



# Still Thriving: The Changing Face of Southwest and South Central Minnesota

*By Jay Walljasper*

Commissioned by The McKnight Foundation

# Foreword

The regional treatment center in Willmar was shuttered more than a decade ago, but the death knell we've come to expect when a small community loses a big employer never sounded. Instead, Willmar redeployed one of its best community assets, converting the 1912 state hospital's historic lakeshore campus into a bustling business incubator now home to more than 30 companies employing nearly 570 workers—nearly as many as the hospital had in its heyday. In fact, as Jay Walljasper reports from his recent visit, Willmar's creative co-working space showcases the low-cost quality of life and dot-com credibility that are helping to lure growing numbers of millennials and Gen Xers back to Minnesota's small towns.

The success of the MinnWest Technology Campus is just one of many signs of rural resilience in south central and southwest Minnesota illuminated in this yearlong Food for Thought series commissioned by The McKnight Foundation. In this fourth and final installment, Walljasper, an authority on urban planning and community development, visits Milan, where a surprising influx of Micronesian immigrants is keeping the tiny town of 370 residents humming, and an innovative clean-energy greenhouse could help local farmers extend the growing season. In the Lower Sioux Community, he finds that an indigenous language revival and the game of lacrosse are helping to give tribal youth deeper roots in the region. In Luverne, he meets local business leaders who restored the town's historic Palace Theater, proving the value of public-private partnerships. In Albert Lea — one of the Blue Zone communities remodeled by Minnesotan Dan Buettner's longevity campaign — he finds wider sidewalks and other pedestrian-friendly fixes that have not only helped residents there drop extra pounds but also raised downtown property values by 25 percent.

Although there are still many challenges ahead for Minnesota's small towns, this Food for Thought series reminds us that well beyond the metro area lies a dynamic landscape where the collective action of a few can make a powerful difference on Main Street. As one resident says about the surge of businesses, many of them women-owned, bringing new life to New London, "Three people meet for dinner, and things start to happen."

That's the kind of engaged community action The McKnight Foundation has been proud to support through the work of the Minnesota Initiative Foundations, six separate regional entities designed to reflect the values and vision of the distinct communities they serve. Forged in the wake of the farm crisis 30 years ago, "the MIF model" has since allowed the Foundation to invest more than \$290 million in the state's rural communities, a continuing commitment that has helped to leverage an additional \$270 million to foster good ideas and grassroots efforts across Greater Minnesota.

We hope these snapshots of south central and southwest Minnesota can begin to dispel the myth that our small towns are dying. As Walljasper's reporting makes clear, new immigration, new ideas, and new business models are helping many rural communities "reframe the rural narrative" for a much brighter future.

**Neal Cuthbert, Vice President of Program  
The McKnight Foundation**

## Still Thriving

### *The Changing Face of Southwest and South Central Minnesota*

The biggest issue facing rural Minnesota is not the lack of economic opportunities or the continuing exodus of young people, says Kelly Asche, program coordinator of the [Center for Small Towns](#), based at the University of Minnesota Morris. Those problems are symptoms of an underlying ailment: “the negative, mistaken narrative that says rural Minnesota communities are dying.”

He notes that over the last 50 years only three Minnesota communities have dissolved, most recently Tenney on the North Dakota border in 2011. Its population had dropped to 5.

The misperception that rural towns are emptying out fuels pessimism among residents, which squelches creative thinking about their communities’ futures, Asche says.

“Rural Minnesota is changing, not dying,” he explains— a perspective that is guiding some communities to focus on their strengths rather than their losses to attract new residents, open up economic opportunities, promote healthy lifestyles, invigorate Main Streets and improve quality of life.

Yet the entrenched narrative of decline in rural Minnesota colors how everyone interprets changes that occur, he says, offering an example from his own life. Asche, who grew up in Hancock, remembers when the hardware store there closed, forcing residents to drive eight miles to Morris for household needs — a sure sign of Hancock’s death spiral. While a student at the University of Minnesota Twin Cities, he lived in St. Anthony Park — one of St. Paul’s most desirable neighborhoods — and when a hardware store there closed, residents had to drive five miles to the nearest one. This, in contrast, was explained as a sign of a changing retail economy, not of the neighborhood’s demise. Another hardware store has since opened, but the St. Anthony Park post office closed in 2015, which would have been interpreted as the final blow to a small town.

