite their communities. By forming these relationships with others outside of their community, students and school faculty members are bridging their social capital. By having preschool within the elementary school building, these connections begin to form with older students as well. The Elementary school holds students up until 4th grade, where they will then move to the Middle school which consists of 5th through 8th graders and then finally onto high school which is 9th through 12th grade (Principal's Message, 2013). Growing up together has strengthened not only the bonds between the students, but it has helped teach them skills they will need outside of school. Learning teamwork, time management, problem solving, and several other skills helps develop their ability to work with others in the future.



Photograph 6.1: Wadena-Deer Creek Logo
Source: Wadena Chamber of Commerce (2013)

This “cultural training” also takes place outside of the classroom. Students in the Wadena-Deer Creek have had the opportunity to join student organizations. Recently they also had the chance to attend “We Day” in St. Paul, MN. “We Day” was an inspirational program designed “to empower young adults to become involved in social change through volunteerism and fundraising” (WDC Public Schools, 2013). Students and families may also participate in community events regarding awareness/fundraising for a cause or a social event. Every Step Counts is one new example which is a “domestic violence awareness walk and family fun night,” effectively combining both an awareness and social aspect to the event (Wadena-Deer Creek School District, 2013)

Primary education also serves as a way to educate the community. Children belong to families within the community. They will go home and share what they learned that day with their friends, family, and other important individuals in their lives. These family connections are usually bonding social capital as children generally reflect the same values and backgrounds as their family members. Communicating and interacting with family members builds this type of social connection.

The guardians are, too, interested in seeing the exact impact within the school day. So parent-teacher conferences are held to discuss progress of each child in a meeting with the child’s guardian and teacher. These meetings build the connections between the adults involved in the child’s life. Guardians and school staff members also have a special messaging system in the case of an emergency or any situation where information needs to be spread quickly. This system is called the Honeywell Instant Alert which guardians can sign up for with school officials (Wadena-Deer Creek School District, 2013). By being able to communicate almost immediately, the school district showcases the importance of safety in creating a healthy community. By having a community open to methods such as this system allows for bonding and bridging social capital. The message goes out to all of the student’s guardians (signed up for the service), connecting them.

Minnesota State Community and Technical College – Wadena Campus

The M-State campus in Wadena, MN offers programs in three areas; health, personal services, and technical (Campus Information, 2012). These areas add up to twelve career programs in addition to the associate arts degree which allows students to transfer to a four-year program after graduation. Universities provide similar opportunities for students and staff members to interact and learn from one another, just like K-12 education and community education. However higher education does not directly reflect and teach the values of the community like K-12 does. Instead colleges and universities choose to develop students through generals for a well-rounded education in addition to a strong focus on the skills employer's value. In order to prepare their students for their future career fields, M State partners with Tri-County Hospital for training relating to their health students, building bridging social capital by uniting these two groups (Committee, 2013).

As higher education is not mandatory, the atmosphere reflects the drive of students to improve their skills and expand their knowledge for the work force. Students, instructors, and staff members work as a team, focusing their time and energy to teaching one another their knowledge on a topic and their experiences.

Just like in high school, colleges also have student organizations. Wadena's campus is home to student government, skillsUSA, nursing club, and cosmetology club. These organizations offer students the opportunity to connect with others sharing similar interests (whether it is related to their academic program or just for fun).

After the tornado, much of the town was destroyed and some people as well as businesses left the community. However, the president of M State during that time, Ann Valentine stood firm to the community, commenting, "We have been in Wadena for 50 years, our intent and commitment is to be here for at least 50 more years" (Campus Updates, 2010). M State was able to be back up and fully running under a month's time, but Wadena-Deer Creek High School was destroyed (Campus Updates, 2010). With no place to hold school sessions, M State stepped in and offered their own building space for students, faculty, and staff to go, commenting on their website that M State will be sharing space, "but this will cause minimal class interruption to the already posted Fall class schedule for M State students" (Wadena Tornado Relief, 2010). By keeping students in the area, specifically within Wadena, they were able to keep their tight bonds to the community. By being able to stick together in one school, students were able to keep their connections and bonds with one another. In other disaster and displacement events, students are spilt up to avoid the "overburdening" of one school. However, splitting students up forces them to connect with a new set of people and create new social bonds. Keeping the students together kept their bonding social capital and even reinforced it as they were able to stay as a group. It created bridging social capital between the students and those at M State. The opportunity allowed the two groups to interact and even inspire some high school students to attend college. These new connections caused enrollment at M State to jump as it allowed students to see what college was like and know a few students, faculty, and staff members there (Committee, 2013).

The campus also brings in students from other areas, adding to the community. These students reside in apartments within Wadena as the campus does not have any form of housing.

This adds to the financial capital (see Chapter 9) through that contributing to the economy as well as to cultural capital (see Chapter 3) since these students are bringing their own values and traditions with them. Bridging social capital occurs by linking these students (and their values and traditions) with the residents within the community. They are interacting with one another and building their own connections by taking part in activities such as attending a religious organization or an event in the community.

Wadena-Deer Creek-Bluffton Community Education

Offering the community the opportunity to participate “in various classes, trips, [and] programs and activities,” Wadena-Deer Creek Schools provide opportunities for the community to come together for events and skill building activities such as reviewing money management or learning how to use an iPad or social events such as the annual Halloween party (Community Education, 2013). By uniting members within the community, they are building both bonding and bridging social capital. These types of events bring people with similar interests and similar backgrounds together, therefor bonding capital. However, there will be some community members that do not fit in these categories. At that moment, there will be bridging social capital. By uniting to accomplish a similar goal or to take part in the same event, this inspires pride and ownership within the community.

Initiative Foundation – Little Falls, MN

After the tornado, the Initiative Foundation from Little Falls, MN helped with the process of recovery. With a long list of tasks to complete in order to rebuild the town, the Initiative Foundation helped general community members take the pressure off of religious and city leaders by “build[ing] the skills and confidence” needed to take new leadership roles (Powering Possible, 2012). By fostering and developing the human capital (see Chapter 5 regarding human capital), the foundation was able to help connect both bridging and bonding social capital. Bridging social capital was created by having an outside group help sort out tasks to community members in order to give the community the power to decide their own futures. This foundation also helped in creating a community organization, Community Action which helped distribute FEMA funds as one of its tasks which corresponds to bonding social capital. This occurred within the community as residents connected with their own community members and those similar to them during this process.

Media Outlets

Connecting the citizens of Wadena is an essential element of social capital. By keeping in contact and informing one another of various events, residents learn of opportunities within the community to discuss ideas and spend time with other residents. Some of the media outlets within the community would be the newspaper (*Wadena Pioneer Journal*), radio stations (such as BL Broadcasting-KWAD and KVKK Norman Broadcasting), news stations (such as KVLV stationed in Fargo, ND), and social media (such as Facebook and Twitter) (Radio, 2013). These connections create both bonding and bridging social capital.

Community Organizations

The goal of a community's organizations is to get citizens working together towards a common cause. According to Mayor Wolden, "when the residents see an issue or want to do something, they work with an organization, or will even go start one to get the desired result" (Wolden, 2013). Outside of simply completing goals, organizations provide opportunities for interaction amongst residents that they might not otherwise have. Wadena's organizations play a vital role in providing a venue for Wadena's residents to interact. These organizations are only as successful as those who participate in them. The citizens of Wadena have a "strong commitment to each other, and this commitment leads to large amounts of intense interaction" (Committee, 2013).

Participating in organizations is a key aspect of being an active citizen, "each person in the community is deemed capable of sharing something valuable with all members of the community" (Flora & Flora, 2013). Overall participation amongst organizations in Wadena is not overwhelming. According to Mayor Wolden, "the participation is about 80/20, meaning 20% of the people do 80% of the work, but those 20% are passionate and always looking to incorporate new members" (Wolden, 2013). The main demographic of the participants is in the age range of 35-55, and the least active in community organizations is youth, which is a common theme amongst smaller towns. The relationship between those active in the organizations and those who aren't as active represents the bridging social capital explained earlier. Wadena is putting a lot of effort into reaching out to its youth in the form of things such as its Cyber Café, which is a center with a goal of giving youth a safe, responsible place to hang out and have fun.

There are many organizations in Wadena that have a significant impact on the community. The strongest organizations are those associated with maintaining Wadena's culture and those associated with the arts. "We have a stubborn pride in Wadena, we like to preserve our culture and traditions and show them off" (Committee, 2013). There may be no better example of this than with "The Murals of Minnesota." As stated in previous chapters, Wadena has many murals depicting life in rural Minnesota, and was a community wide effort by several groups such as the Wadena Arts Council and the Ally Arts Committee. Table 6.1 includes a list of some of the more prominent organizations in the community.

Table 6.1: Wadena Organizations
Source: Wadena Chamber of Commerce, 2013

Culture/Arts
Wadena County Historical Society
Madhatters
Greater Wadena Arts League
Community Gardens
Wadena Arts Council
Wadena School of Dance
Service
Wadena Rotary Club
BizWorks
Wadena County Ag Society (4-H)
Wadena Lions Club
Youth Organizations
Wadena Hockey Club
Cyber Café
General Organizations
Ducks Unlimited
Wadena Kin Club
Prairie Women on Snowmobiles
Wadena Fireman's Club
Wadena Senior Citizens Club

Outsiders within the Community

Wadena is actually in the process of attracting more outsiders to the community in hopes that they will become insiders or at least contribute to the community (Committee, 2013). There has been discussion to attract future residents from parts of western North Dakota, to provide housing space for employees at the Tri-County Hospital, and to assist new business owners. The mayor has mentioned the idea of putting up a billboard in Williston, ND to attract elderly populations to Wadena, MN by discussing everything the city has to offer (Committee, 2013). This would qualify as an attempt to increase bridging and bonding social capital.

Social Capital Assets

Wadena has shown itself to be a rather welcoming and close-knit community. Throughout this chapter, the 2010 tornado has been mentioned over and over. After this devastating event, the community came together, uniting through frequent personal interactions. There were meetings once a week in Saint Ann's Catholic Church in order to inform everyone in the community about the latest rebuilding information for a year and a half (Committee, 2013).

Some community members may have left and some businesses may have never been rebuilt. However, these people did not have as strong connections with the community. Those

that remained strengthened their attachments to their fellow community members and the community in general. The network of support has continuously been mentioned during research within the community, particularly after the tornado. This new post-tornado community is a stronger adaptation of what existed before this altering event. The strengths of this area are highlighted in the below:

Social Capital Challenges

Even with these strong assets, Wadena faces challenges like any community. After the tornado, there was plenty of work to do to rebuild. Now, three years after that event, the community has been making strides, but there are still areas that need to be improved. Loss of population and businesses after the tornado: with a loss of community members, it made a negative impact on the area. Having aid organizations and religious leaders leave on top of that only made the community have to work that much harder to accept newcomers and trust current community members. Limited resources: due to having a small population, there are limited areas of support and job growth. This makes it difficult for Wadena to hold large events or provide opportunities for professional advancement. This may create an atmosphere for some people feeling “stuck” as they will remain in their position for most of their career. Lack of diversity: having a majority (see Chapter Five for percentages) in any category such as race or ethnicity makes it difficult for outsiders to feel accepted. Outsiders must take their own initiative in trying to learn the customs of Wadena and take part in the community. This would be difficult for those with views not represented in the mainstream culture of Wadena.

Community Development Implications

After reviewing this information, why is this important to know moving forward? An inventory of the community is essential to understanding current needs, but “it is [the] people who must determine a community’s development options, make decisions, and take action”. (Flora & Flora, 2013). The people are the heart and the soul of a community. They are what shape the future of the community. This has truly been showcased through the development after the recent tornado. Wadena has rebuilt itself and has created an atmosphere of determination to survive.

Knowing this, the people of Wadena can take this information and begin to fully understand the importance of the connections the community has. Uniting and working together as a group has brought Wadena back from a devastating chapter in their community’s history. Residents have proved they are invested in the community and are interested in taking part in developing the future of Wadena. This willingness to take part only reinforces the fact and the importance in making sure community members are involved in any changes. These folks will not only want to voice their opinion with how the community shall change, but they would be willing to help bring that vision to life.

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Political Capital Wadena, Minnesota



Chapter 7: Political Capital in Wadena, Minnesota

Authors: Felipe Conde Crespo, Matt Ellingson, Curran Fallon

“Political capital consists of organization, connections, voice, and power as citizens run shared norms and values into standards that are codified into rules, regulations, and resource distributions that are enforced” (Flora & Flora, 144, 2013). In simpler terms, it looks at where there is power in a community, how it can be accessed, and what influence people and organizations have in the decision making process. For example, when a devastating tornado hit Wadena in 2010, the community would meet once a week in a church to discuss an action plan and assess help throughout the community. This was one instance in which different groups, organizations, and citizens could voice their concerns, questions, and answers. A community’s political capital illustrates the standards, rules and regulations, how and who they are determined by and, the degree to which they are enforced (Flora & Flora, 2013). Aspects of political capital thus include community power structure, voice and empowerment, community organizing efforts, the political ideology of the community, and the social stratification.

In this chapter, the focus will be spent on identifying and reporting how the Wadena community relates to Political Capital. The assets of voice and empowerment, local government, and equitability will be discussed and displayed and information on the education, occupations, incomes, race, and stratification of residents in Wadena will be presented.

Political Capital Indicators

Analyzing a community’s social stratification is an important process in order to understand the political capital because it helps to discover where the wealth lies within the community. In this chapter, social stratification is to be defined as the hierarchy of social groups (Flora & Flora, 60, 2013). Social stratification is broken down into three distinct groups: upper, middle, and lower class, all of which will be analyzed later in this section. Also in this chapter, the education levels of each adult (ages 25 and over) in Wadena (see Figure 7.1; Appendix Table 7.1) are determined from information gathered from the Census Bureau data of 2000. For the sake of this chapter, the analysis of Wadena was completed through the identification of education, occupation, and income (see Table 7.1).

From an educational standpoint, after analyzing the information seen below, one can see that the majority of Wadena city residents have completed high school (or the equivalency), but few go on to finish college. Tying into that fact, nearly half of the residents that are employed take occupations in production, service, or construction. These jobs typically do not require anything more than a high school diploma or technical training to achieve. These jobs are usually low paying because they require only a small amount of education achievement which directly corresponds with the socioeconomic status of the area.

According to information from the Census Bureau, it was discovered that 353 families and 1,872 individuals were declared at or below the poverty line. One can see there is a correlation between the lower levels of education to the types of occupations that these individuals are fulfilling (if any). They contribute to the large percentage of residents that fall

into the lower levels of income and increase number of lower class residents. Conversely, one is able to see there is a strong correlation between obtaining a college degree and fulfilling a higher income job.

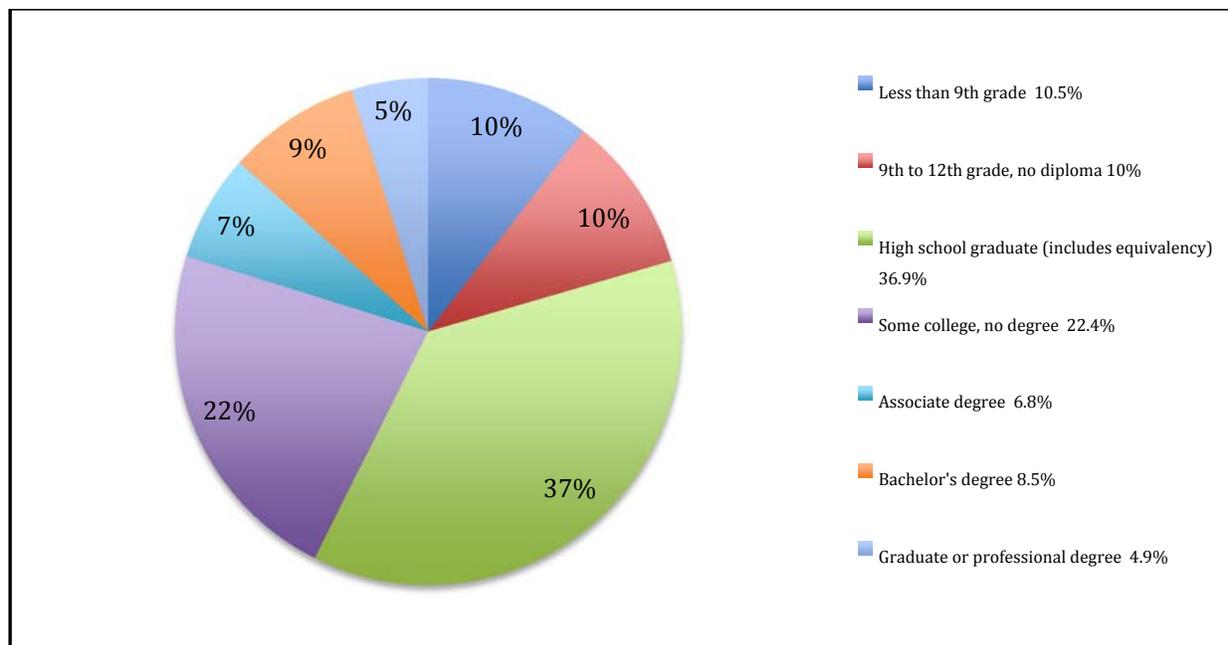


Figure 7.1: Educational Attainment in Wadena, Minnesota, 2000
Source: US Census Bureau (2013)

Table 7.1. Social Stratification Based on Education, Occupation & Income, Wadena MN, 2000
Source: US Census Bureau (2013)

Education <i>(among 25 & over population)</i>		Occupation <i>(employed civilian population 16 & over)</i>		Income <i>(households, in 1999)</i>	
<i>Based on 9,047 educated</i>		<i>Based on 5,949 employed</i>		<i>Based on highest % of income brackets = 575 out of 5,404 total households)</i>	
Did not graduate high school	20.5%	Management, professional	29.3%	Lower than \$14,999	24.7%
High school graduates	36.9%	Sales & office	21.2%	\$15,000-24,999	18%
Some college, no degree	22.4%	Production, transportation	21.5%	\$25,000-34,999	13.9%
Associate degree	6.8%	Service	15.1%	\$35,000-49,999	18.7%

Bachelor's degree	8.5%	Construction, extraction, maintenance	10.2%	\$50,000-74,999	15.5%
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Political Structure

A City Council of five officials operates the city government. They legislate and govern the issues of the city and are elected every four years. Among these council members, Mayor Wayne Wolden is the presiding officer of the Council. The city of Wadena also has elected officials who are in charge of serving its citizens and provide them a developed model of administration and public services. Among the officials is the Chief of Police who is in charge of enforcing the law of the city and presiding over the Police Department. (For more detailed information of the government, see Chapter 10: Government). Over 50 citizens provide services and leadership in different boards and commissions (Wadena.org, 2013). They participate in a wide variety of fields and contribute by participating in advisory, regulatory and oversight activities. The Mayor, along with the rest of the City Council, focus on appointing citizens from diverse backgrounds that have a variety of qualifications and viewpoints in hopes that all sectors of the community are heard and voiced equally.

