



WALKER REIMAGINED

WALKER REIMAGINED

Fall Semester 2021 - Spring Semester 2022

A Design Thesis Submitted to the
Department of Architecture
North Dakota State University

by
McKenna L. Reller

In Partial Fullment of the Requirements for the Degree
of
Master of Architecture

North Dakota State University Libraries Addendum

To protect the privacy of individuals associated with the document, signatures have been removed from the digital version of this document.

May 2022

Table Of Content:

I.	Thesis Abstract	1		UWM Extension Interview	49
II.	The Thesis Narrative	2		Back Street Bicycle Interview.....	56
III.	The Project Typology	3	XII.	Case Studies	4
IV.	Typological Precedents	4		Hand & Flower Chelsea UK	57
V.	Major Project Elements	5		Rutherford Bound Chimney Rock, NC	61
VI.	User/Client Description	7		Downtown Revitalization Fargo, ND	69
VII.	The Project Emphasis	10		Design Charette Walker, MN	81
VIII.	Site & Context	12		American Vernacular Design	87
IX.	Goals of the Thesis Project.	13		WSU Elson S. Floyd Cultural Center	95
X.	Plan for Proceeding	15		Southern Ute Cultural Center	99
	Design Methodology	18	XIII.	Project Justification	103
	Documenting the Design Process	19	XIV.	Historical, Social, & Cultural Context	105
	Specific Schedule for the Project		XV.	Site Analysis	110
XI.	Literature Review	19	XVI.	Performance Criteria	167
	Review 1 Kim	23	XVII.	Documenting the Design Process	174
	Review 2 Jaafar, Isail, Rasoolimanesh	31	XVIII.	Personal Identification	236
	Review 3 Denis	35	XIX.	Appendix	238
	Teresa Gunter Interview.....	39			
	MDT Interview	45			