One of the key factors affecting rural Minnesota has been the gradual shift away from an agriculture-based economy. Ever-larger farms employ fewer people and buy fewer supplies locally. Nationally, only 6.3 percent of rural people live on farms and 7.6 percent work there, Asche says. Even among Minnesota farm operators, 55 percent work



primarily off the farm and 93 percent depend on some off-farm income.

Illustrating the scope of this change, Asche points to a pair of maps showing the percentage of US counties where farming accounted for at least 20 percent of earnings. In 1969, this included nearly half of Minnesota, primarily the western and southern sections of the state. By 1999, after three decades of farm consolidation, it had shrunk to just a few spots on the map bordering the Dakotas.

Expanding livelihoods in farming to include more people, he says, means looking beyond large-scale agricultural commodities to farmers markets, local food production, and the production of prepared foods. For example, the University of Minnesota Morris is working to make regionally produced food a growing share of meals served on campus.

Another change sweeping the nation is apparent in rural Minnesota: the rising percentage of Americans who are not white. Thirteen of the 15 Minnesota counties that experienced population growth from 1990 to 2010 because of increasing numbers of people of color are outside the metro area. Mexican restaurants are increasingly common on Main Streets throughout the state, while Somalis and other immigrant groups can be found in a growing number of towns.

The change that's hardest to accept for many rural Minnesotans is the migration of their kids or grandkids out of town. It's inevitable that many people will be drawn to larger communities after high school, Asche says, when their primary focus is getting an education, starting careers, and seeking mates. "But when they turn 30, we'll be ready for them," he declares. Asche cites the work of Ben Winchester, a research fellow at the University of Minnesota Extension, who finds that the state's rural areas benefit from an [in-migration of people ages 30 to 49](#) seeking a lower cost of living and slower pace of life.

Asche's call for a new narrative about rural Minnesota is not just the product of academic research; it's embodied in his own life story. He grew up in Hancock, moved to the Twin Cities for college, and several years ago at age 30 returned to south central Minnesota with his wife. "We were looking for a less hectic lifestyle and greater access to the outdoors," says Asche.

The couple was drawn to New London because of its growing arts community and nearby parks, lakes, rivers, and bike trails. Living there has prompted Asche to become an entrepreneur. Now, in addition to working at the university at Morris, he co-owns Goat Ridge Brewing, a craft brewery and taproom that opened in 2015 just off Main Street in New London.

Indeed, nine towns in this corner of the state now boast [craft breweries or brewpubs](#), just one of numerous signs that life in Minnesota's small towns has evolved plenty since the time of Sinclair Lewis's *Main Street* and Garrison Keillor's *Lake Wobegon Days*. Here's a look at changes underway in seven communities throughout the southwest and south central region that are positioning themselves for a brighter future.



## New London: The Art of Revitalization

“Five years ago half the storefronts on Main Street were vacant or for sale,” says Christa Otteson, a consultant who grew up in New London (pop. 1328). “I graduated in 1992 and it was not the same place it is now. It was a struggling little sister to Willmar.”

“Many folks in town now call it ‘artsy-fartsy,’ ” she concedes, “but the arts have really changed things for the better.”

A quick tour shows off a picturesque downtown perched above a bend in the Crow River, bustling with restaurants, shops, and lots of public art. An old Tudor-style gas station has been turned into a gallery and studio by artist Kristin Allen, who vacationed near here as a kid. “I’ve counted that 20 of our 25 Main Street businesses are women-owned,” says Otteson.

“There is a strong, growing, highly connected group of people here who are very intentional about community building through entrepreneurship, the arts, and civic engagement,” she explains. “Three people meet for dinner, and things start to happen.”

Outdoor recreation is another asset driving New London’s turnaround, with plentiful lakes, the Glacial Lakes State Trail, paddling routes, Prairie Woods Environmental Learning Center, the Nature Conservancy’s Ordway Prairie, and the popular beach at Sibley State Park nearby. The local economy benefits from summer tourism, but Otteson is clear: “Everything we do is for the people who live here — and the tourists get to enjoy it.”

## Milan Thrives Thanks to Micronesians and Movers

Pint-sized Milan (pop. 360), 40 miles east of Willmar, unravels many preconceptions of small-town life. Far from dying, it boasts a fully functioning downtown with a grocery store, café, bank, library, medical clinic, gift shop, post office, gas station, and American Legion bar.