The process of electing officials to office is fairly straight forward. Voters, who are citizens of the city proper, elect a Board of Commissioners. Currently, this Board is comprised of the city officials including the City Administrator, WDA/Planning & Zoning representatives, the Public Works Director, the Chief of Police, the Electric & Water Superintendent, the Municipal Liquor Store Manager and the Whitetail Run Golf Course Manager among others. They are in charge of carrying out the ordinances the City Council creates and passes (see Figure 7.2 for a graphic representation).

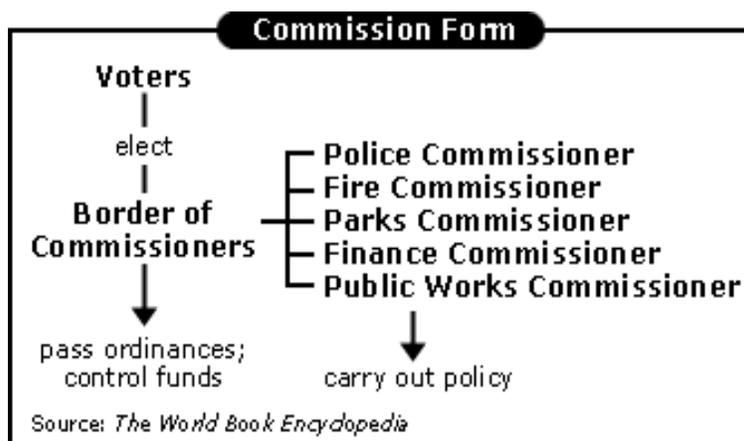


Figure 7.2: Government Style of Wadena
Source: The World Book Encyclopedia (2013)

Voting History

In contrast to the state of Minnesota, Wadena is characterized for voting for the Republican Party more often than the Democratic Party. In the 1996 general presidential elections, the results were very close; Republicans won with 45% of the votes against the democrats who obtained 41%. In the next presidential election, the gap between both parties

started to widen even further. In 2000, Republican candidate George W. Bush obtained 58% of the votes. This gap between the Republican and Democratic parties in Wadena remained fairly similar for the next twelve years. In 2008, John McCain obtained 58% of the vote from Wadena residents which in contrast with the state of Minnesota and the country as a whole. In the past election (2012), Republicans, led by Romney obtained 61% of the votes against the 37% that Obama supporters obtained. However, Mayor Wayne Wolden, who is a self-described Democrat, has been in office since 1998. It is also worth mentioning to see how the Independent Party's support and power has dwindled over time in Wadena. In 1996 they received 14% of the votes, before falling to 6% in 2006 and decreasing even more for the next three elections obtaining only 1%, 2%, and 2% in the 2004, 2008 and 2012 elections respectively (see Figure 7.3).

Looking at the state elections, residents of Wadena still tend to favor Republican candidates (see Figure 7.4). In 2010, in regards to the US Representative election, Republican Chip Cravaack won handsomely with 55.49% of the vote in comparison to Democrat James L. Oberstar with 41.2% and Independent Timothy Olson with 3.11%. Similar results can be seen for State Representative, Governor and Lieutenant Governor, Secretary of State, State Auditor, and Attorney General. The only case in which a Democrat won a state office in the city of Wadena was for State Representative. Democrat Dan Skogen edged out Republican Gretchen Hoffman by twenty-nine votes or a 52.97% to 47.03%.

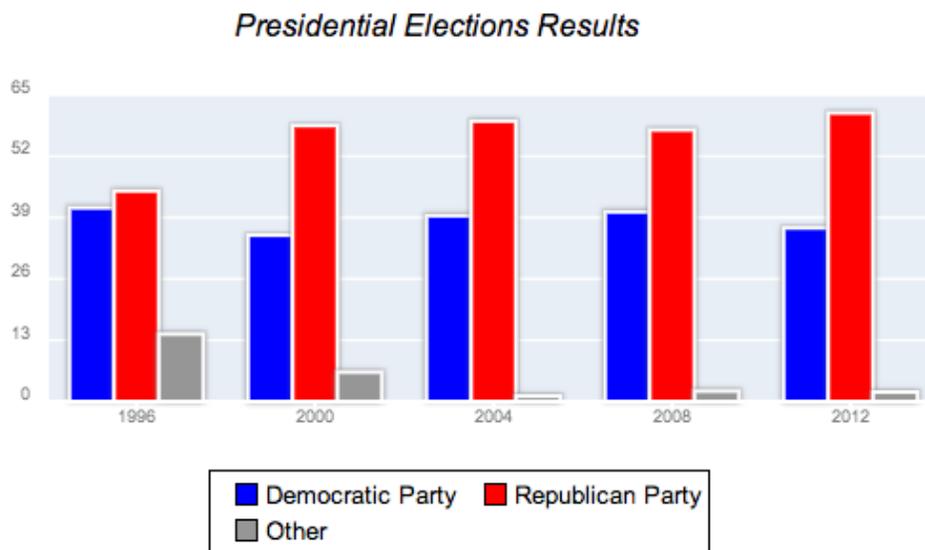


Figure 7.3: Voting Results for Wadena, MN 1996 – 2012
Source: City-Data.com, 2012

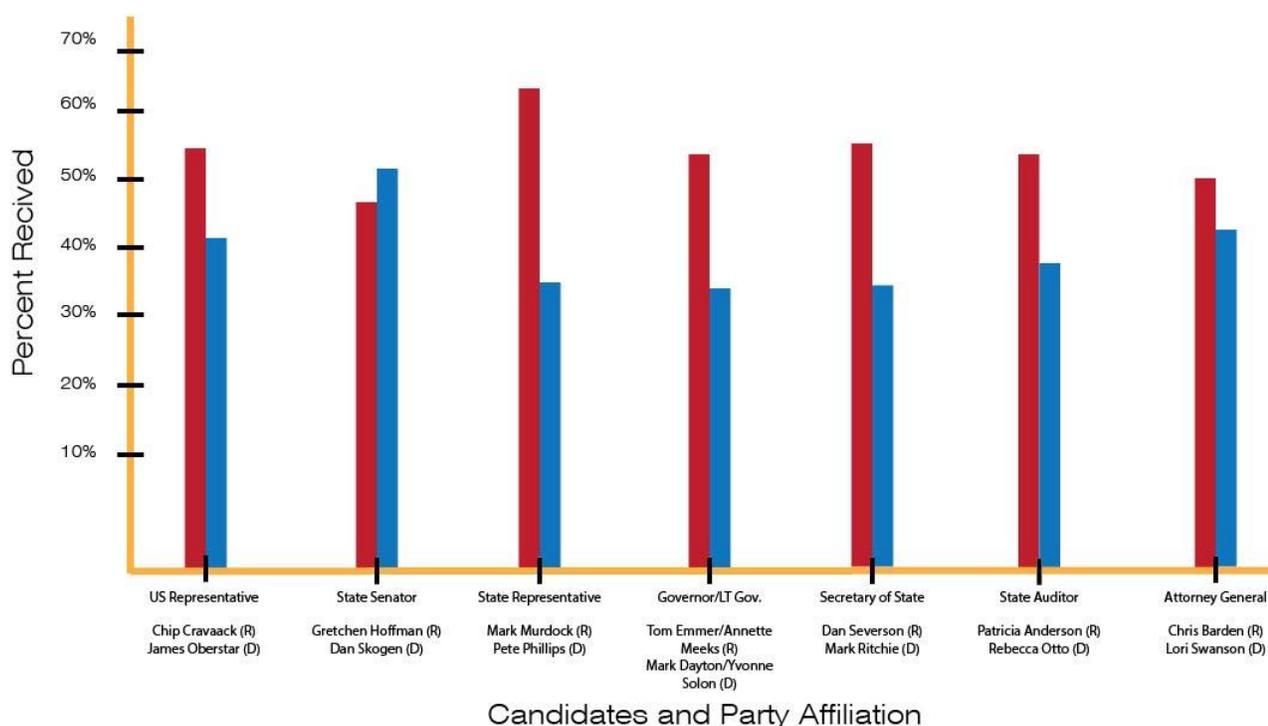


Figure 7.4: 2010 Minnesota State Election Results for Wadena, MN
Source: State of Minnesota (2013)

Socioeconomic Status/Stratification

“Socioeconomic status is often measured as a combination of education, income, and occupation,” according to the American Psychological Association, 2013. Wadena has a large middle class with about 34% of households earning somewhere between \$35,000 and \$75,000 a year; however, 46% of households garner less than \$35,000 per year. This puts a majority of people in the lower class which generally does not have as strong of a voice in most communities. Only about 12% of households earn more than \$75,000 per year. According to Diane Leaders, a social worker in Wadena, “the elderly (who usually have very low incomes and make up a large portion of the population) do not have a very strong voice yet have many issues they need assessed” (Leaders, 2013). It is through organizations such as the Neighbors to Neighbors Program and Community Action groups, less fortunate socioeconomic groups have a stronger voice. Wadena also offers Section 8 Rental Assistance. This program allows for low and moderate income families a chance to rent decent, safe, and sanitary housing in the private rental market (Wadena.org, 2013).

According to Mayor Wayne Wolden, when Wadena was struck by a devastating tornado in 2010, “many people felt lost and without a voice” (Wolden, 2013). However, the mayor using his status, power, and influence gathered all other city officials and local social organization leaders for daily meetings. They would talk about what needed to happen and what needed to get done in order to get their community back together. They would then hold public meetings at St. Anne’s, a local church which garnered a great attendance. These meetings helped many

community members understand what was happening which made them “feel safer and included” (Wolden, 2013). Also, due to the fact that it wasn’t just city officials that were included in meetings, organizations such as Community Action and Tri County Health were given a larger voice.

As described by Mayor Wolden, after the devastating tornado, many politicians flocked to the city. He went on to say “disasters bring communities a much bigger voice” (Wolden, 2013). The politicians that visited have great status as policy and decision makers. One politician, the then Minnesota gubernatorial candidate Mark Dayton, developed a great relationship with Wayne Wolden. Since the tornado, Mayor Wolden and now Governor Dayton have maintained a strong professional relationship. This relationship has resulted in much needed state funding to help the community.

However, politicians and formal organizations are not the only groups that use their status in Wadena. Mayor Wolden has mentioned that a group of gentlemen meets at Boondocks restaurant along the main street in Wadena. This group, according to a local Wadena resident, “have the economic power in the community because they own or run the few places that comprise a huge percentage of the community’s employment basis” (Wadena Resident, 2013). This group is comprised of a retired lawyer and various others including members of the Tri-County Hospital Board, and an owner of one of the larger businesses in town. This group is very influential in the decision making process for the community because they have such a great amount of Political Capital. Using this capital, they are able to influence the city council and Mayor over policy actions.

Race and Ethnicity

Wadena’s population is predominately White. As previously stated in past chapters, the White/Caucasian race makes up nearly 94% of the population. In comparison, the African American population comes in at 2.2%, two or more races at 1.5%, Asian at 0.3%, and American Indian at 0.1%. Although not a race, the Hispanic population makes up around 2.2% of the population as well.

These numbers provide the fact that there is definitely a majority in the community of Wadena. According to Flora and Flora (2013), there is always a “tendency to support the status quo because generally the political capitals reflect the dominant cultural capitals” (144). This is a major challenge for the community. Because the races other than Caucasian have such small numbers, their voices are generally not as loud as the dominant group.

Community Power Structure

Figure 7.5 displays the community power structure on how people in the community of Wadena can access or distribute resources. Since this outline is very basic and general, no specific names will be used. This figure displays the Community Power Structure of Wadena based on (preliminary) interviews with the advisory council. As mentioned earlier, wealthy landowners, major business owners, and professions such as lawyers and doctors contain most of Wadena’s influence and power. These groups can directly influence policy makers like the

community leaders and city officials which are located on the next tier down. Also in this section are small business owners and farmers. As mentioned by a local Wadena resident, small business owners and farmers do carry some political weight. Next are the local organizations and organization leaders. These people have power over different sections of the general population, yet still must answer to city officials and community leaders. The general population of Wadena does hold some power as well. They do elect who runs the city; however, they do not carry the same power or influence over policy. Finally, the section of the community that has the least amount of power includes minorities, the elderly and the disabled. According to Diane Leaders, these groups have the “most amount of needs yet very little voice to get them addressed” (Leaders, 2013).



Figure 7.5: Wadena Community Structure Power Map

Political Capital Assets

Wadena has several different assets when it comes to Political Capital. The local government plays an extremely important role in creating a transparent and equitable community. Based on interviews with city officials, one can see the city continues to strive to give a voice to each member of the community. To view the Political Capital assets of Wadena, see Figure 7.6 below.

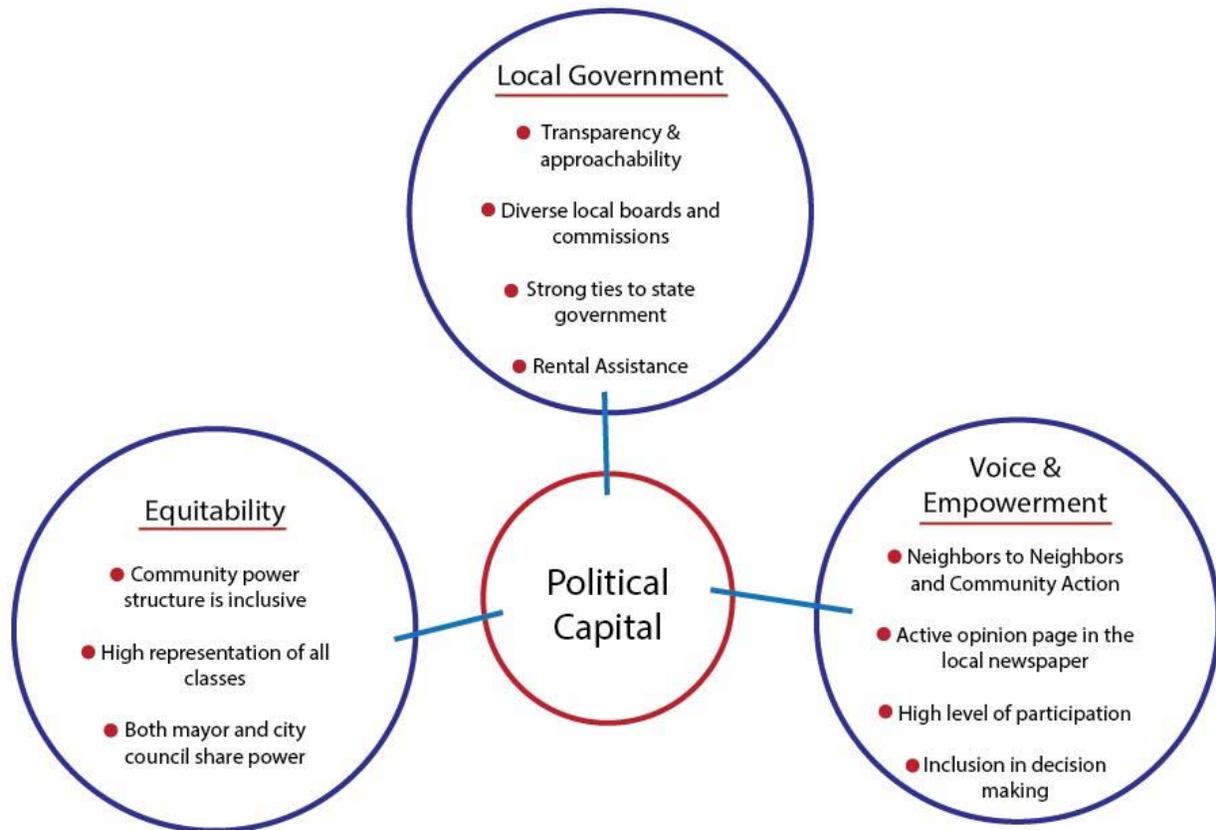


Figure 7.6: Political Capital Asset Map, Wadena, Minnesota, 2013

Political Capital Challenges

Although Wadena does have quite a few of assets, like every community, it does have its fair share of challenges. Many sections of the population such as minorities, the elderly, and the disabled need a great amount of help yet do not always receive it. Below is a bulleted list of some of the challenges Wadena faces.