List of Tables and Figures

Figure 1 Demographic Chart	7	Figure 46 Downtown Fargo Interior Space	75
Figure 2 Site Map 1	11	Figure 47 MDT Charette Concept Land Zoning	82
Figure 3 Katie Kangas	45	Figure 48 MDT Charette Major Highways	82
Figure 4 Todd Johnson	49	Figure 49 MDT Charette Masterplan Concept	82
Figure 5 Bill Ryan	49	Figure 50 MDT Charette Concept Sketch 1	84
Figure 6 Back Street Bicycle	56	Figure 51 MDT Charette Concept Sketch 2	84
Figure 7 Paul Nye	56	Figure 52 MDT Charette Concept Sketch 3	84
Figure 8 Walker Map Indicating Bike Repair and Trailhead	56	Figure 53 MDT Charette Concept Sketch 4	84
Figure 9 Hand & Flower Photo Cred. Simon Kennedy	57	Figure 54 American Vernacular Architecture Historical Window Design	88
Figure 10 Hand & Flower Photo Cred. Simon Kennedy	57	Figure 55 American Vernacular Architecture Historical Façade Design	88
Figure 11 Hand & Flower Photo Cred. Simon Kennedy	58	Figure 56 American Vernacular Architecture Store Façade Study	90
Figure 12 Hand & Flower Floor Plans	58	Figure 57 American Vernacular Architecture Movie Theatre Façade Study	90
Figure 13 Hand & Flower Elevations	60	Figure 58 American Vernacular Architecture Corner Store Façade Study	90
Figure 14 Rutherford Bound River Bridge	62	Figure 59 American Vernacular Architecture Café, Hotel, Business Block Façade Study	91
Figure 15 Rutherford Bound Outdoor Map	62	Figure 60 American Vernacular Architecture Façade Organization Study	92
Figure 16 Rutherford Bound Local Food & Drink Map	62	Figure 61 American Vernacular Architecture Construction Methods	94
Figure 17 Rutherford Bound River Front	62	Figure 62 American Vernacular Architecture Brick Construction and Patterns	94
Figure 18 Rutherford Bound Hiking View 1	63	Figure 63 Elson S. Floyd WSU Entrance	96
Figure 19 Rutherford Bound Render 1	64	Figure 64 Elson S. Floyd Living Room	96
Figure 20 Rutherford Bound Render 2	64	Figure 65 Elson S. Floyd Meditation Pavilion	96
Figure 21 Rutherford Bound Main Street Redesign Concept	65	Figure 66 Elson S. Floyd Interior Entrance	96
Figure 22-24 Rutherford Bound Main Street	65	Figure 67 Elson S. Floyd Front Entrance	96
Figure 25 Rutherford Bound Trail Map	66	Figure 68 Elson S. Floyd Aerial	97
Figure 26 Rutherford Bound Trail	66	Figure 69 Southern Ute Cultural Center & Museum Aerial	100
Figure 27 Rutherford Bound Render 3	66	Figure 70 Southern Ute Cultural Center & Museum Section Study	100
Figure 28 Rutherford Bound Render 4	66	Figure 71 Southern Ute Cultural Center & Museum Front Entrance	100
Figure 29 Rutherford Bound River Bridge	67	Figure 70 Southern Ute Cultural Center & Museum Atrium	101
Figure 30 Rutherford Bound Trail View 2	67	Figure 71 Southern Ute Cultural Center & Museum Interior Exhibit	101
Figure 31 Downtown Fargo Concept Sketch	70	Figure 72 Walker MN Site Map 2	109
Figure 32 Downtown Fargo Render 1	70	Figure 73 Walker MN Site Image 1	110
Figure 33 Downtown Fargo Hancock	70	Figure 74 Walker MN Site Image 2	110
Figure 34 Downtown Fargo Loretta	70	Figure 75 Walker MN Site Image 3	110
Figure 35 Downtown Fargo Bostad	70	Figure 76 Walker MN Site Image 4	110
Figure 36 Downtown Fargo Broadway Plaza	70	Figure 77 Walker MN Site Image 5	110
Figure 37 Downtown Fargo Ice Rink	71	Figure 78 Walker MN Site Image 6	110
Figure 38 Downtown Fargo Public Events	71	Figure 79 Walker MN Site Image 7	110
Figure 39 Downtown Fargo Public Performance	71	Figure 80 Walker MN Site Image 8	112
Figure 40 Downtown Fargo Lofts on Roberts, modern front	74	Figure 81 Walker MN Site Image 9	113
Figure 41 Downtown Fargo Lofts on Roberts, historical front	74	Figure 82 Walker MN Site Image 10	113
Figure 42 Downtown Fargo Lofts on Roberts, interior	74	Figure 83 Walker MN Site Image 11	113
Figure 43 Downtown Fargo Office Space	75	Figure 84 Walker MN Site Image 12	113
Figure 44 Downtown Fargo Historical Black Building	75	Figure 85 Walker MN Site Image 13	113
Figure 45 Downtown Fargo Black Building Illustration	75	Figure 86 Walker MN Site Image 14	113

List of Tables and Figures

Figure 87 Walker MN Site Map 3	114
Figure 88 Walker MN Site Map 4	115
Figure 89 Walker MN Site Map 5	117
Figure 90 Walker MN Site Image 15	120
Figure 91 Walker MN Site Image 16	120
Figure 92 Walker MN Site Image 17	120
Figure 93 Walker MN Site Image 18	120
Figure 94 Walker MN Site Image 19	120
Figure 95 Walker MN Façade Study Illustration	120
Figure 96 Walker MN Site Map 6	121
Figure 97 Downtown Business Analysis	124
Figure 98 Walker MN Aerial Lake Shot	126
Figure 99 Walker MN Summer Shore Front	127
Figure 100 Walker MN Summer Sunrise	127
Figure 101 Walker MN Site Image 20	127
Figure 102 Walker MN Winter Shore Front	127
Figure 103 Walker MN Steamboat Bay	127
Figure 104 Walker MN Historical Chase on the Lake	133
Figure 105 Walker MN Current Chase on the Lake	133
Figure 106 Walker MN Padema Hotel along Minnesota Ave	135
Figure 107 Walker MN The Chase Family	136
Figure 108 Walker MN Bert and Louise Chase	136
Figure 109 Walker MN Ojibwe family and a traditional teepee	144
Figure 110 The Jingle Dress Project Image 1	145
Figure 111 The Jingle Dress Project Image 2	146
Figure 112 The Jingle Dress Project Image 3	146
Figure 113 Walker MN Paul Bunyan Bike Trail	150
Figure 114 Walker MN Site Image 21	152
Figure 115 Walker MN Site Map 7	153
Figure 116 Walker MN Annual Average Temp.	156
Figure 117 Walker MN Sun Diagram	156
Figure 118 Walker MN Solar Energy Potential	156
Figure 119 Walker MN Soil Section	157
Figure 120 Walker MN Pink Coneflower	160
Figure 121 Walker MN Prairie Clover	160
Figure 122 Walker MN Milkweed	160
Figure 123 Walker MN Big Bluestem	160
Figure 124 Walker MN Blue Grama	160
Figure 125 Walker MN Dropseed	160
Figure 126 Walker MN White Cedar	161
Figure 127 Walker MN Red Maple	161
Figure 128 Walker MN Birch	161
Figure 129 Walker MN Leech Lake	162