Milan also has a school specializing in Nordic folk arts, a shop featuring global free-trade crafts and an Oriental grocery, which is part of the More Café run by Yong Su Schroeder, renowned for her skill in making traditional Norwegian klubb dumplings. Even Bergen’s Prairie Market grocery carries frozen squid and cassava, at the request of Milan’s Micronesians, who make up about half the town’s population.

Most of these immigrants hail from Romanum, a half



mile-square island in the South Pacific, where Milan native Erik Thompson served in the Peace Corps during the 1970s. “I’m very surprised they moved here,” says Thompson, now chair of Milan’s Prairie Sun Bank and a community development specialist. A friend of his from the island moved here in 2000 seeking a better education for his kids, and brought along several nieces to help with childcare. Word got back to Romanum about Milan, and now about 200 from the island live in the area.



“I like it here,” says Apitosy Kumo, who is about 30 years old, known widely as Junior. “It’s peaceful, and there is more opportunity to live a happy life.”

“Cold weather is interesting to us,” Kumo volunteers. “The snow is cool. But I miss the ocean and ocean fish — walleye tastes different.”

Like many other Micronesians, he works at one of the region’s turkey plants, and his social life revolves around family, church, and musical and sports events at the community center, formerly a K-12 school. “Singing is the most important thing in our culture,” Kumo says.

Thompson notes there is some tension between immigrant and white (largely of Norwegian descent) residents over cultural differences in mowing lawns, parking cars, shoveling snow, and storing stuff in the yard. Monthly potluck dinners are now being held to solidify bonds in the community.

The newcomers have clearly given Milan a shot in the arm. “The park had not been played in for a decade before they came — now it’s packed,” reports Thompson. He also attributes the town’s vitality to the Milan Movers — an ad hoc group of about 12 that met regularly from 2000 to

2010 and “still reconvenes when we want to get things moving.”



Milan is also home to an experiment that could dramatically boost prospects for local food in the Upper Midwest. In a garage behind her house, Carol Ford is testing a Deep Winter Greenhouse designed to consume less energy and incur less expense than conventional greenhouses by marrying passive solar energy and geothermal heating. The idea is to capture the warmth of winter sun

in a rock bed constructed four feet below ground, the depth at which soil does not freeze. Heat is drawn downward by fans blowing through stovepipes and perforated drain tile during the day, and can then be drawn back up during the long, cold evening hours. A backup heater is on hand if the temperature dips below 40 F inside the greenhouse.

“You can have three to five cuttings over the winter of cold-hardy foods like broccoli, cabbage, bok choy, chard, arugula, and three dozen other kinds of greens,” Ford explains. In a [TEDx talk](#) in April 2016, Ford illustrated the wintertime bounty of her backyard.

## Albert Lea: A Healthier Community Means A Healthier Economy

In 2009, Albert Lea (pop. 17,674) adopted a community-wide approach to wellness laid out in *Blue Zones*, a best-selling book by National Geographic Fellow Dan Buettner examining the places around the world where people live longest and healthiest.

Since then, about 40 percent of the adults in Albert Lea have joined exercise and healthy eating programs, along with nearly all the kids in grades K-12. Seven miles of new sidewalks and three miles of new bike lanes have been added to city streets.

Ellen Kehr, a former city council member and an organizational leader for the [Blue Zones Project](#) in Albert Lea, proudly points to signs of their success:



- Bike and walking traffic measured at three busy intersections is up 38 percent.
- Pedestrian activity downtown rose 69 percent from 2014 to 2015, after walking improvements were completed, according to the City of Albert Lea.
- Smoking has also dropped seven percent since 2009, and Blue Zones participants collectively lost almost six tons of weight.
- One-third of locally owned restaurants, all school concession stands, and one large supermarket now offer new options for healthy eating.
- Albert Lea was rated #3 of the [Top 10 Affordable Small Towns Where You'd Actually Want to Live](#), a national survey by Realtor.com.
- The conversion of a downtown street from four to three lanes (with the middle lane used for turns) reduced vehicle crashes from 12 to 3 in its first year.





A centerpiece of Albert Lea's wellness campaign — as well as of its economic development strategy — has been to make downtown more walkable by widening sidewalks, eliminating unnecessary traffic lanes, installing bump-outs at crosswalks, and replacing stoplights with stop signs. Outdoor dining spots quickly appeared, and downtown is now Albert Lea's chief gathering space.