- Little diversity which creates a dominant race and several minority groups that don't have as large of voice
- Low percentages of residents with little or no higher education which can lead to lower incomes which can in turn result in little power
- Large percentage of elderly residents who have some of the highest needs, yet very little voice.
- There is a large per capita of developmentally disabled adults and children in Wadena.
- Many residents suffer from mental health issues, who like the elderly and developmentally disabled humans, have many needs yet very little power and influence.

Community Development Implications

Political Capital can and does relate strongly to the other capitals in Flora and Flora's Community Capitals Framework. For example, looking at social capital and organizing people into their own groups, one can make a correlation between those groups and the power they possess. Political capital also relates to human capital in that the investment spent on self-improvement and esteem can result in more opportunities and having more power. Looking at financial capital, one can make the connection between those who obtain more money usually have more power and influence in their communities. Like all the capitals, political capital is intertwined amongst the rest making it dependent on the others.

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Financial Capital Wadena, Minnesota



Chapter 8. Financial Capital of Wadena

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When the word “finance” comes into a conversation, the mind can wander to high-priced business transactions, the stock market, and most commonly the bills that are used to value goods and services. Although financial capital includes all of those pieces, it also encompasses a much broader economic perspective when using the Community Capitals Framework to analyze a community. According to Flora and Flora (2013), financial capital includes stocks, bonds, market futures, and letters of credit as well as money. These assets form a solid base, but financial capital is much more than just the hard data and numbers; it is how the economic power is distributed throughout the community and the ways it can be used to build other capital.

This chapter delves into some of the more complex areas on financial capital that paint a more vivid picture of the suite of financial assets Wadena has to offer. Insight into local industry information, income data, commuting patterns, and lending patterns will allow us to build a cohesive list of the financial capital in Wadena. Once this information is analyzed, one can start to illuminate the ways that financial capital in the community fits into the Community Capitals Framework.

Current Economic Base

The economic base includes the industries that comprise the economy of a community. While many industries contribute to the economic base of Wadena, the main components are health care and social assistance and wholesale/retail trade, as shown in Figure 8.1. Health care and social assistance play a large role in the economic base due to the location of the Tri Country Hospital. Figure 8.1 shows the number of establishments within sectors in Wadena, and Figure 8.2 shows the annual payroll for these industries.



Figure 8.1: Total Establishments, Wadena, 2009.

Source: U.S. Census Bureau, 2009 County Business Patterns (2013)

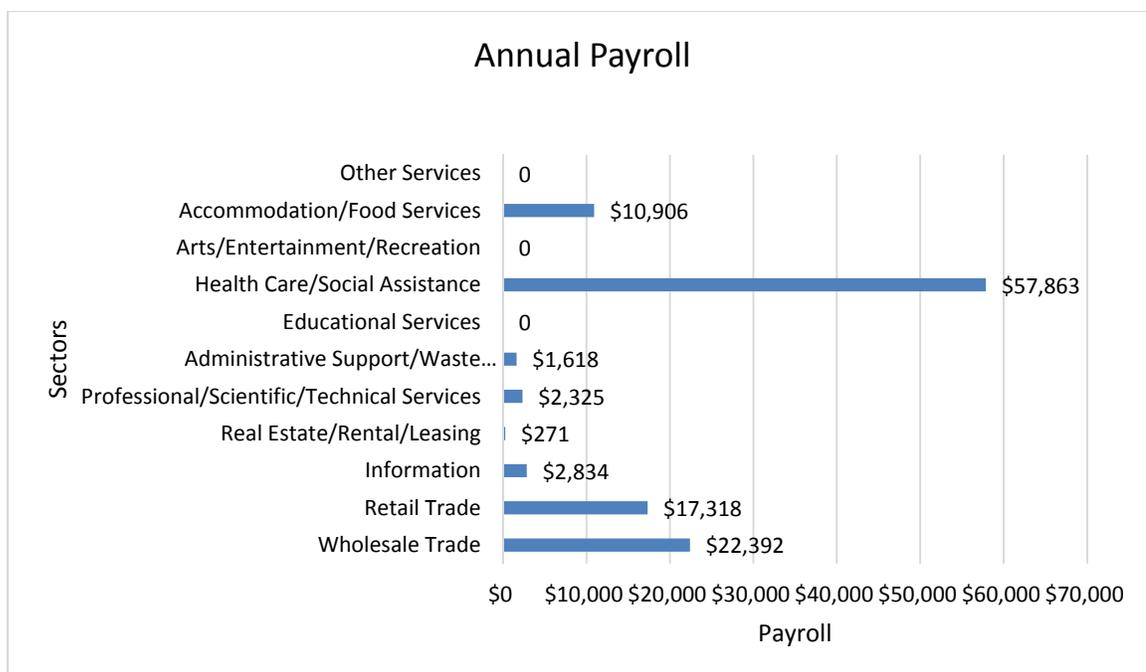


Figure 8.2: Annual Payroll, Wadena, 2009
Source: U.S. Census Bureau, 2009 County Business Patterns (2013)

Table 8.1: Total Establishments within Each Industry Sector, Wadena, 2009.
Source: U.S. Census Bureau, 2009 County Business Patterns

Sector	Total Establishments	Annual Payroll (\$1,000)
Wholesale Trade	16	\$22,392
Retail Trade	98	\$17,318
Information	7	\$2,834
Real Estate and Rental and Leasing	7	\$271
Professional, Scientific, and Technical Services	18	\$2,325
Administrative and Support and Waste Management and Remediation Services	13	\$1,618
Educational Services	2	-
Health Care and Social Assistance	46	\$57,863
Arts, Entertainment, and Recreation	7	-
Accommodation and Food Services	35	\$10,906
Other Services	28	-
TOTAL	277	

Primary versus Secondary Industries

The top five growing industries in the County besides rubber product manufacturing are general freight trucking, plastics product manufacturing, auto repair and maintenance, and newspaper, book and directory publishers.

The ratio of primary-to-secondary industries is very one sided towards primary-industries. The implications of this ratio are to what it means as information. The comparison of primary industries and secondary industries is very one sided towards the primary industrial. This means that the currency is coming in-to the community from outside jobs. Businesses from outside the community of Wadena will buy so many items that will be manufactured by Wadena. Anywhere from chairs and tables to rubber and plastic. This way the town and community of Wadena is not self-sufficient. They rely on outside currency and outside customers (outside meaning anyone outside the regular population). However if the community of Wadena would have a more secondary industry focused community. The money would be from within Wadena and it would multiply from throughout the town and surrounding community. But would also stay within the town and further help it grow over time.

Commuting Patterns

The commuting patterns of Wadena are very much like those throughout The United States (Figure 8.4; Appendix 3.2). With driving alone being most prominent while carpooling is close in second, however there is still quite the gap between them. Wadena sits at: Driving alone at 74% (4,310), carpooling is at 12% (699), and public transit at 1% (57). Bike and walking are both at 4% (257) together, other means are at 1% (34), and working at home is 8% (474) (see Figure 8.3; Appendix Table 3.1).

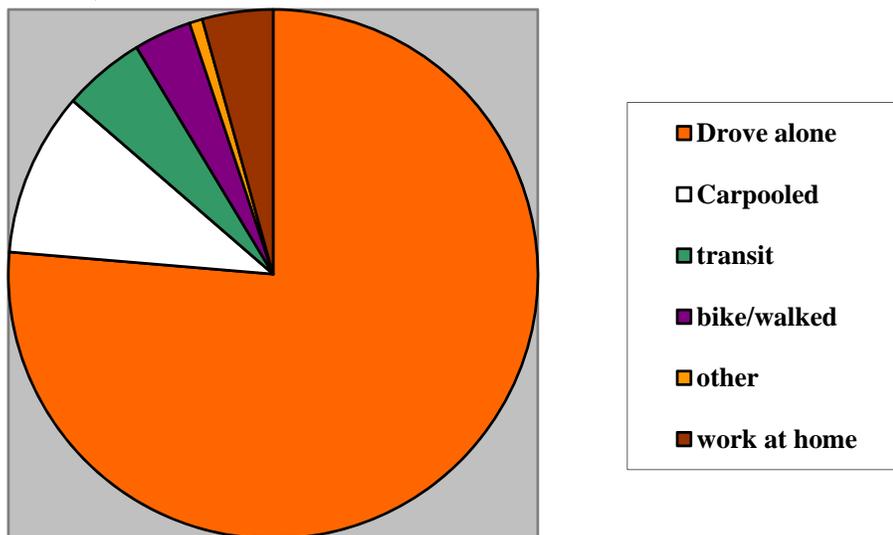


Figure 8.3 Commuting Patterns in Wadena, MN, 2010.
Source: U.S. Census Bureau (2013)

Like Wadena the national numbers are similar with driving alone winning at a total of 76.1% (105476), while carpooling is only at 10% (13917). Public transit at 5% (6922), bike and walking at 3.5% (4732), other means at 0.8% (1176), and work at home 4.3% (5918).

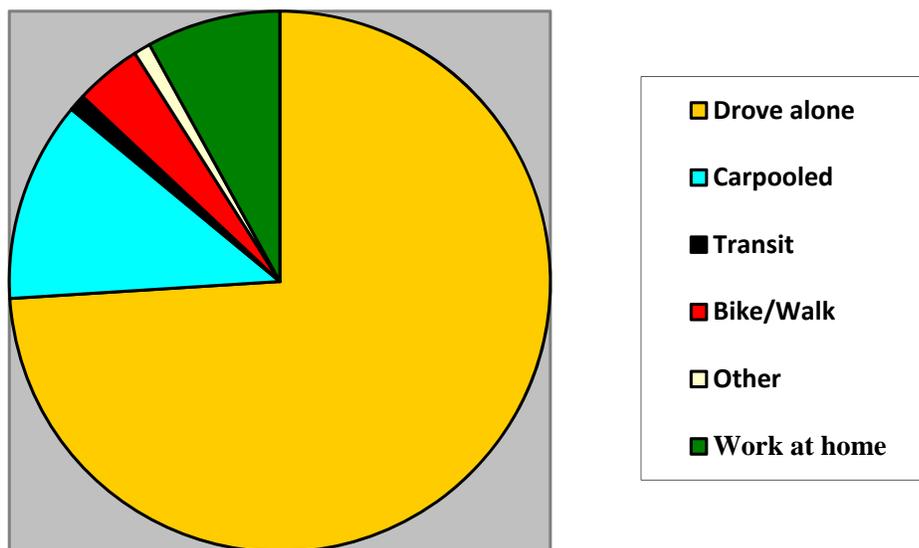


Figure 8.4, Commuting Patterns in the United States, 2010.
Source: U.S. Census Bureau (2013)

Businesses

According to the Chamber of Commerce, the City of Wadena has 154 businesses that provide the community with many services, including places to shop, eat, and sleep. In order to meet the challenge of diversifying the local economy, the city recently developed two sites for the development of prospective industries and businesses. The Wadena Industrial Park, located on the east side of U.S. Highway 71 south, has 43 acres for business and industry development. The industrial park's services sewer, water, storm sewer, gas, electricity, and telecommunication capability. There are 12 businesses located in the park that employ about 118 people. The Wadena Business Park located on the west side of U.S. Highway 71 south that includes the same services and has four developed acres (Wadena Comprehensive Plan 2013).

The City of Wadena has a variety of options available to assist new business and development within the city. Some of these include: the City Fix-up Loan, tax abatement, JOBZ Tax Free Development, tax increment financing (TIF), the Water Development Authority (WDA) Revolving Loan Fund, and the Minnesota Investment Fund (MIF) Loan (Wadena Comprehensive Plan 2013). The types of that already have a stake in the community are shown in Table 8.2. Business and Professional Services is the largest category, which ranges from accounting to wedding commerce. This network of businesses provides residents with employment opportunities and provides essential services.

Table 8.2. Businesses in Wadena, MN, 2010
Source: Wadena Chamber of Commerce (2013)

Business	Number	Percent
Advertising & Media	10	
Agriculture, Fishing & Forestry	11	
Arts, Culture & Entertainment	12	
Automotive & Marine	3	
Business & Professional Services	48	
Computers & Telecommunications	8	
Construction Equipment & Contractors	7	
Family, Community & Civic Organizations	16	
Finance & Insurance	12	
Government, Education & Individuals	17	
Health Care	6	
Home & Garden	9	
Industrial Supplies & Services	9	
Lodging & Travel	7	
Legal	4	
Manufacturing, Production & Wholesale	2	
Personal Services & Care	13	
Public Utilities & Environment	5	
Real Estate, Moving & Storage	9	
Religious Organizations	3	
Restaurants, Food & Storage	16	
Shopping & Specialty Retail	28	
Sports & Recreation	10	
Transportation	8	
TOTAL		100.0

Income

Income generally includes payment that an individual receives over a certain period of time in return for work or the investment of money. Community income data can give some insight into the financial incentives available to individuals that work in a given area. These data can also be compared to state and national averages in order to determine the level of income-based financial capital of the community in relation to surrounding communities.

Table 8.3 summarizes the median income and poverty information from Wadena, the state of Minnesota, and the United States as a whole. Income values for Wadena fall below the state and national numbers, but this can be mostly explained by the low cost of living in Wadena compared to state and national averages. Low cost of living in rural areas is reflected in earnings from employment opportunities in the area. Lower cost of living will typically be coupled with lower wages.

Figure 8.5 (Appendix table 3.3) illustrates the number of households at each income level in Wadena, and Figure 8.6 (Appendix table 3.4) illustrates the number of families at each income level. These figures indicate a general trend towards income levels between \$25,000-\$75,000 with an additional disproportionate number in the “less than \$10,000” income level.

Table 8.3 Income and Poverty in Wadena, MN, 2007-2011 (five year estimates)

Median Income and Poverty

Source: U.S. Census Bureau 2007-2011 American Community Survey

	Wadena	Minnesota	United States
Household	\$35,307	\$58,476	\$52,762
Family	\$49,011	\$73,046	\$64,293
Per Capita	\$19,812	\$30,310	\$27,915
Median earnings for Workers	\$22,401	\$32,039	\$30,259
Percent Below Poverty Line in the Past 12 Months	18.0%	11.0%	13.4%

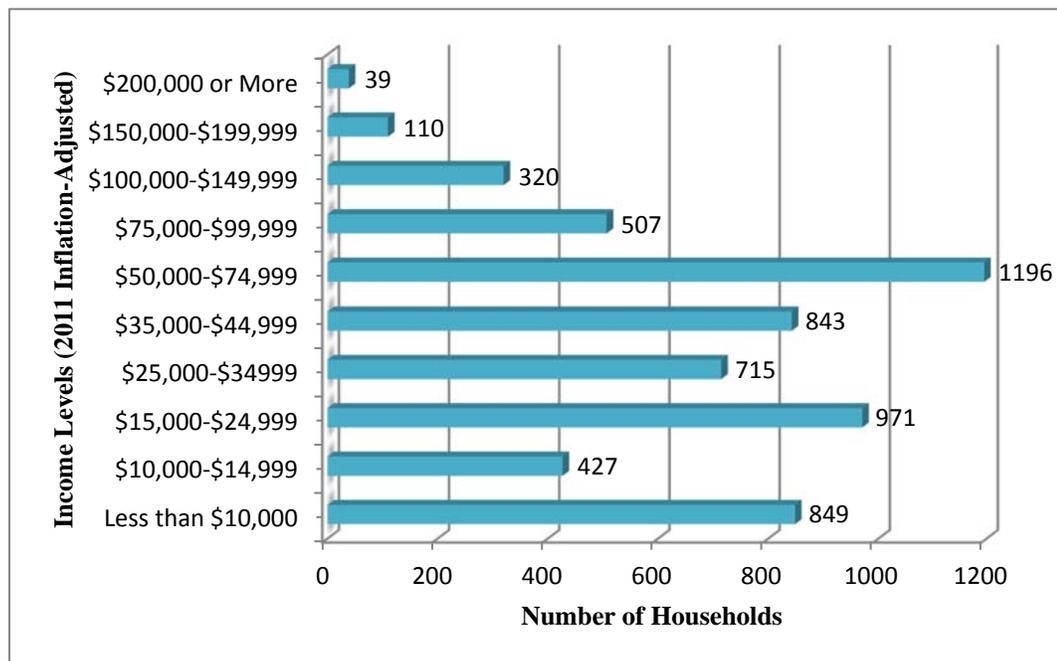


Figure 8.5. Income Levels by Family in Wadena, MN, 2007-2011 (five year estimates)

Source: U.S. Census Bureau 2007-2011 American Community Survey (2013)

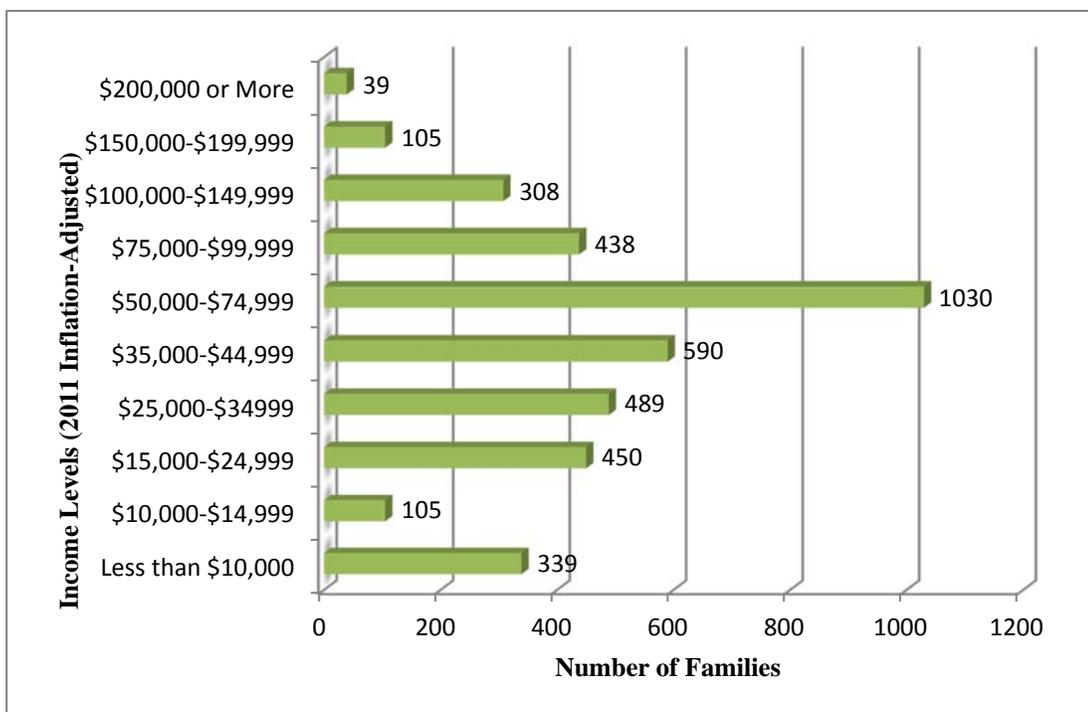


Figure 8.6. Income Levels by Family in Wadena, MN 2007-2011 (five year estimates)
Source: U.S. Census Bureau 2007-2011 American Community Survey (2013)

Economic Structure over Time

“Back when Wadena had a population of 96 residents in 1878, the Merchant’s Hotel, Meyer and Coon’s Store, S.S. Garner’s land office were some of the early businesses. Charley Peake held the honor of opening the first store” (Wadena County Comprehensive Plan 2013). Taking a leap in time, since 2000 the median family income has risen with the Minnesota and national average as displayed in Figure 8.7 (Appendix Table 3.5). According to the American Community Survey (ACS), data taken from 2006-2010 shows Wadena’s median family income has decreased recently compared to data taken 2005-2009. The economic development of the City of Wadena will continue to with the help of programs as the Economic Development Authority (EDA).