Figure 130 Walker MN Site Image 22	163
Figure 131 Walker MN Site Image 23	164
Figure 132 Walker MN Site Image 24	164
Figure 133 Walker MN The "Lake Effect"	166
Figure 134 Walker Reimagined Final Perspective Render	174
Figure 135 Walker Reimagined Initial Scheme Concepts	178
Figure 136 Walker Reimagined Proposal Program	179
Figure 137 Walker Reimagined Apartment Interior	210
Figure 138 Walker Reimagined Outdoor Terrace	210
Figure 139 Walker Reimagined Hotel Interior	210
Figure 140 Walker Reimagined Cultural Exhibit	210
Figure 141 Walker Reimagined Cultural Terrace	210
Figure 142 Walker Reimagined Downtown Circulation Analysis	211
Figure 143 Walker Reimagined Proposal Program	217
Figure 144 Walker Reimagined Outdoor Terrace	220
Figure 145 Walker Reimagined Cultural Terrace	220
Figure 146 Walker Reimagined Apartment Interior	220
Figure 147 Personal Image	236

THESIS NARRATIVE

Walker Minnesota is a small lake side town home to a diverse population and a variety of different communities. Located on the shore of Leech Lake, the third largest lake in Minnesota, Walker to home to just under 1,000 residents, including the members of the Leech Lake Band of Ojibwe. During the summer that small population is supplemented by a great number of summer residents and tourists. The city of Walker has worked hard and successfully to be a tourist destination, with activities and events for everyone. But with the increase of tourism Walker has in a sense lost its identity; there is a divide between the transient population that fluctuate throughout the year and the residents. Throughout the year it is populated by tourists but very rarely are residents occupying those same spaces. What good is a town that does little to cater to its citizens?

My proposed project is a revitalization project located in downtown Walker, that will breathe new life into the current business while also incorporating new programs for the previously marginalized communities of Walker. I aim to reconnect the town with its culture, history, and people, creating a space for everyone.

THESIS ABSTRACT

Tourism has the unique opportunity to support and create a thriving community in locations across the world that would otherwise be small and sleepy. But what are the impacts of tourism on the local communities of those towns; there are the obvious financial benefits to tourism but how does the fluctuation of tourist throughout the year impact the social and cultural health of the local community. When focusing on catering to a transient community, what becomes of a town's identity? A town has much more to its story than the expensive boutiques and tourist destinations; there is the story and lives of those that call those towns home.

Through my thesis I would like to evaluate how small towns can reconnect with its' identity and history to create a safe space for tourist and residents alike.

PROJECT TYPOLOGY

Mixed Used Development / Urban Design

The typology for this project will be a mixed-used redevelopment of an existing downtown block. The project will include ground floor storefront, larger retail spaces, public community spaces, and residential living.

My aim with this typology is to create a space for every group that are living in and interacting with Walker, MN. I want to bring residents closer to town by offering affordable living, retail space to increase business opportunities for a diverse mix of new and existing businesses and opportunity for community connection with public space.