City Manager Chad Adams notes that downtown has seen 15 businesses open since 2014 and

has attracted \$2 million in private investment with \$2 million to \$5 million more expected in the next few years. The area's overall property values have increased 25 percent. "The number of kids in the K-9 grades is getting bigger," he adds, "which represents more families moving to and being retained in the community."

## **Willmar: Tech Business, Diversity, and Foodie Culture**

An event feared by every small community unfolded in Willmar (pop. 19,638) eight years ago when the Willmar Regional Treatment Center (previously Willmar State Hospital, which once employed 320 people) shut its doors. Today the handsome early 20th century buildings and park-like grounds overlooking Willmar Lake flourish as the [MinnWest Technology Campus](#), where 31 businesses clustered in bioscience, agribusiness, and technology employ more than 550.

The Midwest office of Procore Technologies — a California-based firm specializing in cloud-based project management software for the construction industry — fulfills all the expectations of tech sector office: young people tapping on laptops at stand-up desks while their dogs roam the office. "The historic look and creative feel of the campus are awesome," says the company's director of customer support, Ryan Thielen, 34. "There are like-minded people and like-minded companies here. Our employees can work outside in the summer."

"It's a fabulous location for us," says Kathy Schwantes, southwest regional director of University of Minnesota Extension, which bases its Mid-Central Research and Outreach Center here. "It is very synergistic for our mission, which focuses on research, education, and outreach. It has been beneficial in our employee recruitment efforts as well."

A co-working space with a gorgeous veranda and three meeting rooms opened in the former Women's Building in 2015, and now thrums with activity from a dozen start-ups, which include



a marketing firm, digital media filmmaker, and yoga studio.

The changing face of non-metro Minnesota can be spotted in downtown Willmar, which for decades lost business to shopping centers on the outskirts of town (and has the scars to prove it) but now is reinventing itself as the nucleus for the town's changing culture. (Immigrants and their children, primarily Latino but also Somali and Burmese, make up about 20 percent of the town's population.)

Local standbys like Peterson's Shoes, Frieda's Café, and the Barn Theatre playhouse are now joined by the Somali Star restaurant, the Foxhole Brewhouse, Panaderia Estrella Mexican bakery, the hipster-haven Goodness Coffee House, and the Becker Market farmers market.

The farmers market and brewpub were the first phase of the Willmar Food Hub, where La Bella Vita pizza bar, Spurs Latin restaurant, space for 15 to 20 local food vendors, and a commercial kitchen are under construction in a historic Art Deco building. "Local food attracts people and can generate more businesses here," says Beverly Dougherty of Willmar Downtown Development, the Food Hub's project coordinator. "And it can promote healthier living."

## Marshall: Preparing Students for 21st Century Jobs

Marshall (pop. 13,652) possesses many key ingredients for economic success in the 21st century: corporate headquarters of a major firm (Schwan Food Company), a university (Southwest Minnesota State), a full-service downtown (everything from a fine arts center to a Mexican grocery), and esteemed public schools and health care facilities (two reasons Livability.com ranked it [#28 among the 100 Best Small Towns in America in 2015](#)).

Yet a hometown's shining reputation means little to residents struggling to make ends meet. Creating opportunities for all families in town is the mission of Marshall Area Technical & Educational Center ([MATEC](#)), an alternative public school that has morphed into a learning center giving high school-age kids and adults a head start on careers in growing fields like health care and welding. Classes offer credits toward a high school diploma as well as training toward certification as a welder or a nursing assistant.

Located in an old building near downtown that once housed a Shopko store, the school's facilities look one-part classroom and one-part workplace. A medical mannequin reclines on a hospital bed at the back of the nursing classroom while in the shop welding students, seated at booths with overhead vents,



construct bike racks and smokers for backyard cookouts.

“We use community experts and instructors through Minnesota West [Community and Technical College] to teach the vocational and technical classes, so this is also an opportunity to meet people who are currently out in the workforce,” says Michelle Noriega, assistant principal of MATEC. “They tell students to get their education now!”

Welder or certified nursing assistant (CNA) are not the final destination for all students. Becoming a CNA is often a steppingstone to other health care careers, and welding opens doors to a variety of construction, mechanical, and engineering jobs. “Welding is not just welding,” says Noriega. “It’s taking things apart, seeing what’s wrong, and putting them back together. That promotes a range of skills.”