The City of Wadena EDA, created in 1991, seeks to improve the economic condition of Wadena. Focusing on appropriate commercial and industrial development, the EDA works to establish a higher tax base and additional job opportunities for the citizens of Wadena. The EDA provides resources and tools, including loans and grants, to support this kind of development. The commission consists of seven members, appointed by the Mayor and approved by the City Council. Each member serves a six-year term. There is no term limit. Members do not receive monetary compensation (Wadena.org 2013).

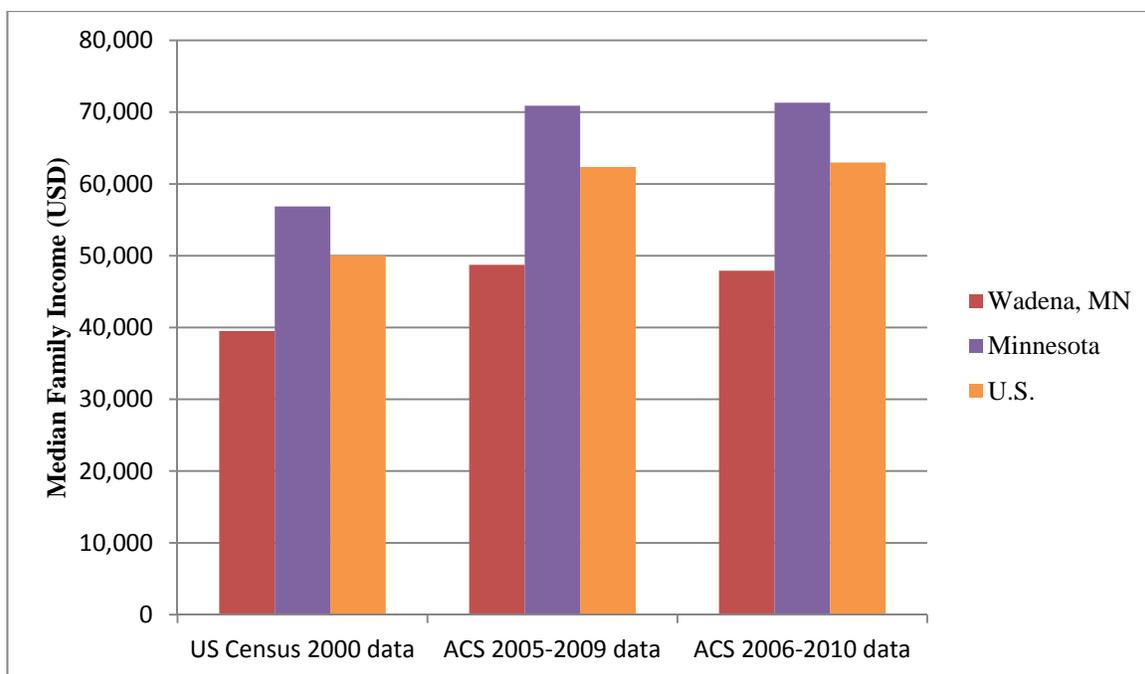


Figure 8.7. Family Median Income, Wadena, MN, 2013.
Source: USA.com, Wadena, MN Historical Family Income Data (2013)

Reinvestment Capital Available to the Community

The Community Reinvestment Act (CRA) of 1977 was designed to ensure that banks in communities throughout the United States are meeting the entire community credit needs where they operate. It ensures that individual banking operations are safe and reliable for all members of the community. Periodically, the Federal Financial Institutions Examination Council (FFIEC) runs examinations on institutions in order to determine that they are meeting the needs of the communities they serve. The rating given to a lender as a result of this exam is based on the capacity and constraints of the institution, demographics and economic data of the community, investment and service opportunities, and competitors and peers. The possible ratings for an institution are Outstanding, Satisfactory, Needs to Improve, and Substantial Noncompliance. (Federal Financial Institutions Examination Council, 2013)

The results of this CRA Rating Exams can determine the financial capital in the form of credit that is available to community members and whether or not it is equitably distributed. Not all banks, federal credit unions, and lenders are examined by the FFIEC, and those that are do not receive testing every year. The most recent exams for banking institutions that service Wadena, Minnesota are summarized in Table 8.4. These institutions have all received at least rankings of “satisfactory” or better, and as a whole have \$252,359,000 in available assets for the community.

In the aftermath of the devastating 2010 tornado, the State of Minnesota awarded Wadena an \$80 million relief package in order to rebuild the community. This money in addition to federal funding was used to rebuild homes as well as community infrastructure (AP Reports 2010). This money has been used to reinvigorate Wadena and has led to the rebuilding of the

local high school and community center and a restoration of the town as a whole. Even though the tornado was disastrous for Wadena, it led to reinvestment in the community that turned the entire town around.

Table 8.4: Community Reinvestment Act Ratings, Wadena, MN, 2007-2011 (five year estimates)
Source: Federal Financial Institutions Examination Council (2013)

CRA Ratings of Banks that Service the Wadena Area				
Bank Name	Examination Date	CRA Rating	Asset Size (* 1000)	Examination Method
First National Bank in Wadena	2/14/1994	Satisfactory	\$33,950	Not Recorded
Mid-Central Federal Savings Bank	1/13/2010	Outstanding	\$100,601	Small Bank
Wadena State Bank	1/23/2012	Satisfactory	\$117,808	Small Bank

Financial Capital Challenges

Some of the challenges Wadena faces are the long-term recovery of the community after the tornado and the high poverty rate. Long-term recovery from an economic perspective can be indirect and direct. The indirect effects of the tornado include the financial hit on the city's tax base. The physical structures of businesses were directly damaged, as well as the infrastructural integrity of the city's utilities. The high poverty rate in Wadena can be assisted by assisted by leveraging the capitals explored within the other chapters.

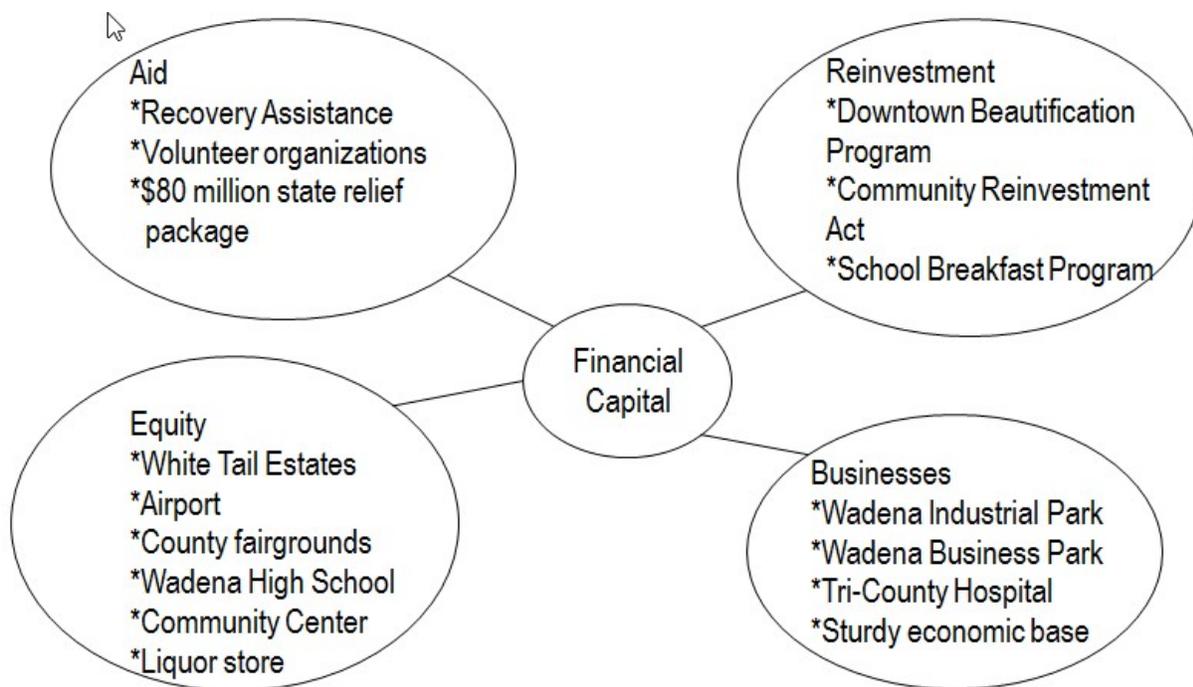
Community Development Implications

The financial challenges that the community of Wadena faces at this point in tornado recovery are relatively minimal compared to the time period directly following the 2010 tornado. Aid from outside of the city has helped to combat a vast majority of those challenges. This allows the financial capital built up in Wadena to be used as a conduit for other forms of capital. Financial assets are very liquid in nature, and Wadena has the ability to leverage their financial capital to build up their other assets. If the many financial strengths of Wadena, as well as the relief and reinvestment programs, are used to create other forms of capital, those will feed back into financial capital and indirectly build financial assets even more. Financial capital is a definite community development strength in this community and should be used as such.

Strengths/Resources/Assets

Though Wadena is a recovering community, there are strengths, resources, and assets to be noted in the community in the area of financial capital, which in turn have a positive effect on other forms of capital. A list of these assets was compiled:

- Sturdy economic base
- Tri-Country Hospital
- Community Reinvestment Act
- Recovery assistance
- White Tail Estates
- Downtown Beautification Program
- Airport
- Wadena Industrial Park
- Wadena Business Park
- \$80 Million State Relief Package



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Built Capital

Wadena, Minnesota



Chapter 9. Built Capital

Authors: Seth Jones, Alyssa Lansing, Matthew Larson, and Patrick Martin

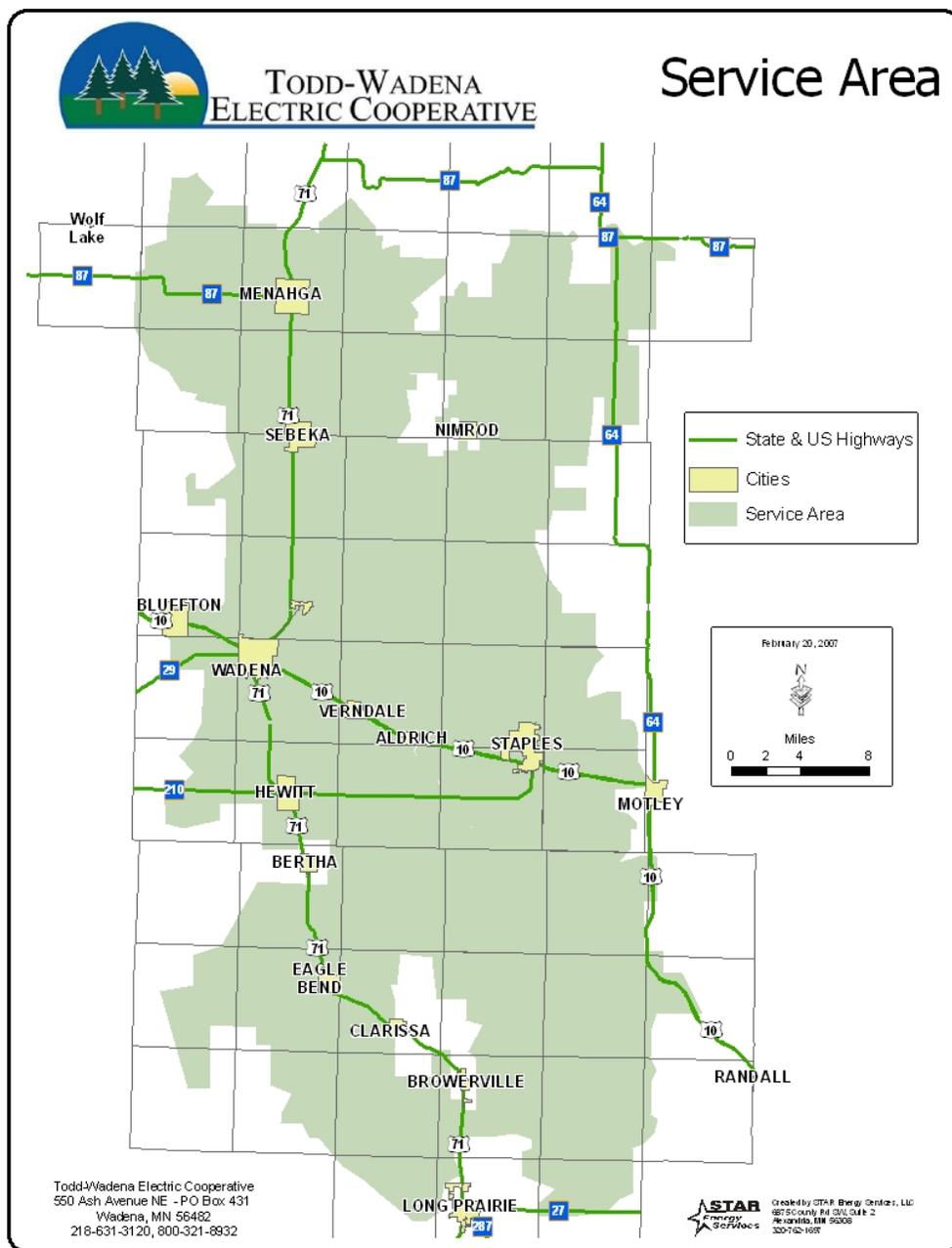
Built capital provides the supporting foundation that allows human activity (Flora and Flora, 2013). This chapter explores aspects of community that are provided and intended to make life easier for residents, things we may take for granted such as utilities such as electricity, sewer, water, buildings both private and public, and even zoning laws. Built capital can facilitate production in and of itself.

Chapter Nine digs deeper into utilities of the city and why they are important to Wadena. This section also gives a background on important buildings whether they are private or publicly owned. Buildings that are explored include crucial government structures such as the emergency management structures, the library, and schools and the finances that go in to built capital. Housing is examined by first explaining the importance of zoning in the community and later giving data on housing in Wadena.

Utilities

Electricity

Wadena has its own municipal electric utility that transmits power to areas within city limits. In addition, Wadena is part of the Missouri River Energy Service, a not-for-profit energy provider to states in the Northern Midwest (*Utilities*, 2013). Since the electric utility is municipally owned, the city can sell extra energy produced for monetary profit to cover possible losses in other departments. The current system is capable of transmitting up to 10 megawatts. Although the current capacity should be adequate for the foreseeable future, there are plans in place to upgrade to a system with a 40-megawatt capacity in the next two to four years (*Utilities*, 2013). Wadena is also affiliated with the Todd-Wadena Electric Cooperative (TWEC). The coverage area of the TWEC is depicted below in Map 9.1. The electric cooperative supplies energy for over 8,300 customers with power supplied from both renewable and nonrenewable sources. Wadena.org boasts their water and electricity rates to be “among the lowest in the state”. Average costs for electricity range from \$0.0699/kWh for industrial consumers to \$0.0865/kWh for commercial users with the cost to residential users a bit below the cost for commercial consumers (openei.org).



Map 9.1: TWEC Service Area, Todd-Wadena Electric Cooperative, 2013.
Source: <http://toddwadena.coop/our-services/electric-service-information/service-area-map-2/>

Water

Due to a high water table, Wadena is able to extract water from three different wells, each capable of extracting up to 7,500 gallons per second and more than 3 million gallons per day. The water treatment facility is able to treat up to 1.75 million gallons per day. The city water tower is able to store 500,000 gallons of water for future use. There is still capacity for growth in the city since there is the ability to store large quantities of water and draw from the water tables as needed.

Sanitation

The sanitary sewer system in Wadena consists largely of pipes installed in the 1920s, which is still adequate for the current population and projected size in the near future. Wastewater gets treated at a specialized treatment facility that has the capacity to treat up to 750,000 gallons per day. In addition to the sanitary sewer system, there is also a storm sewer system that collects precipitation from streets, rooftops and paved areas.