PRECEDENT RESEARCH

When selecting the following case studies for precedent research, four major factors were given consideration:

1. Typology
2. Context
3. Urban and Social Impact
4. Environmental Impact

CASE STUDIES

Hand & Flower | Chelsea, UK
Rutherford Bound | Chimney Rock, NC
Downtown Revitalization | Fargo ND
MDT Revitalization Charrete | Walker, MN
Southern Ute Cultural Center and Museum | Colorado
Elson S. Floyd Culutral Center | Pullman, WA
American Vernacular Design

MAJOR PROJECT ELEMENTS

Retail Space

Small flexible retail space to accommodate both existing and new local businesses.

Residential Units

A variety of residential units to cater to several different demographics.

Assembly/Public Space

Public gathering space for everyday use and public assemblies.

Event and smaller spaces for residents to use for a variety of uses.

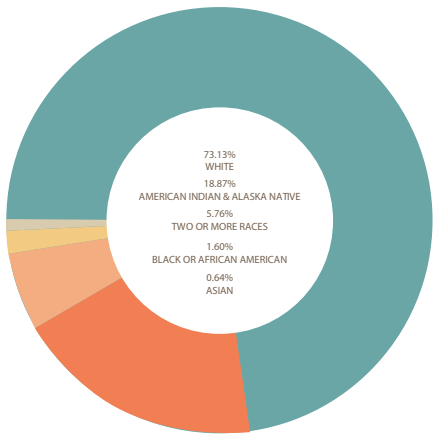


Figure 1 | Demographic Chart



MEDIAN INCOME - \$51,496
Poverty Level 27.46%



MEDIAN RENTAL COSTS - \$770/month
MEDIAN HOUSE VALUE - \$157,000



MEDIAN AGE - 44 years
43.9% Women / 43.8% Men

USER/CLIENT DESCRIPTION

The target user of this project is the different communities of Walker, both local and temporary. Due to influx of tourist since Walker's founding, much of the town is dependent on and catered towards its tourist population, isolating the residents from their own town. And so, in addition to tourists this project will provide space for a shared space for the remaining diverse population of Walker.

Users:

Year-Round Locals

- Families
- Retired Seniors
- Indigenous Communities

Summer Residents

- Lake Home/Cabin Owners
- Snowbirds

Tourists

- Vacationing Families
- Fishing Trips/Competitive Fishermen

Clients:

Retail

- Retail Store Employees (50-75)

Public Space

- Maintenance Employees (2)
- Administration (3)

Residential (15 Units)

- 5 Studios (5 Residents)
- 5 One Bedrooms (5-10 Residents)
- 5 Two Bedrooms (10-15 residents)

THE PROJECT EMPHASIS

Reprioritize the community, health, and wellness of Walker's local population.

Creating more opportunities for residents to participate and interact the downtown environment that previously prioritized tourism business.

Creating opportunities for positive interaction between residents and tourist.

There is an almost tangible line dividing the different sides of Walker; between the businesses frequented by local Walker residents and the upscale restaurants, boutiques, and other amenities meant for tourists. Regardless of the season, all spaces should feel welcoming to both communities.

Promoting year-round opportunities.

Much of Walker is dependent on summer business to survive the remainder of the year where the town is just shy of being deserted. Through this project, more opportunities for year round assemble and an influx of residents living downtown could create a vibrant community year-round.



Figure 2 | Site Map 1

THE SITE

My intended site is the downtown block between 6th St NW and 5th St S along the main road through Walker. The block currently houses a wide range of businesses both on the northern and southern side.

Facing Minnesota Ave W, the business have historic styled store fronts that create a very shopper friendly experience, and a small yet chaotic alley running though the center to service the business on either side of the block. Reeds Family Outdoor Outfitters which is one of the largest businesses on Walker, is one of the businesses located within this section of downtown.

The southern side of the block has successfully served the tourists of Walker for years, but the northern side need improvements because the current retail spaces have been left open and barely able to contain the interior alley that is barely able to serve the necessary businesses.