## **Luverne Gets a Lift**

A mere 30 miles from Sioux Falls, Luverne (pop. 4,677) could easily become a sleepy satellite of South Dakota’s growing urban center. “Being so close to a bigger city is a deficit as well as an asset,” says Mayor Patrick Baustian, who works in Sioux Falls at the Air National Guard base. “It’s up to us to show the interstate goes both ways.”

That’s what drove the formation of Luverne Initiatives For Tomorrow (LIFT) — an informal community-wide group working “to make Luverne a more exciting place.” The group drew 185 residents to its inaugural meeting in 2010, and has since come up with more than 200 ideas to improve the town. “And I take them to the city council,” Baustian says.

“As a nonprofit, LIFT can do some things the city can’t,” the mayor acknowledges. That includes advising prospective business owners on the ins and outs of getting things done in Luverne. The results can be seen on a lively three-block main street that sports a movie theater, fine dining, upscale boutique, home décor store, and an old hotel refurbished into up-to-date apartments, as well as Pizza Ranch, a dollar store, a taekwondo studio, and consignment shops.

“People here are willing to invest in the community with time and money,” says Tim Connell, a retired judge. “They see the long-term standard of living that comes from that. There’s always been a deep sense of community pride here.”

Connell estimates that at least \$5.5 million of



private investment has been directed toward community improvement projects in the past decade, ranging from restoration of the showplace Palace Theater (where filmmaker Ken Burns premiered his PBS series on World War II) to the Take 16 craft brewery to Grand Stay Hotel & Suites to the Brandenburg Gallery in the renovated historic county jail, featuring the work of wildlife photographer (and native son) Jim Brandenburg.

“I’m an investor in some of these kinds of things,” says Gary Papik, who owns the local GMC/Chrysler dealership. “I give back to the community because I want my family to stay here. I want Luverne to remain strong.”

The city has done its part, too. It has built an indoor swimming and fitness center and a hockey arena. A 12-mile network of bike paths that connects to Blue Mounds State Park is under construction. As I toured the town with Papik, Connell, and Mayor Baustian, they pointed out sites planned for a new city park, municipal campground, seven pocket parks, and more. Finally, when the mayor noted that “we have the lowest property taxes in the 17 counties of southwestern Minnesota,” I asked how they could pay for all this.

“The city government couldn’t do half of what we do if we did not own our own power utility,” says Baustian. “To sell it would be the biggest mistake a town could do.”

Luverne is also blessed with notable natural assets within a few miles: Blue Mounds State Park, a dramatic cliff of quartzite rising unexpectedly out of the plains that features a roaming bison herd, and Touch the Sky Prairie, a thousand acres of beautiful native grasslands preserved by photographer Jim Brandenburg with other philanthropists. The U.S. Fish and Wildlife Service manages the preserve, which is open to the public.

## **Lower Sioux Community: Remember, Reclaim, Reconnect**

The lack of hope afflicting rural Minnesotans today is a particularly acute problem in American Indian communities. A stark opportunity gap remains between Native American students and their white peers throughout the state.

“Because of the core historical trauma we experienced, our kids often don’t know who they are and where they are going,” says Vanessa Goodthunder, a member of the Mdewakanton Band of the Dakota Nation, who graduated in 2016 from the University of Minnesota Twin Cities, where she worked as a Dakota language tutor.

Goodthunder returns home frequently to the Lower Sioux Reservation near Morton to help young people “remember, reclaim, and reconnect with our Dakota way of life, which is all about relationships. That’s how the process of healing happens. It’s what brings us back.”

She teaches in the [Dakota Wicohan](#) program, a nonprofit group separate from tribal government that since 2002 has immersed youth ages 11 to 18 in Dakota language, values, history, culture, arts, and sports.

“We learn about how to center yourself and become a leader,” says Goodthunder, a Wicohan





graduate herself. “We cover financial literacy. When they wanted to learn about medicinal plants, we brought in an ethnobotanist from Sitting Bull College in North Dakota. When they wanted to learn about yoga, I learned it myself so I could teach them.”

Wicohan uses the local Gaby and Darwin Strong Ranch to teach kids how to ride horses, take care of them, and understand the horse culture so entwined with Dakota tradition. The organization also sponsors a lacrosse team, which, Goodthunder notes proudly, won a national tournament in Oregon last year. Since trail running is part of Dakota culture, she organized a

5K health run, with elders encouraged to participate as walkers. The Dakota Wicohan building on Morton’s main street hosts classes for all ages in traditional storytelling, hide tanning, beadworking with porcupine quills, and quilting. The quilts showcase the star pattern, a design developed by Native women in the 19th century.