Fire Department

The fire department in Wadena began in 1883 consisting entirely of volunteers. Since then there has been little change in the composition of workers, still mostly consisting of volunteers to aid in emergencies that arise in Wadena. Pictured below, the Wadena Fire Department “uses state of the art equipment to manage all types of emergencies” (2013). The fire department is located at 121 Colfax Ave SE and houses the fire engines and equipment used in response to emergencies that arise in Wadena.



Photograph: 9.1 Wadena Fire Department, Wadena, MN, 2013
Source: Gary Goreham (2013)

Police Department

The Wadena County Sherriff's Department provides law enforcement for the entire county in addition to local police entities when available, as they are not always found in more rural areas of the county (Wadena Comprehensive Plan, 2013). The Wadena Police Department has eight police officers and one secretary dispatcher.

Public Facilities

Schools

As stated in Chapter Three, Wadena has a LEED certified high school that was built after the 2010 tornado that was built in just 15 months, just in time for the 2012/13 school year (Photograph 9.2). Again, LEED stands for Leadership in Energy and Environmental Design, meaning a building that is LEED certified is one that incorporates design, construction and operation of an efficient building. This means the high school uses a variety of sustainable features, ranging from advanced ventilation systems, daylight harvesting and high efficiency plumbing and other fixtures. The Wadena-Deer Creek High School has 456 attendees in grades 7-12 with an average class size of 19 students (Wadena Comprehensive Plan)(Wadena-Deer Creek High). The school covers roughly 174,000 square feet. One feature of the school is the 6,547 square foot safe room that can hold up to 1,100 students in the event of an emergency that was built with a FEMA grant to ensure further safety of the students and faculty. The safe room can also be used as an auxiliary gym or community event area. (Frisch, 2013)



Photograph 9.2: Wadena-Deer Creek Senior High School, Wadena, MN, 2013.

Source: Gary Goreham (2013)

Health Care System

The most health care system in Wadena County and surrounding areas is Tri-County Health Care (TCHC). Formerly known as the Wesley Hospital that began operating in 1925, this hospital has since obtained a new facility in which building began in 1971 (Ottertail County 2013). To this day stands Tri-County Health just west of the former Wesley Hospital. Today TCHC is a 25-bed facility serving Wadena as well as surrounding areas. Aside from Wadena areas serviced are Bertha, Deer Creek, Henning, Hewitt, Menahga, New York Mills, Ottertail, Sebeka, and Verndale. Within this 25-mile radius TCHC is said to serve 25,000 people. TCHC also owns 4 clinics located outside of Wadena as well as one within the TCHC building as well. These clinics are located in Sebeka, Bertha, Henning, and Ottertail. The many services provided at TCHC include Cardiac Rehabilitation, Diagnostic Imaging, Surgery, Psychiatry, Rehabilitation, Respiratory Therapy, and Obstetrics amongst others as well (Tri-County Health Care website). Tri-County Health Care is different from other health care facilities in that it is independent and not connected to any government entities. Table 9.1 concludes facts and figures of TCHC for the year 2012. Photographs 9.3 and 9.4 show the former Wesley Hospital and the new Tri-County Health Care.

Table 9.1 Facts and Figures for Tri-County Health Care, Wadena, 2012
Source: Tri-County Health (2013)

Admissions	1,240
Patient Days of Care Provided	3,837
Average Length of Stay	3.28
Average Daily Patient Census	11.5
Deliveries	161
Total Surgical Procedures	2,938
Emergency Room Visits	5,669
Total Clinic Visits (5 Clinics)	47,291
Number of Employees	431
Free and Uncompensated Care Costs	\$295,000



Photograph 9.3: Wesley Hospital, Wadena, MN, 2013.
Source: Gary Goreham (2013)



Photograph 9.4: Tri County Health Care, Wadena, MN, 2013.
Source: Gary Goreham (2013)

Other Health Care Assets

Looking back into the Human Capital Chapter (Chapter 5) other health care assets in the community have been already been highlighted. The table provided in Chapter 5 titled “Health Care Inventory of Wadena” shows four health care services pertaining elderly care as well as other health services such as a home healthcare service and a treatment center.

Fair Oaks Lodge, Inc.

Fair Oaks Lodge, Inc. is a nursing home in which different housing options are available, according to need. The care that is needed is detrimental to the housing options available (Fair Oaks Lodge, 2013). Fair Oaks Lodge offers short-term care, long-term care, respite and hospice care as well as focused rehabilitation. Care is provided by Registered Nurses as well as Certified Nursing Assistants. Housing options include the traditional nursing home as well as independent living apartments (Fair Oaks Lodge, 2013).

Comfort Care Cottage

The Comfort Care Cottage provides assistant living in an environment that is similar to the resident’s very own home (Comfort Care Cottage, 2013). This family-style assisted living is provided by staff who are CPR & First Aid certified as and with one RN supervisor always on duty. This assisted living home provides 24 hour supervision, medication setup and administration, home cooked meals, and daily living assistance.

Legacy Home and Health Hospice

The Legacy Home and Health Hospice is a facility where terminally ill can live comfortably for the remainder of their life (Legacy Home and Health, 2013). However, this health care facility also provides services to those who may need home monitoring, physical therapy, occupational therapy, lab work, and speech therapy. Within this health care system care is provided by professional nurses and home health aides who work with the patients’ primary physician as well as social workers and medical supervisors (Legacy Home and Health, 2013).

Bell Hill Recovery Treatment Center

The Bell Hill Recovery Treatment Center provides specialized treatment for those with chemical dependency. Most of these patients have had struggles with relapse and have received prior treatment. This recovery center holds beds for 9 females and 64 males (Bell Hill Recovery, 2013). These dormitory style residence halls are staffed by full time nurses as well as chemical dependency technicians. This facility also includes a gymnasium, dining room, and recreation center.

Wadena Eye Clinic

The Wadena Eye Clinic is staffed by 3 Optometrists and is an asset to optic care in the area. The services provided by the Wadena Eye Clinic are treatment for eye infections, injuries, and glaucoma (Wadena Eye Clinic, 2013). The eye clinic also provides eye exams, frame selection, and contacts.

Library

The Wadena City Library is part of the Kitchigami Regional Library system and home to 34,985 items, including; books, videos, CD's, magazines, and toys. The library has 11 computers to access the Internet to access audio books and e-reader books to borrow as well. The library offers book clubs and discussions to residents along with other community events (krls.org, 2013).

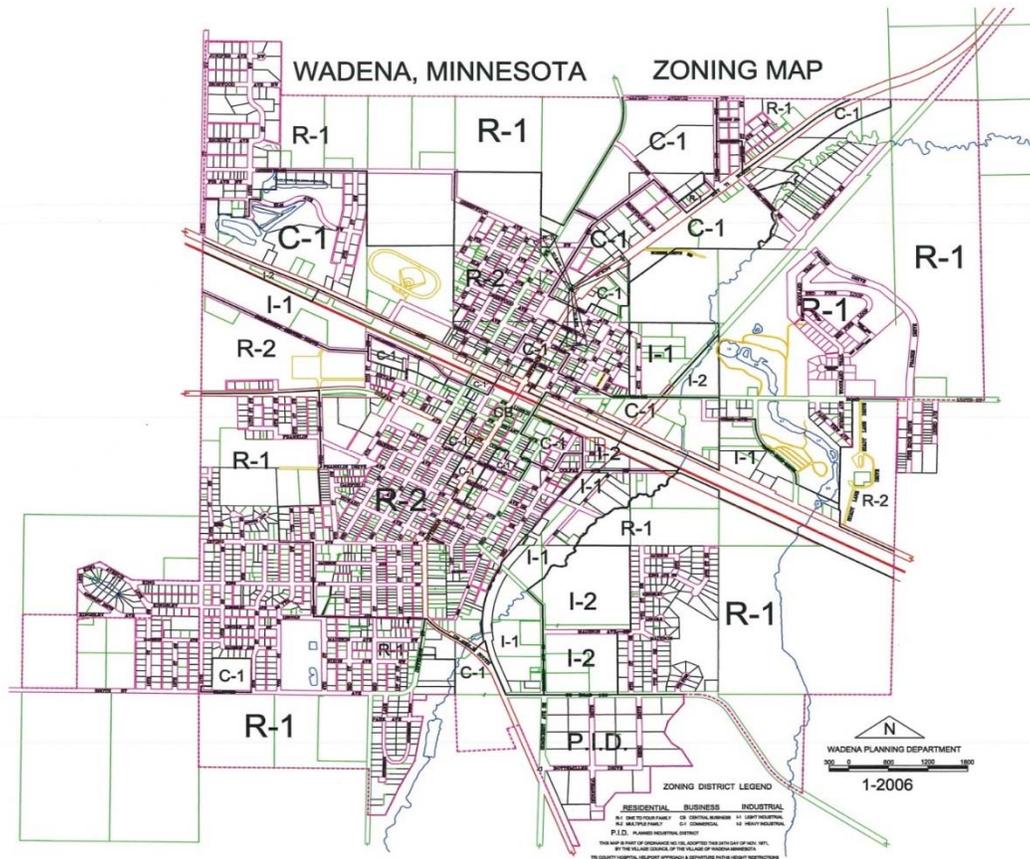


Photograph 9.5: Wadena City Library, Wadena, MN, 2013
Source: Gary Goreham (2013)

Housing

Zoning

Zoning sets a standard for development of a community and enforces laws that regulate land use and development of lands that are privately owned. These laws include land use controls, development standards, structural standards, and performance standards (Wadena.org). The general idea behind zoning is to ensure health, safety, and general welfare of the environment and the residents (Map 9.1). The purpose of R1 zones are to provide areas free from commercial and industrial developments. C1 zones are for restricted business, R2 is similar to R1 but also includes a setting free from high-density residential developments.



MAP LEGEND:

R-1 = one to four family **R-2** = multiple family **CB** = central business **C-1** = Commercial

Map 9.2: Wadena, Minnesota Zoning Map
Source: City of Wadena (2013)

Recent Projects and Upgrades

In 2012 there were projects completed valued at \$5.6 million. There were 19 permits issued for new construction of single and multi-family dwellings and garages valued at \$1.9 million. Three new projects of commercial of industrial, school and city were valued at \$1.9 million. Additions such as decks, sheds, fences, and alterations were valued at \$1.7 million (Wadena.org).



Photograph 9.6: Single Housing Unit, Wadena, MN, 2013
Source: Gary Goreham (2013)

Housing is a vital aspect of built capital. Shown above is a typical single-family housing unit in the community. Not only does housing provide the obvious protection against the harsh Minnesota winter's as well as adverse and unpredictable weather throughout the year, but it also offers residents, a sense of place, and provides them with home within a home of the community of Wadena.

According to the 2010 Census, Wadena has a total of 2,010 housing units. Of that total, 1,840 are considered occupied while 170 are considered vacant. Table 9.2 below provides further housing occupancy details.

Table 9.2 Housing Tenure
Source: US Census (2013)

Housing Occupancy	Number	Percentage
Occupied Housing Units	1,840	91.5%
Vacant Housing Units	170	8.5%
For Rent	70	3.5%
Rented, Not Occupied	3	0.1%
For Sale Only	38	1.9%
Sold, Not Occupied	6	0.3%
For Seasonal, Recreational, or Occasional Use	11	0.5%
All Other Vacants	42	2.1%
Total Housing Units	2,010	100%

The community of Wadena takes great pride in providing Adequate, Available, and Affordable housing for residents of the community. The three A's are important to a community because it gives residents peace of mind that their families are in a safe and comfortable living environment. Community leaders realized the importance of the three As decades ago, and in 1965, the Wadena Housing and Redevelopment Authority was established to provide housing services for community members. The Housing Authority provides rental assistance, low interest home improvement loans, subsidized housing, housing with services, and market rate housing options along with housing referrals (Wadena.org, 2013).

The Housing and Redevelopment Authority administers three rental-housing programs. They include Humphrey Manor (Photograph 9.7), Commercial Apartments (Photograph 9.8), and Fair Oaks Apartments (Photograph 9.9).



Photograph 9.7: Humphrey Manor, Wadena, MN, 2013
Source: Gary Goreham (2013)



Photograph 9.8: Commercial Apartments, Wadena, MN, 2013
Source: Gary Goreham (2013)



Photograph 9.9: Fair Oaks Apartments, Wadena, MN, 2013
Source: Gary Goreham (2013)

*For additional information about these programs contact the WHRA at their office, located in the Wadena Administrative Center, 222 2nd Street SE, or by phone at 218-631-7723.

According to the National Housing Trust, one third of the nation's households across America live in rental housing (Affordable Housing Preservation, 2013). Wadena more than exemplifies the ever-increasing regularity of renting compared to owning a home. Roughly 40 percent of Wadena residents are considered to be renters. Thus it is imperative that the community strives to accomplish the three A's in regards to rental properties as well. Although Wadena is above the national average in terms of renter occupied housing units with just over 40 percent falling into this category. That still means that almost 60 percent of Wadena's residents live in owner occupied housing units, compared to 66% nationwide. Table 9.3 below gives a breakdown of the local housing tenure.

Table 9.3: Housing Tenure, Wadena, MN, 2013
Source: US Census, 2010

Housing Tenure	Number	Percentage
Occupied Housing Units	1,840	100
Owner-Occupied Housing Units	1,102	59.9
Population in Owner-Occupied Housing Units	2,595	(X)
Average Household Size of Owner-Occupied Units	2.35	(X)
Renter-Occupied Housing Units	738	40.1
Population in Renter-Occupied Housing Units	1,339	(X)
Average Household Size of Renter-Occupied Units	1.81	(X)



Photograph 9.10: Multiple Housing Unit, Wadena, 2013
Source: Gary Goreham (2013)

Housing structures in Wadena over the years, such as the one pictured above, have seen a steady decrease in construction through the last few decades. A relatively large percentage of the housing structures in Wadena were built prior to 1939. Through the 1940's and the following decades housing construction remained relatively unchanged. Table 9.4 below illustrates the percentage of housing structures that are currently within the city and the decade they were built. The table compares Wadena to the state of Minnesota and the United States.

Table 9.4: Year Housing Structure was Built, place, date.
Source: US Census (2013)

Year Structure was Built	Wadena City, MN (Percentage)	State of Minnesota (Percentage)	United States (Percentage)
Built 2005 or later	2.9	4.4	5.1
Built 2000 to 2004	8.4	9.3	8.7
Built 1990 to 1999	4.9	13.5	14.0
Built 1980 to 1989	8.2	12.9	14.1
Built 1970 to 1979	15.7	16.0	16.2
Built 1960 to 1969	12.4	10.0	11.3
Built 1950 to 1959	16.7	10.6	11.1
Built 1940 to 1949	12.6	5.0	5.7
Built 1939 or earlier	18.3	18.1	13.9

Recent Projects and Upgrades

In 2012 there were projects completed valued at \$5.6 million. There were 19 permits issued for new construction of single and multi-family dwellings and garages valued at \$1.9 million. Three new projects of commercial of industrial, school and city were valued at \$1.9 million. Additions such as decks, sheds, fences, and alterations were valued at \$1.7 million (Wadena.org).

Finances

Wadena has an investment in capital assets for governmental and business activities to the amount of \$29.5 million (Wadena.org). Included in the capital assets are land, construction in progress, buildings, and improvements other than buildings, infrastructure, machinery, and general plant and system fixtures (Wadena.org). Table 9.1 below shows the descriptions of where and how much money is devoted to each activity.

- Actual revenues for 2012 were \$3,695,929 while the budgeted revenues were \$2,695,800. The main causes of overages were from government revenues for FEMA funds for prior years expenditures totaling \$871,980. There was also a result of private grants for the Wellness Center and the sale of a used loader and snow blower for a total of \$55,000.
- Actual expenditures for 2012 were \$2,930,875 whereas the budgeted expenditures were \$2,935,599. The overages were caused by over budget of the Wellness Center with a total of \$79,220 and airport grant expenses with a total of \$57,176. The largest shortages were from the public works department of \$98,756 and the police department with a shortage of \$16,829.
-

Table 9.5. Capital Assets, Wadena, MN, 2011/2012
Source: City of Wadena (2013)

	Governmental Activities		Business Activities		Total	
	2012	2011	2012	2011	2012	2011
Land	\$2,068,215	\$1,938,215	\$631,619	\$631,619	\$2,699,834	\$2,569,834
Construction in Progress	40,017	731,100	5,806,292	721,665	5,846,309	1,452,765
Buildings	2,203,433	2,268,382	4,943,459	5,081,399	7,146,892	7,349,781
Improvements other than buildings	1,703,883	1,758,158			1,703,883	1,758,158
Machinery and Equipment	1,404,577	1,155,756	964,670	913,032	2,369,247	2,068
General Plant and System			8,294,830	7,885,573	8,294,830	7,885,573
Infrastructure	1,486,864	1,471,328			1,486,864	1,471,328
Total Capital Assets	\$8,906,989	\$9,322,939	\$20,641,870	\$15,233,288	\$29,547,859	\$24,556,227

Major Funds

The scope of the City's government funds is to provide data on near-term inflows, outflows, and balances of spendable resources. This data is helpful in assessing the City's financing requirements. Table 9.6 shows the major funds in the city.

Table 9.6 Major Funds, Wadena, 2011/2012
Source: City of Wadena (2013)

	Fund Balance	Fund Balance	Increase or Decrease	Percent Change from 2011-2012
	12/31/12	12/31/11		
General	\$2,969,269	\$1,842,685	\$1,126,575	61.1%
Debt Service	1,202,418	1,312,098	(109,680)	-8.4%
MIF revolving loan #2	223,703	143,300	80,403	56.1%
Proprietary Funds:				
Municipal Liquor	475,175	369,499	105,676	28.6%
Sewer Utility	5,259,772	5,150,386	109,386	2.1%
Water Utility	2,151,435	2,068,662	82,773	4.0%
Electric Utility	11,859,686	10,542,845	1,316,841	12.5%
Golf Course	948,765	991,423	(42,658)	-4.3%

In table 9.2 above, the general fund, debt service, and MIF revolving loan #2 are major funding sources in 2011 and 2012. Below is a description of each.