PROJECT GOALS

Revitalize the Downtown Architecture

Many of Walker's downtown storefront have historical significance to the community and would benefit from better maintenance and more attention. The limited space downtown means that businesses over the years have utilized the existing infrastructure as best they could, bars became coffee shops, a boutique became a souvenir shop, some shops are separated or combined etc. This phenomenon has resulted in a patchwork of interior spaces existing downtown that are in desperate need of a refresher.

The specific downtown block, along Minnesota Ave and between 6th St N and 5th St S, has seen a variety of business come and go with little modification throughout the years. And the back service alley, which has a few additional businesses tucked into it, serves as a back entrance to business and parking. The alley and northern side of the block face have the potential to better utilize its location, between the main downtown street and Leech Lake, and be infilled with a diverse collection of programs.

Unite Walker back into the Downtown

Downtown Walker is currently focused on servicing the tourist populations, tailoring the experience to accommodate those individuals, and has become disconnected from the local population as a result. Through intentional programming and design those connections could be mended, drawing every member back into a central community-oriented environment. There is potential to introduce a variety of different amenities back into the area that would better service the local residents as well as service the tourist populations. Such programming would increase residents' quality of life and improve their perception of the tourism industry through positive interaction between the different subcommunities of Walker. Such intentional design and efforts to reconnect the community could help to mend the underlying social conflict between the sub communities.

Maintain the "Small Town" experience

Walker's appeal to many is its "Small Town" atmosphere, and so any redevelopment or project mustn't jeopardize that experience. There is a fine balance in such a city between introducing necessary new development while also preserving the innate character of the community without overwhelming the current atmosphere.

There are also opportunities to further develop the street scape, and human scaled connections along Minnesota Ave. Such improvements would create a cohesive design throughout the downtown and increase the safety precautions of pedestrians. Such changes were generating much needed sidewalk and road maintenance.

PLAN FOR PROCEEDING

The Theoretical Premise/Unifying Idea

Through my thesis I will evaluate both the positive and negative effects of tourism, and how Architectural redevelopment within a small town prone to a heavy tourism season could strengthen the community. Through additional research I will evaluate Walker's local populations perception of their home, both positive and negative. The research results will inform my plan for a redevelopment with intentions of strengthening inter community connections that have been impacted by tourism.

Project Typology

Studying the project typology through case studies of varying size and type because this project doesn't fit perfectly within a single typology. The chosen case studies cover the social and physical redesign on towns, the repurposing of a historical building in anticipation of growth and the incorporation of open interior public space.

Historical Context

The historical context surrounding this project is important, so that new development doesn't disrupt residents current view of Walker but establishes a stronger one. It is also important to understand the implications and intentions behind the tourism market. What brings tourists in? What changes would either encourage or discourage them from returning?

Site Analysis

In initial site analysis, the recorded data was noted such as environmental observations, local amenities, and census information. In future research, the social interactions and attitude will be evaluated both during summer and winter seasons. These findings will help to further inform and dictate the project programming.

Programmatic Requirements

Once further research is done, a program can be created to better serve the Walker community. Through initial evaluations retail space to accommodate the current business, residential units, and public community spaces are the three major program elements in the project. As more research takes place the previously state elements are subject to change.

DESIGN METHODOLOGY

Through case studies, site analysis, and interviews to better understand the impacts of tourism on the local communities of Walker.

Case studies of town redevelopment, and a range of project typologies provides insight into the different impacts a project can have on the surrounding communities and what elements informed those projects. Not only will the project impact the businesses and potential residents, but it will also impact the entire Walker population, and with that comes additional considerations beyond the scope of a traditional project demographic.

The research will also evaluate the social, financial, and economic implications tourism has on small towns. As well as the impact of seasonal businesses on the community, local economy, and employment.

In addition to case studies, I will gather personal testimony from interviewing both members of the local communities and government. With insight into the community, the project will be better informed on better serving and providing the appropriate space for the community's betterment.