“We believe that everyone is an artist, capable of making something beautiful,” says Teresa Peterson, cofounder of Dakota Wicohan. “Even though we have suffered through difficult times, we can still make something beautiful that comes from our traditions.”

Laughter rings through the organization’s offices when a quilting class is in session. “This one is for my bed,” exults Angie O’Keefe, holding up her work. Women of all ages sit around a table lining up strips of cloth and cutting them using a tool that resembles a pizza slicer. A whiteboard spells out the Dakota name for each color.

“Our language tells us about our relationship to the land, to our foods, to people,” Peterson explains. “In our worldview, everything is related, and now science is catching up with Native thinking. Quantum physics shows the connections between many things.”

Peterson — whose doctoral dissertation in education at the University of Minnesota Duluth focuses on using Dakota stories about people’s sense of belonging in social studies classes — believes the values embedded in indigenous languages and culture are important for people of all backgrounds. “We think we can contribute



by offering this thinking as a resource to schools, nonprofit groups, and communities,” she says, noting that Wicohan curriculum has been taught to all students in a local school.

“We have to shift people’s views of history as being about relationships. We have to understand that fostering a circle of belonging is good for our health,” she emphasizes. “We want Minnesota youth to think about their relationship to Minnesota’s land and to each other.”

## **A New Way Forward**

Craft breweries, art fairs and farmers markets alone won’t revive the fortunes of Minnesota’s small towns. But neither will sticking with old beliefs that large-scale agriculture will always be the mainstay of rural communities, and that any effort at economic diversification should be focused on tax breaks for low-wage companies moving into the local industrial park.

“A lot of communities are getting past the negative narrative and are looking to build on the assets they have,” says Kelly Asche of University of Minnesota Morris Center for Small Towns. In the places that are turning things around, there’s a new emphasis on engaging “the people and talents already in the community.” This means promoting entrepreneurs to start business and civic initiatives to ensure a high quality of life for everyone in town—which are the keys to keeping residents, attracting newcomers and igniting opportunities.

## ABOUT FOOD FOR THOUGHT

This publication was commissioned by The McKnight Foundation as part of the “Food for Thought” series — a collection of third-party reports that inform our program strategies and are shared with the fields we support.

This publication is available for download at [www.mcknight.org](http://www.mcknight.org).

## ABOUT THE MCKNIGHT FOUNDATION

The McKnight Foundation, a Minnesota-based family foundation, seeks to improve the quality of life for present and future generations. Through grantmaking, collaboration, and encouragement of strategic policy reform, we use our resources to attend, unite, and empower those we serve. Program interests include regional economic and community development, Minnesota’s arts and artists, early literacy, youth development, Midwest climate and energy, Mississippi River water quality, neuroscience, international crop research, and community-building in Southeast Asia. Our primary geographic focus is the state of Minnesota, with significant support also directed to strategies throughout the U.S. and in Africa, Southeast Asia, and Latin America. Founded in 1953 and endowed by William and Maude McKnight, the Minnesota-based Foundation had assets of approximately \$2 billion and granted about \$85 million in 2012.

## ABOUT THE AUTHOR

Jay Walljasper — author of *The Great Neighborhood Book* — consults, writes, and speaks about creating stronger communities. He is Urban Writer-in-Residence at Augsburg College and a Senior Fellow at Project for Public Spaces. His website is [JayWalljasper.com](http://JayWalljasper.com).

## PHOTO CREDITS

Cover, Page 3, Page 5, and Page 6— Milan, Minnesota. Courtesy of Karen Thompson, Jane Link, and Kristi Link Fernholz.

Page 7, Page 8 — Albert Lea, Minnesota. Courtesy of the Blue Zones Project.

Page 9 — Marshall, Minnesota. Courtesy of MATEC.

Page 10 — Luverne, Minnesota. Courtesy of the City of Luverne.

Page 12 — Lower Sioux Community. Courtesy of Dakota Wicohan.

## THE MCKNIGHT FOUNDATION

710 South Second Street, Suite 400

Minneapolis, MN 55401

T 612.333.4220 F 612.332.3833

[www.mcknight.org](http://www.mcknight.org)

 [@mcknightfdn](https://twitter.com/mcknightfdn)

 [/mcknightfdn](https://www.facebook.com/mcknightfdn)