General Fund- The general fund is the operating fund of the city. All financial assets of the government that are not required to be reported in another fund are accounted for in the general section

Debt Service- The debt service fund accounts for the resources accumulated and payments on principal and interest on all bonds of the government funds

MIF Revolving Loan Fund #2- The MIF Revolving Loan Fund #2 accounts for all money loaned at low interest to individuals or businesses for the main purpose of economic development

Completed Projects (According to the City of Wadena)

- School construction complete and opened in the Fall of 2012 in the new building for middle and high school students
- Gymnasium and safe room added to North side of school; funded by FEMA totaling \$1.7 million
- Remodel of hockey arena with locker rooms, storage, and viewing area
- Tri-County hospital purchase and remodel of TV center building for physical therapy area
- Annexation of property for new development of 28 units
- Approval of state deed grant for the new wellness center

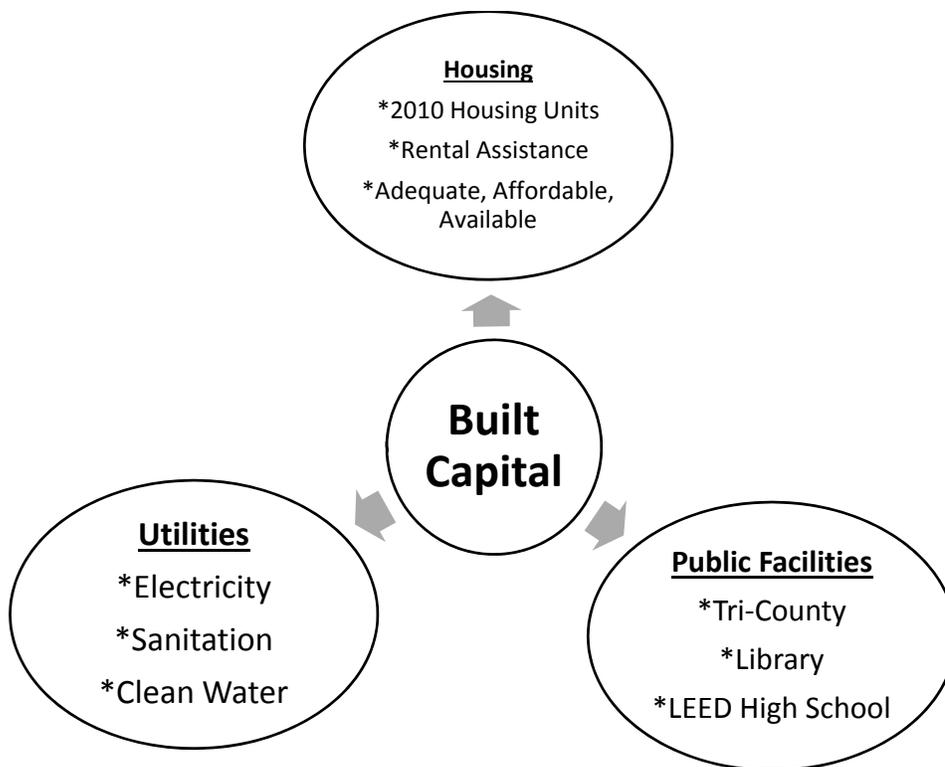
Tri-County hospital purchase and remodel of TV center building for physical therapy area

- Property annexation for new development of 28 units
- State deed grant approval for the new wellness center

Built Capital Assets

The community of Wadena offers abundant built capital assets which promote other community capitals as well. The following list is an example of some of the built capital assets in the community:

- Municipal Golf Course
- Affordable Homes, Adequate Homes, and Available Homes
- Police Station
- Fire Station
- New School
- Tri County Health Care Facility
- Multiple Assisted Living and Nursing Homes
- Municipal Liquor Store
- Wadena Eye Clinic
- Library
- Public Works- Streets, Sewers, and Parks
- Electric and Water
- Wadena Municipal Airport
- Multiple Churches
- Highway Access
- Water Tower



Built Capital Challenges

The Community faces challenges related to built capital. The following list demonstrates a few of the challenges Wadena currently faces:

- Maintenance Cost
- Small Tax Base to Support Maintenance Costs and Infrastructure Upgrades
- Aging Sewer and Sanitary Pipes
- Slow Rural Economy Leading to Lack of Building

Community Development Implications

The communities built capital provides numerous assets that support other capitals, which is commonly referred to as spiraling up. This spiraling up effect can promote numerous other capitals such as human, natural, and social capital. The new school for instance provides kids an opportunity to learn in a state of the art facility. The Municipal Liquor Store and Municipal Golf Course promotes social capital. The golf course and numerous parks supports natural capital. Lastly, built capital requires financial capital to sustain growth.

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Government Wadena, Minnesota

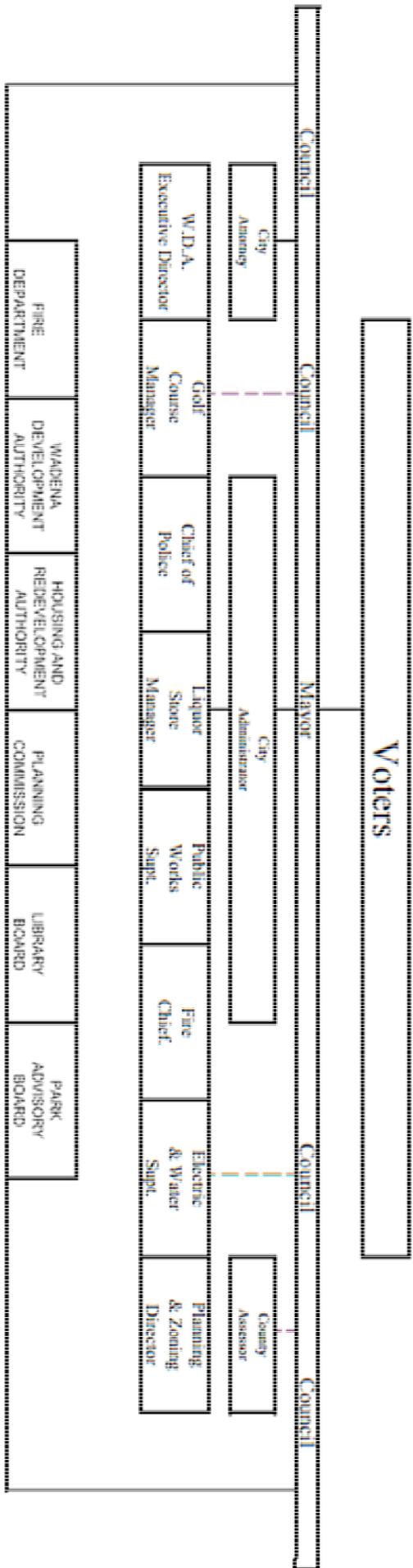


Chapter 10. Government

Authors: Dean Omane, Erica Miron, Ryan Siemieniewski, Carolina Pettus, and Jade Monroe

Although local governments are not mentioned in the United States' Constitution, each state grants power to local governments "either from grants of authority in state constitutions, which are known as "home-rule provisions," or by the general laws or statutes passed by state legislatures (Flora and Flora, 2013 p. 342). Wadena is considered to have home-rule, and has a Mayor-Council form of government. "The Mayor is elected for a term of 2 years, and four council members are elected for terms of 4 years, without any limit on the amount of years they may serve (City of Wadena, 2012, p. 2)." Wadena's city government is then organized into departments, which are managed by department heads, as depicted in Figure 10.1. The Mayor presides over city meetings, however his/her vote is of equal value to the city council members. The dotted line in Figure 10.1 represents a direct relationship between the city council member, and the respective department and board chairs. Through this governmental structure, Wadena's city government offers a host of services and goods to the public, including budgeting, public safety, economic development, culture-recreation, planning and zoning, and the city government owns and operates multiple municipalities (City of Wadena, 2012).

This chapter will discuss in detail the local government services provided to the City of Wadena, along with an asset map illustrating these services and the city government assets. Also mentioned in this chapter will be the challenges Wadena's government faces in the near and distant future, while further looking into the implications of these strengths and challenges through the lenses of community development literature.



Dotted line represents mandatory communication network between Council and all department heads and Board Chairs

Figure 10.1: The Structure of Wadena's City Government

Source: Wadena City Budget 2013

Local Government

Wadena is governed by a Mayor-Council form of government. The mayor is elected to a term of 2 years, and four council members are elected to 4 year terms. Neither the mayor nor the council have a limit on the number of terms they can serve. According to Mayor Wolden “the community is classified as a statutory B city, which means it is a weak mayor system.” (Wolden, 2013). The weak mayor system is a system in which the mayor votes along with the city council. So instead of just being a tie-breaking vote, he has one of the 5 votes. Mayor Wolden sees his role as an advantage because it makes him more of a part of the legislative process, rather than just as a figurehead or having veto responsibility. (Wolden, 2013).

The local government of Wadena interacts quite often with several entities at the state level, and has been working closely with FEMA ever since the 2010 tornado. According to Mayor Wolden “the most important link with these entities is simply the open line of communication.” The city works mostly with the MN Department of Transportation and the Department of Employee and Economic Development. A key component of government is the participation of its residents. A look at election participation results can give insight into the broad scope of participation. Listed below in Table 10.1 is the election participation results for Wadena County over several different elections in 2008, 2010, and 2012. As expected, the largest numbers are for the presidential election.

Table 10.1: Wadena County Election Results
Source: Wadena County Elections (2012)

Year/Election	Ballots Cast Wadena County	County Population (2012), (2008)	Percent of Population Voting
2012 Local	2,946	13,767	21.4%
2012 Presidential	6,772	13,767 (2012)	49.2%
2010 Primary	1,928	13,311 (2008)	14.5%
2008 Presidential	7,169	13,311 (2008)	53.9%

City Budget

One of the most important, and also one of the most complicated responsibilities of any government is creating, and utilizing a budget. The city of Wadena does a tremendous job of financial reporting having been awarded a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada for its comprehensive financial annual report in 2011. According to Mayor Wolden “the city does not borrow much money, so we carry very little of a debt load.” The only time Wadena sets up bonds is for large infrastructure projects such as a recent update to their sewer system. This minimal debt load, makes it easier for the community to maintain their fiscal responsibilities.

Figure 10.2 (Appendix 4.1) and Figure 10.3 (Appendix 4.2) represent the distribution of both expenditures and revenues for the Wadena city government. Total revenues for Wadena in 2012 was \$3,695,929. The city is heavily dependent on local government aid from the state of Minnesota as that attributes for \$1,458,925 of their total revenue. Wadena also receives a large

amount of its revenues from the federal revenue. With a total of \$1,302,558, federal funding attributes to about 35% of the city's revenues. Property taxes are the next largest source of revenue for the city, most of which being Ad valorem, or the value of real estate or personal property. The revenues have been relatively steady over the past couple years, seeing a 1.7% increase from 2011-2012.

The total expenditures for Wadena in 2012 was \$2,930,875. A large portion of this goes directly to the residents in the form of the police and fire departments as well as road maintenance and snow removal. The police department and road maintenance are the largest expenditures attributing to 25% and 10% of total spending respectively.

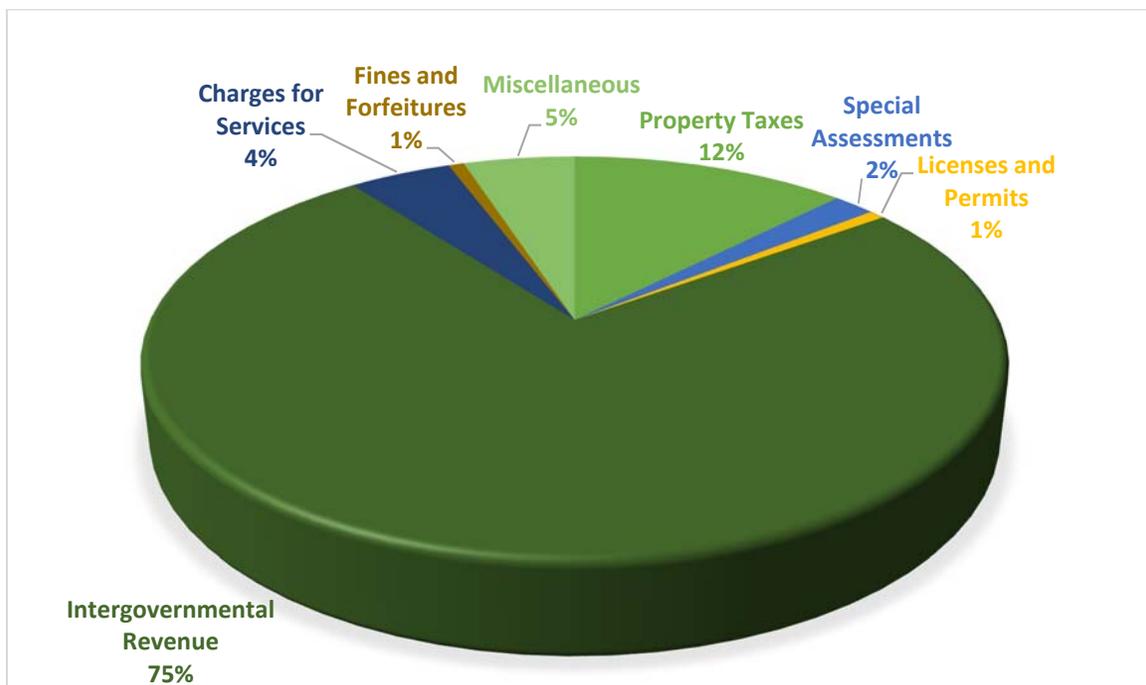


Figure 10.2: 2012 City of Wadena Revenues
Source: City of Wadena Budget (2012)

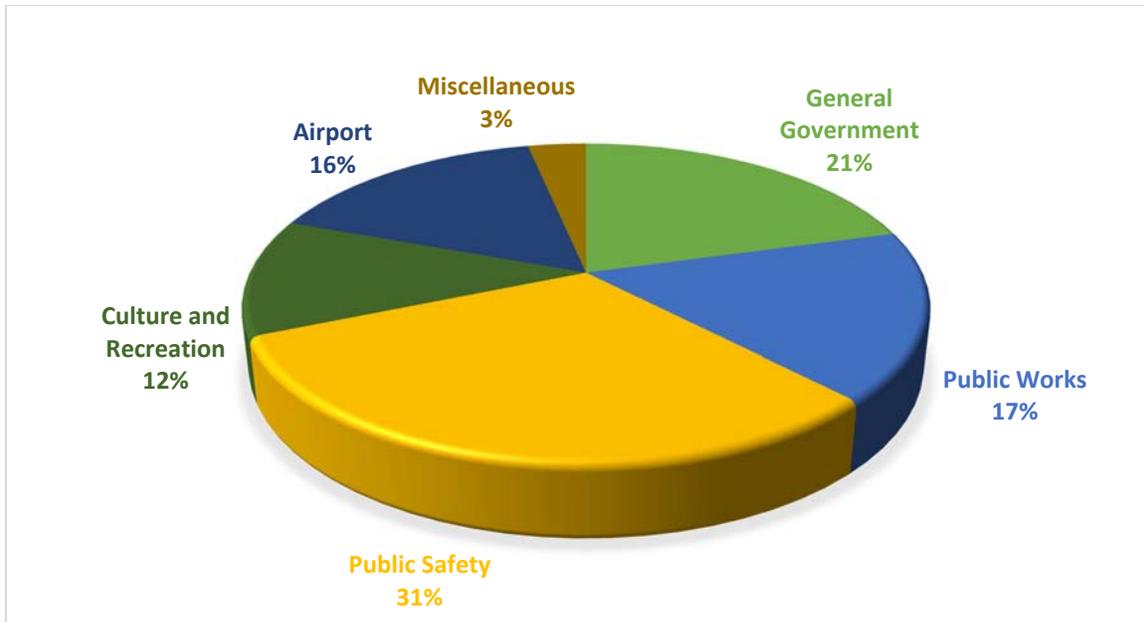


Figure 10.3: 2012 City of Wadena Expenditures
Source: City of Wadena Budget (2012)

Municipalities

The City of Wadena takes pride in the municipal services and facilities offered (Wolden, 2013). While providing public electricity, water, and sewer utilities, the city also owns and operates a municipal liquor store, golf course, and just broke ground on a state-of-the-art community center addition (Wadena.org, 2013). The section below provides further information on the municipal liquor store, golf course, and community center. For more information regarding public electricity, water, and sewer utilities, please see Chapter 9: Built Capital.

Liquor Store

Mayor Wayne Wolden refers to Wadena's municipal liquor store as "The Goose that lays the golden egg" and states that many years ago as a part of controlling alcohol use, by the use of statutes, community governments were allowed to control alcohol sale (Wolden, 2013). As depicted in Photograph 10.1, this government operated liquor store has been a part of Wadena's community for decades. The store's profits go directly towards supporting public services and projects, while providing a control of the distribution by having certified government employees operate the store (Wadena.org). According to Mayor Wolden, the liquor store has a gross amount of sales of two million each year, and with net profits at about \$200,000 a year, the city is able to transfer a little over \$100,000 dollars to its general fund. As a health control and revenue boost, the municipal liquor store's income helps offset property taxes along with aiding other community municipalities (Wolden, 2013).