LITERATURE REVIEW | SUMMARY

When selecting pieces of literature to review and reference in conjunction with my thesis, I selected articles that spoke to the direct issues of tourism in small destination locations, the social impacts of tourism, and presence of subtle racial tensions. Revitalizing an urban area has many more implications than the build environment, it deals with addressing the underlying social issues of a communities to breathe new life into an area so that it is better able to serves its community. Rebuilding a strong united community will radiate outwards into the surrounding town, and even trickle back into the tourism because a community's well-being can be felt even to outsiders.

Tourism is the main economic market in Walker and has been aggressively developing in the last few years as intended by the City of Walker. Town legislation and community members advocated for the potential in the tourism market and took action to develop it. Lake side resorts, fishing exertions and outdoor activities are the bread and butter of Walker's economy, by design. As stated in "Perceived Social Effects of Tourism Development: A Case Study of Kinabalu National Park" By Mastura Jaafar, Safura Isail, and S. Mostafa Rasoolimanesh, tourism is the fastest growing industry. Just as the community desired, tourism has brought new life into Walker. New businesses are opening and able to sustain themselves, annual events continue, and the economy is thriving but what costs?

When tourism is the main priority of a community there isn't much support for community growth or local connections because much of the community's services are intended to benefit the tourist experiences. Without consideration for maintaining the local community's culture and well-being they risk falling into disarray. Tourism has been proven to improve the culture of a town in the correct application, when placed at the forefront of a community's identity, just as it is proven to stimulate the economy. Residential perception of tourism greatly impacts both its success and the quality of life of residents. In cases studies that surveyed residents of tourist destination, residents that reported a positive perception of tourism experienced a greater quality of life then those who reported negatively. In most cases, when tourism begins to be viewed negatively the benefits no longer outweigh the costs. As stated in "The Effects of Tourism Impacts upon Quality of Life of Residents in the Community" tourism is often introduced in a community to boast the local economy, which benefits the local resident. Visitors circulate money into the local economy that wasn't present before, generating more taxes and increasing local budgets that can fund community projects to accommodate an increase of people but also benefit residents. It also means there is a larger market for business to open and grow exponentially. But the negative residual effect appears when tourism isn't well planned and begin to overcome the community's well-being, facilities and business are pushed to their limits, and residents are pushed out from their own town. A negative perception is also one of the major indications that the tourism market is entering a stage of decline.

The key to a sustainable and healthy tourism market is balancing the welling being of visitors and residents equally because either one has the potential to ruin the market.

I also believe that there are underlying racial tensions present between local white communities and the Leech Lake Band of Ojibwe. The band resides on the nearby reservation and operate multiple local business, including two casinos. Jeffrey Denis's case study and research investigates a very similar situation as Walker, in "Contact Theory in Small-Town Settler-Colonial Context: The Reproduction of Laissez-Faire Racism in Indigenous-White Canadian Relations." Through a series of interviews Denis's concludes that racial tensions have moved from "old-fashion" practices to more subtle attitudes. It was believed that exposure between groups that were previously persecuted group, and the prosecuting group would break down the stereotypes that divided them, contact theory. Contact hasn't eradicated racism as contact theory proposed but created a different form of racism, subtyping. Denis's found that most of the residents he interviewed self- identified as having indigenous friends, partners, or close acquaintances but still upheld racist laissez-faire political beliefs. Residents were "subtyping" their close indigenous interactions as the exception to their underlying stereotypical beliefs because there was still a subconscious belief that their own group (white people) were superior. These subconscious beliefs are the result of a society was the founded from colonization and will continue without open discussion. Because the "old fashion" practices of

racism aren't "socially acceptable" the topic is now taboo and quickly displeased from conversations. This unresolved issue has and continues to cause issues within a number of communities, and I believe plagues Walker as well.

The Effects of Tourism Impacts upon Quality of Life of Residents in the Community | Kyungmi Kim

Kim

*Virginia Polytechnic Institute and State University,
Blacksburg, VA*

In this article Kyungmi Kim proposes twelve total hypotheses about how residents' perception of tourism affects their quality of life. "This study investigates how tourism affects the quality of Life (QOL) of residents in tourism destinations that vary in the stage of development." Kim conducted a study using a sample population in Virginia to properly evaluate the numerous impacts, both physical and social, of tourism on the residential populations to draw conclusions. Throughout the article, Kim references independence studies that operated around similar premises to provide additional context and comparison for his own findings.