Photograph 10.1: Wadena Municipal Liquore Store in 1940
Source: Shorpy Images (2013)

Whitetail Run Golf Course

Featured in Photograph 10.2, the municipal golf course of Wadena is located four miles north of Wadena on U.S. Highway 71 (Wadena.org, 2013), and with its tree-lined greens and multiple levels of elevation, Whitetail Run is considered to be the gateway to the Northwood's of Minnesota. Whitetail Run offers three facilities for community members to enjoy. The pro shop offers equipment and concession sales, and handles a "full array of club repair (Whitetail, 2008)." The clubhouse offers a variety of dining options, willing to cater to parties and social events. Just below the clubhouse is a first class practice facility fully equipped with 200 yards for golfers to practice their game (Whitetail, 2008). These pristine facilities, managed by the facility, benefit greatly from the municipal liquor store. According to Mayor Wayne Wolden, the Whitetail Run Golf Course experiences a loss of about \$30,000 annually, however with excess funds from liquor sales, this pristine golf course is able to remain open to community members and tourists alike (Wolden, 2013).



Photograph 10.2: WhiteTail Run Golf Course
Source: City of Wadena (2013)

Maslowski Wellness and Research Center

Another municipality citizens of Wadena boast is the Maslowski Wellness and Research Center. In efforts to rebuild and renew the city after the devastating tornado in 2010, ground was broken on October 22nd, 2013, and construction began on the new \$12 million dollar facility, as pictured in Photograph 10.3 (Moore, 2013). This new facility, as depicted in Photograph 10.4, will be constructed adjacent to the new Wadena-Deerk Creek Middle/High School, and will provide a host of wellness resources for the community including a gymnasium, indoor swimming pool, therapy pool and services, fitness center, racquetball courts, and community meeting spaces. Mayor Wayne Wolden stated the Maslowski Wellness and Research Center will “bring economic vitality to the community,” and community members are excited to have a stake in the process. He also says bringing indoor swimming to a community located in north-central Minnesota is going to have its perks when the colder seasons roll around and temperatures drop (Wolden, 2013).



Photograph 10.3: Groundbreaking Ceremony on October 22nd, 2013
Source: Mayor Wayne Wolden (2013)



Photograph 10.4: 3-D Design for the Maslowki Wellness and Research Center
Source: Minneapolis Star Tribune (2013)

Parks and Recreation

Over 200 acres of Wadena are public parks for the community to enjoy (City of Wadena, 2013), and the Parks and Recreation Department maintains and oversees all of the grounds and facilities through the City of Wadena’s Public Works Director and staff. Dan Kovar, long standing Wadena Public Works Director, also supervises road maintenance including snow removal, cleaning and maintaining the sanitary sewer system, and running the waste water plant in Wadena. With the help of his staff, the Public Works Director helps ensure a clean and healthy environment for community members to enjoy. Kovar states that although it is hard to estimate how many people use the parks facilities in Wadena when, “they are coming and going all day,” Even during the noon hour, where people often gather in the parks for lunch, Dan says that one of his favorite attributes to the parks “is the tranquility of the city parks, even with the number of users, you can always find peace and quiet somewhere (Kovar, 2013). As illustrated by map 4.2 found in Chapter 4: Natural Capital, this section delves into the parks and resources available to the community of Wadena.

Burlington Northern Park

This park is revered as “perhaps the most valued spot in the community,” according to Wadena’s city government website. Burlington Northern Park is on the National Register of Historic Places, and provides a plethora of services and recreational opportunities to the public (Wadena.org, 2013). Tightly packed into two acres, Burlington Northern Park provides a band shell, community bulletin board, picnic area, flowers, and a fountain. A key attribute within Burlington Northern Park is the historic depot, featured in Photograph 10.5, which provides a center for historic information and a starting point for the tour of “The Murals of Minnesota,” which entails over 40 artists’ work and a collection of 100 puzzle panel murals throughout the city of Wadena, an example seen in Photograph 10.6 (Wadena Depo, 2012). The Park provides a rich locomotive history and artistic culture with sculptures erected across the park, providing the perfect backdrop for community events such as the Rotary Corn and Chicken Feed and the Lion’s Bar-b-que where community members celebrate their close-knit culture and beautiful public spaces (Kovar, 2013).



Photograph 10.5: Historic Northern Pacific Passenger Depot, built in 1915
Source: The Depot of Wadena (2013)



Photograph 10.6: Mural Puzzle Piece in Wadena
Source: The Depot of Wadena (2013)

Black's Grove

Located just off the beaten path is Black's Grove where the public can enjoy 66 acres of outdoor recreation, while taking a break at the historic cabin and picnic shelter as seen in Photograph 10.7 (Wadena.org, 2013). With lush vegetation and vibrant wildlife, Black's Grove is one of the best places in Wadena to get out and enjoy the outdoors. There are trails for every season. During warm weather, community members can enjoy hiking, horseback riding, and mountain bike trails. Throughout the summer and fall months, many delight in attending mountain bike races held at the park. For the snowy seasons, cross country ski and snowshoeing trails are groomed and maintained for local and touring outdoor enthusiasts alike (Kovar, 2013).



Photograph 10.7: Historic Cabin at Black's Grove Park
Source: Groundspeak Online Forums (2013)

Fink's Park and Athletic Complex

Within the five acres of park space, Fink's Park provides quality recreation opportunities and facilities for the community of Wadena (Kovar, 2013). Upon arrival to Fink's Park and Athletic Complex, visitors will find a wading pool, picnic shelters, tennis courts, little league baseball fields, basketball courts, and children's play structures. In the winter months there is even a skating rink and warming house (Kovar, 2013). Also within Fink's Park are the Memorial Gardens, a tribute to past members of Wadena's community (Wadena.org, 2013).

John Ehlen Playground

This single acreage park provides a welcoming atmosphere. A children's play structure, enclosed shelter, basketball hoop, and baseball backstop are provided to the community of Wadena for public use.

Softball/Horseshoe Complex

This twenty-acre complex offers a variety of recreational and sporting facilities (Wadena.org). For the softball enthusiast, there are four fenced in softball fields, concessions, and restroom facilities, and for those who enjoy a round of horseshoe there are competitive pits

that are lighted and sheltered. Also located in this sporting complex is a sliding hill utilized by community members in winter months (Kovar, 2013).

Tapley Park

With 18 acres of recreation, Tapley Park has a little bit for everyone to enjoy. The playground and picnic area and shelter provide places for community members to relax, where the nature trails and pond provide outdoor enthusiasts an opportunity to bird watch and hike. For sporting opportunities, Tapley Park has a soccer field, basketball court, horseshoe pits, and a volleyball court. Like many of the area parks in Wadena, Tapely Park provides a variety of facilities and services to community members.

Sunnybrook Park

As the largest community park, Sunnybrook Park, pictured in Photograph 10.8, encompasses 78 acres of public land and facilities (Kovar, 2013). A 3 ½ mile black top bike trail connects Sunnybrook Park to the Wadena Golf Course, and along that trail lies the Memorial Tree Lane, where community members can dedicate a tree to a past loved one. Along the trail lies a community garden and gated pet exercise area, picnic shelters and grills for municipal use (Wadena.org, 2013). Festivals such as Arts in the Park, Relay for Life, and the June Jubilee are located in the park, utilizing the wonderful outdoor space and facilities.

A unique feature Sunnybrook offers are the camping facilities provided. From tent camping to RV hook ups, Sunnybrook has every base covered with their camping amenities including laundry facilities, cozy cabins, tent sites, and a dump station (Kovar, 2013). While camping at Sunnybrook, individuals can enjoy the horseshoe pits, softball fields, playground equipment, and a round of frisbee golf. A variety of flora and fauna are to be seen at this park as seen in Photograph 10.9, including geese, peacock, buffalo, deer, ducks, and for those who are under the age of 16 and senior citizens over the age of 65, trout fishing can be enjoyed from 8am to 5pm (Wadena.org, 2013).

Public Works Director Dan Kovar has plans to expand this wonderful park. He states Sunnybrook Park will be the site of a future Veterans Memorial, along with creating even more outdoor recreation opportunities such as hiking trails and bike paths (Kovar, 2013).



Photograph 10.8: Northside Park Entry sign for Sunnybrook park
Source: Dan Kovar (2013)



Photograph 10.9: Whiskey Creek in Sunnybrook Park
Source: Dan Kovar (2013)

Public Safety and Services

Courthouse Services

There are more than 13,000 citizens in Wadena county whom are eligible for use of the services provided at the courthouse. Local city government does not have much to do with the happenings at the courthouse as the courthouse is in the county jurisdiction. Some of these services include:

- Auditor/Treasurer's Office—to collect taxes and give tax information, and notarize documents
- Assessor's Office—to calculate taxes after assessing property
- Recorder's Office—to record birth and death records, property transactions, marriage licenses, and take passport pictures
- Zoning—building permits, passports, septic system inspections
- Sheriff's Office—public safety
- Emergency Management—tornados, floods, storm warnings, etc.
- Attorney General's Office—to prosecute crimes against residents
- Highway Department—to keep roads and bridges in good shape
- Public Health—Immunizations, Baby clinic, and young child wellness
- Human Service—help for people with Medicaid, and social workers for children and adults
- Transit—Bus service
- Solid Waste—Waste and recycling services for residents
- Veterans Service—Work with Veterans in the county
- Todd/Wadena County Community Corrections Office

The courthouse currently has 169 employees to make sure all of these services are available to the community (Miller, 2013).

Police Department

The Wadena Police Department currently has seven sworn officers. The department is in the process of hiring the eighth that would fill the last available position and complete the staff. One civilian employee works for the police department as the secretary/dispatcher. The secretary/dispatcher is responsible for dispatching the Wadena Police Department Monday through Friday from eight o'clock to four thirty and for data privacy, records and administrative duties (Grabe, 2013).

The police department is involved in the community by offering the DARE program to sixth grade classes at WDC schools, and give presentations to community service groups when asked. With the help of grants, the police department is able to have extra officers on duty to

patrol functions like Homecoming, Prom, sporting events and Graduation. There is also a program for the youth called Community Concern for Youth (CCY) run from the Todd/Wadena Community Corrections. The CCY program is a diversion for first time juvenile offenders. First time juvenile offenders can complete this program and the offense would not go on their criminal record. Depending on the offense, the program involves community service and some classes (Grabe, 2013).

The Wadena County Jail is the incarceration facility that is available for use. The jail can hold 23 prisoners. The probation services are run through Todd/Wadena Community Corrections (Grabe 2013).

The funding for the Wadena Police Department comes from the city government. The city council works with the police chief to come up with the budget. The city government also works with the police department to come up with some city ordinances and regulations. The city government also decides how many officers and other employees the police department can employ and who will be hired (Grabe, 2013).

Fire Department

According to the City of Wadena's website, the Wadena fire department started in the year 1883 with all volunteers from town. Since then there has been growth to twenty volunteers. These volunteers are not paid however they are compensated when they retire (Grabe, 2013). Also, the growth has been reflected in better training and equipment to be ready for different kinds of emergencies (Wadena.org, 2013).

Many members of the Wadena fire department volunteer many hours on fundraisers and other events to help offset the cost of maintaining existing equipment and buy new equipment. The rest of the funding comes from the city. See the Wadena Fire Department in Photograph 10.10. Other fire departments in Wadena County include: Menahga, Sebeka and Verndale (Wadena County Fire Department, 2013).



Photograph 10.10: Wadena Fire Department, Wadena Fire Hall, 2013
 Source: Wadena Fire Department Facebook Page (2013)

Wadena County Sheriff Department

The Wadena County Sheriff's Office has about 40 full-time and part-time employees and 30 voluntary positions. See patrol units in Photograph 10.11. Some of the services provided by the Wadena County Sheriff's Office include:

- 9-1-1 emergency telephone system
- dispatch communication center for all emergency services
- Criminal investigation unit
- patrol division for law enforcement
- Boat and water, ATV, and snowmobile patrol
- Canine unit to help search for missing persons, drugs and locate suspects at crime scenes
- Civil process and criminal warrants
- Association with the West Central Drug Taskforce
- Emergency manager
- SWAT
- A mounted posse (Sheriff's Office, 2013).



Photograph 10.11: Wadena County Sheriff Patrol Units
Source: Wadena County Website (2013)

Emergency Management

The county of Wadena's current Emergency Management Director is Luke Manderscheid. He is an official on the county level and is at the very least required to have a deputy director, Brian Savaloja. Luke reports his matters to the Sheriff's department. Wadena County has an Emergency Operations Plan (EOP) and is currently in the process of developing their Multi-Hazard Mitigation Plan (MHMP). Wadena also remains in compliance with the National Incident Management System (NIMS) training mandates (Manderscheid, 2013). While the county emergency management director handles various tasks such as developing, maintaining and testing County Emergency Operations Plans, the city of Wadena has its own director in the form of the chief of police.

“One goal of the Federal Emergency Management Agency (FEMA) is to develop, in partnership with State and local governments, a national emergency management system that is comprehensive, risk- based, and all-hazard in approach. Crucial to this system are emergency operations plans (EOP), which describe who will do what, as well as when, with what resources, and by what authority--before, during, and immediately after an emergency” (<http://www.fema.gov/pdf/plan/slg101.pdf>, 2013). FEMA's website provides state as well as local emergency personnel with suitable guidelines to aid them in preparing EOP's as well as MHMP's to best serve their respective communities in times of emergency.

External Aid

Mutual Aid Agreements between Wadena emergency responders and agencies with those outside of the city are covered by Minnesota State Statute 12.331 which is as follows, “12.331 LOCAL ASSISTANCE BETWEEN POLITICAL SUBDIVISIONS.

Subdivision 1. Authority between political subdivisions. When the public interest requires it because of an emergency, a political subdivision may request the assistance of another political subdivision. Upon receiving such a request, a political subdivision, called the "sending political subdivision," may go to the assistance of the requesting political subdivision, called the "receiving political subdivision." The receiving political subdivision may accept and use the personnel, equipment, and supplies of the sending political subdivision as agreed upon by both political subdivisions" (www.revisor.mn.gov, 2013).

First Responders

The first responders are often the police department in any emergency. The police respond to most medical calls and fire calls in Wadena while the Tri County Ambulance provides ambulance services to the city and most of the county. There are two ambulance crews on call at all times in Wadena, an EMT as well as a paramedic. The police are paid while the fire department is comprised of volunteers who are compensated at retirement.

Tornado

The tornado provided excellent training for all of Wadena's officials who have a tie to emergency management. As Officer Nick Grabe described in his interview, many people in Wadena had seen the emergency response plan on paper but were thankful to see how it actually worked in action (2013). The federal and state government made several resources available to the City of Wadena's responders all of which arrived in time to be of great use to the city. The tornado was handled relatively well and no dire short-comings were made apparent during the use of Wadena EOP and the fact that future emergencies could be better handled with more funding was reinforced during this time as well.

Government Assets and Strengths

As pictured in Figure 10.4, Wadena has multiple strengths and assets in regards to government capitals. First, with a strong Mayor-Council governing system, Wadena's city government is able to provide governmental services to the public, while making sure their voices are represented (Wolden, 2013). Second, the public services offered by Wadena's city government help ensure a safe and welcoming community. Finally, the municipalities managed by the city offer additional sources of income, recreation, and basic utilities. All of these government capitals are assets to the city, and help preserve the resilient community of Wadena.

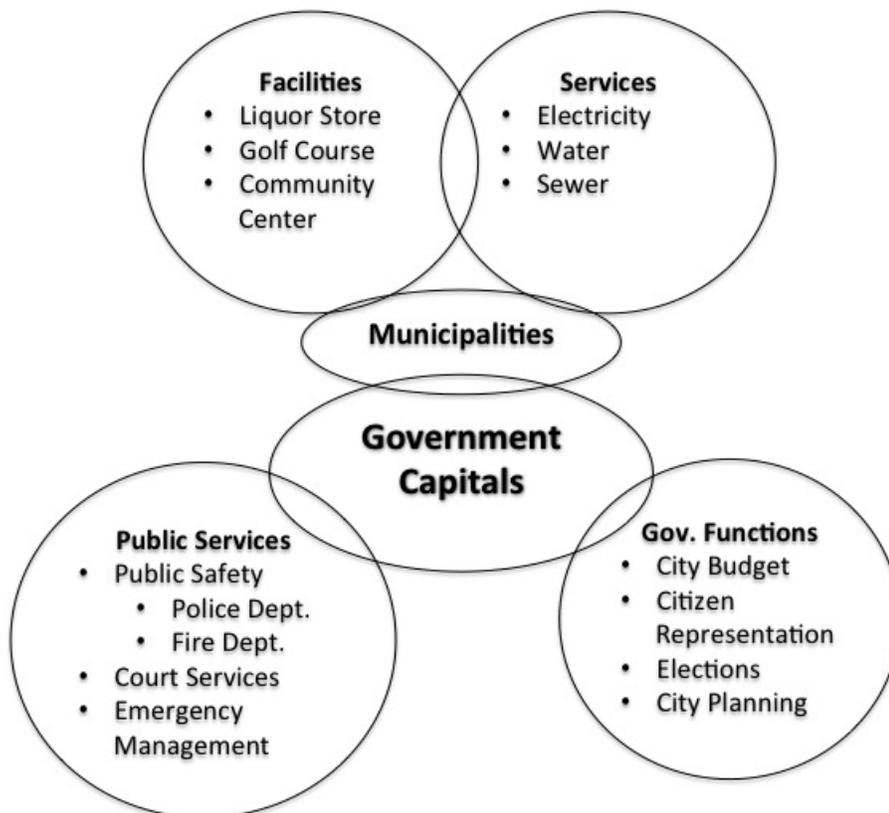


Figure 10.4: Government Assets in Wadena Minnesota

Community Challenges

For the local government of Wadena there are a few challenges the community faces that are worth noting. Drawing new community members and housing into the community has been a growing challenge for Wadena, amplified by the damage of the tornado in 2010. Another challenge the community faces is expanding Highway 10 from a two-lane to a four-lane highway. Lastly, the lack of adequate funding and resources are a major hurdle for the emergency management in Wadena.

Attracting Residents

According to Mayor Wayne Wolden, building has not been an option in Wadena due to the slower rural economy. This issue has been exacerbated by the devastation of the tornado in 2010, putting an economic strain on remaining community members. When much of the damage was assessed, some homeowners and landlords decided to not rebuild and/or sell out of their property. This puts an economic and financial strain on Wadena's rural economy, and makes it challenging for growth. Mayor Wolden plans on combatting this issue by passing legislative measures to "abate and eliminate portions of property taxes on any new homes built for up to a 5-10 year period (to be decided)" He states that he, county commissioners, and other city officials have been discussing options for these tax abatements, and would like to have a plan rolled out by the spring of 2014 (Wolden, 2013).

Expanding Highway 10

The only remaining two-lane segment on Highway 10 is a 6.1-mile segment that stretches through Wadena. Beginning at Bluffton in Otter Tail County and extending 1.5 miles east of Wadena (MNDOT), this two-lane segment creates a “bottleneck” and can get congested with increased amounts of traffic. Mayor Wayne Wolden emphasizes that by expanding this two-lane segment of the corridor, Wadena will be able to accommodate and draw more tourists in during high travel seasons. There are many hurdles that the city government has to go through with the Minnesota Department of Transportation, but Mayor Wolden says the wheels are turning, and with dedication and time this project will be possible (Wolden, 2013).

Emergency Management Funding

Wadena’s emergency management department’s greatest challenge would be their lack of funding. When compared to a metro area like Fargo, Wadena reaches the point where outside aid is required much sooner due to their lack of funding, community size and resources. Wadena has two ambulances on hand at any particular time, so a challenge that emergency management officials face is the evacuation of people with disabilities when these emergencies arise (Manderscheid). Incidents that do get too large, it at times can take up to two hours before an adequate response team arrives from outside of the city.

Community Development Implications

The strengths for the local government within Wadena are a result of the many different community capitals coming together to form a system support through facilities and finances. Predominantly, social, human, and cultural capitals have combined to offer a stable foundation and strength for the community. This could include the solid strength of the community picking back up after the tornado hit, as with their new high school.

Some challenges that local governments face can be directly correlated to community capitals. The challenges listed in the book related to financial and human capitals (Flora, 2013). Many local and rural governments suffer from financial hardships. Local governments rely on local sources of revenue. A lack of jobs available and people not moving to the city can also cause financial stress. As discussed in Chapter 5, Wadena has had difficulty in recruiting and maintaining their population. While the governments may not be considered a community capital that does not mean that there is not a connection between government and any capitals. Most community capitals somehow tie in with government, even if it does not make a sizeable impact.

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Local Development Organizations Wadena, Minnesota



Chapter 11. Local Development Organizations

Authors: Matthew Paulsen, Jessica Soucy, and Andrew Thanypiny

According to the National Association of Development Organizations (NADO), development organizations are “public-based entities” which “craft regional solutions for area-wide needs and opportunities, prepare plans and strategies for a broad range of issues, strengthen local governments, and advocate for regions and locals at federal and state levels.” These organizations oversee the well-being of the community through a variety of issues such as disaster response, education, or even the environment.

The purpose of this chapter is to look into how Wadena’s local development organizations are effectively working to make Wadena community as a sustainable and the best place for those who are living in it. The chapter will also address the extensiveness of this local development organizations ability to work together to develop Wadena community and make it as better environment, which can attract other people outsider, Wadena community to live in.

Community Development Organizations

This section will contain an overview of community development organizations within the community of Wadena. Each community development organization description shall focus on their history and their impact within the community.

Workforce Center

According to the State of Minnesota’s Department of Employment and Economic Development (DEED) website, Workforce Centers assists job-seekers find employments and businesses find workers. Basically they are available to help every individual throughout the career exploration process to find a position and create a plan for applying to that organization. The Workforce Center offers a variety of workshops and classes in the building to provide that career assistance. Throughout the state of Minnesota, there are currently 48 Workforce Centers. Wadena’s center is pictured in Photograph 11.1.



Photograph 11.1: Workforce Center, Wadena Minnesota
Source: DEED of MN (2013)

Partners for a Healthy Wadena Region

Established in May 2000, Partners for a Healthy Wadena Region “is a non-profit organization working to improve quality of life for residents and visitors to the Wadena area” (City of Wadena). This organization has a long list of accomplishments including purchas[ing] a building for the Youth Cyber Café, raising \$200,000 for the downtown Art Deco Streetscape, receiving grant money from the state and federal agencies, and many more. Partners for a Healthy Wadena Region operates under the mission “to increase opportunities for a healthy life for all who live, work and play in the Wadena area” through preservation of the area and assisting governmental agencies (The Depot Wadena).

One of their most recent projects was the restoration and redevelopment of the former Northern Pacific Passenger Depot. Below is a picture of the baggage cart before the organization’s involvement as Photograph 11.2. The depot now serves as a meeting place and a beautiful historical landmark within the community.



Photograph 11.2: Baggage Cart
Source: The Depot of Wadena (2013)

Economic Development Authority (EDA)

Formed in 1991 and currently led by the mayor, the Wadena Economic Development Authority was created to oversee and improve upon the current and future economic state for the city. Their main focus has been “to establish a higher tax base and additional job opportunities for the citizens of Wadena” (City of Wadena).

Urban and Regional Planning

Being the county seat, Wadena is home to the Planning and Zoning Department. They are “responsible to administer and enforce the county zoning ordinance[s]” (County Planning and Zoning). These ordinances influence sewage systems and zoning plots of land for business or private use. This work impacts the connections within the city as they are responsible for creating connected business sectors or details such as analyzing the distance between the city’s waste development facility and parks.

Housing and Redevelopment Authority (HRA)

Wadena's Housing and Redevelopment Authority looks to "provide a supply of adequate, safe, and sanitary homes" (City of Wadena). They offer two main programs to assist individuals and groups with housings. The first is a low-rent program (public housing program) which works with "low-income families, the elderly and persons with disabilities" (Rent Assistance). The other main program is the housing choice voucher program provided by section 8. This provides people with a voucher to help pay part of or all of the rent for that housing space. By working with the people in Wadena, they help to provide housing for those that cannot afford it on their own. This takes people off the street and provides them with a sense of security.

Park Advisory Board

Public recreational facilities are important to any town, and Wadena is no different. The Park and Recreation Advisory Board (PRAB) oversees the current state of "the public parks system and all public recreational facilities" within Wadena (City of Wadena). Their responsibilities would include development of those areas and acquisition of new ones. By developing the natural areas of the city, Wadena allows for more recreational spaces to both current residents and tourists. By building a new shelter within the southwest part of the city this summer, the board created a new place for residents to spend time with friends and family as well as a place for businesses to hold events (Kayser).

Wadena-Ottertail Long Term Recovery Committee

The recovery committee has focused its efforts by assisting people with "significant unmet needs" and determining how the organization can best meet those needs (Long-Term Disaster Recovery). According to one committee member, "long-term recovery is more about healing than it is about fixing and replacing things" (Long-Term Disaster Recovery). This is in contrast to other recovery and disaster responses from organizations which have examined the physical results such as clearing debris, repairing buildings, and restoring the city from the 2010 tornado.

The committee was also placed in charge of distributing the donation money that came in after the natural disaster. By allowing for residents in the community to handle these funds, the city and surrounding area was allowed to make its own decisions about what they believed were priorities. The committee gave local residents a voice in how they wanted to see the area come back after the tornado.

Wadena Chamber of Commerce

The chamber has established itself as a stable and central force within the community of Wadena. By "creat[ing], promot[ing], and enchanc[ing] a healthy business environment," Wadena opens itself to the possibilities of future development from within the community and from those coming into the community. The chamber oversees everything from the analysis work of the current business climate within the city to connecting agencies for enhanced

communication. To promote community and stronger social relationships between residents, amongst their more formal business responsibilities, the chamber organizes and sponsors community events such as Oktoberfest, an Easter egg hunt, a Christmas Festival, and a Chili Cook-Off.

Stimulating Economic Progress

A newer organization Stimulating Economic Progress is otherwise known as STEP. This organization's focus centers on creating a healthy community. To do this by, Stimulating Economic Progress seeks stronger alternatives to the current way of life in Wadena to allow for "new business development, lifelong education, public [and] private shared facilities, and green technologies" (City of Wadena).

Initiative Foundation

Please see Chapter 6 for more information regarding this organization.

West Central Alliance Regional Economic Development

Better known as the WCEDA, this non-profit organization's mission is "to provide regional resources, networking, education and advocacy for economic and business development (West Central Alliance). They work with other organizations in the area to surround themselves with a professional staff to better serve the region by pooling their resources. The alliance not only works to help new businesses, but to help determine their plans for long-term success within the community. They keep track of demographics from the U.S. Census among other organizations to help give a stronger profile of the communities they serve.

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Appendix 1. Ethical Principles Adopted by the Community Assessment Class, Fall 2013

1. Citizen participation. We promote active and representative citizen participation to develop an amicable solution and plan to solve agreed upon problems through a constructive approach. We promote group cohesion and transparency. We engage community members in problem diagnosis so that those affected may adequately understand the causes of their situations.
2. Self-determination. We communicate with the community and provide education. We provide an overall understanding to the pros and cons of the situation(s) present in the affected community in order to allow the population to fully understand the causes of their actions.
3. Inclusion and equality. We involve community members in the process of community problem solving. We ensure that all demographics of the community are equally represented. We ensure all segments of the community are treated equally.
4. Diversity. We preserve and promote local community cultures.
5. Community cohesion. We promote active and strong comradery amongst community members and community leaders in order to understand the impacts, both positive and negative, that community development will provide.
6. Avoid discrimination. We refrain from personal bias, agendas, and opinions that would misguide the conduct of community development appraisal and assessment.
7. Leadership. We promote leadership and develop skill sets of community leaders. Actively increase leadership capacity (skills, confidence, and aspirations) by positively engaging citizens and leaders in participation so that the community and individuals in that community can be enriched as a whole. We use empowerment and active engagement to increase leadership capacity, accountability, and social responsibility in regards to the economic, political, social, environmental, cultural and psychological impacts.
8. Holistic approach. We help community leaders understand the holistic ramifications of the problem using National Environmental Protection Act principles. We help community leaders understand the economic, social, political, environmental and psychological impact associated with alternative solutions to the problem.

Appendix Two: Human Capital

Appendix Table 2.1 Total Population of Wadena City from 1900 to 2010

Census	Pop.
1900	1,520
1910	1,820
1920	2,186
1930	2,512
1940	2,916
1950	3,958
1960	4,381
1970	4,640
1980	4,699
1990	4,131
2000	4,294
2010	4,088

Source: www.census.gov

Appendix Table 2.2 Total Population in Wadena County from 1900 to 2040

Year	Population	Year	Population	Year	Population
1900	7,921	2001	13,737	2012	13,767
1910	8,652	2002	13,789	2015	13,786
1920	10,699	2003	13,682	2020	13,855
1930	10,990	2004	13,682	2025	13,872
1940	12,722	2005	13,799	2030	13,839
1950	12,806	2006	13,705	2035	13,776
1960	12,199	2007	13,840	2040	13,701
1970	12,412	2008	13,844		

1980	14,192	2009	13,825		
1990	13,154	2010	13,843		
2000	13,713	2011	13,765		

Source: www.mncompass.org/

Appendix Table 2.4 and 2.5 Age Wise Male Female Breakdown of City of Wadena 2000 and 2010

	2010		2000	
	Male	Female	Male	Female
Age Group	1,933	2,155	2045	2249
<5	130	151	136	124
5-9	122	98	131	111
10-14	124	122	188	135
15-19	169	131	171	158
20-24	145	102	163	124
25-29	103	129	110	92
30-34	124	111	95	105
35-39	104	104	124	140
40-44	96	88	146	139
45-49	120	155	135	139
50-54	140	135	114	108
55-59	111	135	92	94
60-64	95	104	77	110
65-69	83	105	72	117
70-74	79	99	79	129
75-79	63	114	89	154
80-84	60	109	65	121
>85	65	163	58	149

Source: www.census.gov

Appendix Table 2.6 Wadena County Annual Number of Births from 1950 to 2011

Year	Number of Births	Year	Number of Births	Year	Number of Births
1950	387	1971	204	1992	158
1951	361	1972	212	1993	180
1952	373	1973	178	1994	155
1953	334	1974	203	1995	158
1954	369	1975	239	1996	148
1955	361	1976	252	1997	156
1956	345	1977	257	1998	171
1957	364	1978	256	1999	172
1958	350	1979	253	2000	160
1959	406	1980	237	2001	152
1960	361	1981	229	2002	156
1961	321	1982	251	2003	201
1962	371	1983	213	2004	153
1963	319	1984	229	2005	196
1964	306	1985	214	2006	196
1965	262	1986	228	2007	187
1966	255	1987	217	2008	190
1967	266	1988	176	2009	189
1968	223	1989	201	2010	161
1969	207	1990	180	2011	187
1970	212	1991	179		

Source: Minnesota Department of Health, Minnesota Center for Health Statistics

Appendix Table 2.7 Wadena County Annual Number of Deaths from 1950 to 2011

Year	Number of Deaths	Year	Number of Deaths	Year	Number of Deaths
1950	124	1971	160	1992	167
1951	134	1972	162	1993	185
1952	126	1973	140	1994	172
1953	115	1974	144	1995	200
1954	95	1975	154	1996	172
1955	118	1976	137	1997	148
1956	123	1977	131	1998	176
1957	111	1978	145	1999	203
1958	137	1979	172	2000	191
1959	134	1980	160	2001	197
1960	110	1981	150	2002	186
1961	131	1982	191	2003	213
1962	127	1983	210	2004	193
1963	155	1984	156	2005	198
1964	154	1985	185	2006	198
1965	122	1986	192	2007	172
1966	124	1987	172	2008	168
1967	121	1988	181	2009	180
1968	165	1989	164	2010	194
1969	138	1990	157	2011	177
1970	129	1991	196		

Source: Minnesota Department of Health, Minnesota Center for Health Statistics

Appendix Table 2.8 Wadena City Racial Make-up of 2000 and 2010

	2010	2000
American Indian and Alaska native alone	11	12
Asian alone	18	8
Black or African American alone	64	36
Native Hawaiian and Other Pacific native alone	0	1
Some other race alone	10	7
Two or more races	75	27
White alone	3,910	4,203
	4088	4294

Source: www.census.gov

Appendix Table 2.9 Educational Attainment of Wadena City in 2010 and 2000

	2010	2000
Population 25 years and over	2,862	2,789
Less than 9th grade	75	310
9th to 12th grade, no diploma	166	290
High school graduate	943	895
Some college, no degree	885	645
Associate's degree	327	204
Bachelor's degree	279	236
Graduate or professional degree	187	209

Source: www.census.gov

Appendix Three: Financial Capital

Appendix Table 3.1 Commuting Patterns In Wadena

Wadena	Number of people
Drove alone	4310
Carpooled	699
Public transit	57
Bike and Walk	257
Other	34
Work at home	474

Source: U.S. Census Bureau 2007-2011 American Community Survey

Appendix Table 3.2 Commuting Patterns in USA

USA	Number of people
Drove alone	105476
Carpooled	13917
Public transit	6922
Bike and Walk	4732
Other	1176
Work at home	5918

Source: U.S. Census Bureau 2007-2011 American Community Survey

Appendix Table 3.3 Household Income Levels in Wadena

Income Level	Estimated Number of Households
Less than \$10,000	849
\$10,000-\$14,999	427
\$15,000-\$24,999	971
\$25,000-\$34,999	715
\$35,000-\$44,999	843
\$50,000-\$74,999	1196
\$75,000-\$99,999	507
\$100,000-\$149,999	320
\$150,000-\$199,999	110
\$200,000 or More	39

Source: U.S. Census Bureau 2007-2011 American Community Survey

Appendix Table 3.4 Number of Families in Each Income Level in Wadena

Income Level	Estimated Number of Families
Less than \$10,000	339

\$10,000-\$14,999	105
\$15,000-\$24,999	450
\$25,000-\$34,999	489
\$35,000-\$44,999	590
\$50,000-\$74,999	1030
\$75,000-\$99,999	438
\$100,000-\$149,999	308
\$150,000-\$199,999	105
\$200,000 or More	39

Source: U.S. Census Bureau 2007-2011 American Community Survey

Appendix 3.5 Family Median Income

	Wadena, MN	Minnesota	U.S.
US Census 2000 data	39,511	56,874	50,046
ACS 2005-2009 data	48,737	70,887	62,363
ACS 2006-2010 data	47,904	71,307	62,982

Source: USA.com, Wadena, MN Historical Family Income Data, 2013.

Appendix Four: Government

Appendix 4.1 Government Revenue

Property Taxes	\$459,580
Special Assessments	\$71,883
Licenses and Permits	\$26,298
Intergovernmental Revenue	\$2,761,483
Charges for Services	\$171,776
Fines and Forfeitures	\$25,315
Miscellaneous	\$179,594
2012 Total Revenues	\$3,695,929

Appendix 4.2 Government Expenditure

General Government	\$606,768
Public Safety	\$906,324
Public Works	\$501,434
Culture and Recreation	\$350,966
Airport	\$469,444
Miscellaneous	\$95,939
2012 Total Expenditures	\$2,930,875