Kim focuses his studies on the economic, social, and environmental impacts that tourism can have on a specific destination. Not only were the direct (economic and environmental) impacts of tourism studied but the surveys also focused on the perceived (social and cultural) impacts of these factors, providing context for the resident's attitude towards tourism and how they perceive the benefits or costs. Beyond the direct and perceived impacts, Kim discusses a number of other known concepts around tourism that provide more context in the scholastic studies of tourism, such as the different developmental stages of tourism and different

carrying capacities, all of which are relevant in the discussion surround my thesis.

When reviewing the economic impacts of tourism, Kim looked at employment, total revenue, and the cost of living to draw his final conclusions. In communities that feature tourism as a prominent or growing industry, the employment opportunities grew significantly in surrounding business to support an increase of population, facilities, and activities. When residents of tourist destination the majority viewed tourism as having a significant impact on employment but didn't indicate whether it was perceived as positive or negative. However, increased employment is listed as one of the top four benefits of tourism and is generally positively perceived. Additionally, the seasonal schedule of tourism disrupts the regular employment structures and can cause employment issues if the residential population isn't large enough to support the employment fluctuations. Such communities require a young population to supplement the fluctuating employment schedule because school break often correlate with peak tourist seasons. When reviewing the revenue of a destination, tourism was seen to increase the net revenue by 25%-90%. Most resident will agree that the increase in revenue as a result of tourism has had a positive impact on the residential communities because of the increase investment in local facilities, maintenance, and additions. In one case study, researchers found that certain tariffs and taxes were increased as a result of a blooming tourism market that were passed along to residents and caused some dissatisfaction. In Kim's last indication of the economic impacts of tourism, cost of living, most surveys including his own found a drastic increase in the general cost of living which had a negative impact on

the residential communities. The rise in tourism was recorded in multiple studies to correlate with an increase of land, housing, and basis necessity prices. Tourism brought an increase of people, demand, and attention to a specific destination creating a competitive market, a market that most resident of such destinations aren't able to keep up with.

In reviewing the overall social wellbeing of residents in a tourist destination, Kim investigated three areas: congestions, local services, and social problems. Each of these areas of studies are closely relating to the affects an increasing population will have on a community. An increase on population causes congestions and is the most common theme in a growing tourism industry. Traffic increase and crowds overtake most public spaces, pushing out or driving away most residents during peak seasons, though the perception of congestion is recorded as lower than most investigators expected. With an influx of tourism, and the correlating revenue, brought an increase of public services and overall community maintenance, which benefited residents. But Kim notes that responses of satisfaction didn't remain consistent, and as the growth of tourism continued dissatisfaction increased. The initial communities' improvements were made to accommodate the influx to the population, but the demands of that population on business and facilities soon outweighed the benefits. Existing and new businesses were pushed to capacity and resident reported losing their own leisure time to accommodate the growing demands. The overall results that Kim found were varied because some viewed the increase of public services as a fair trade off for the increased strains tourism placed

on the community, and others disagreed. Was with the impacts of local services, the data regarding the increase of crime is equally divided. Some residents perceive tourism as a causal factor as an increase of crime, but investigators have found little evidence to prove a correlation specifically between tourism and an increase in crime. With an influx of a population, it is expected that crime would also increase simply as a result of more people, so while tourism is the direct cause if increase crime it does have a significant impact.

As with many social issues around tourism, the results are divided on how the industry can either preserve or destroy a community's local culture. In some communities, tourism became a vehicle to share, preserve, and sustain local culture, but in others tourism was sited as a disruptive force that destroyed local culture, communities, and environments. In communities that had embraced tourism, such as Cape Cod and the Virgin Islands, it is recorded as bring about a renaissance of local arts and crafts, preserving and enriching the local culture. Yet there is comparable data to suggest just the opposite. In a case study of two similar tourist Alpine villages, one with a capitalist structure and the other with a more traditional culture. In the capitalist structure attractions were created and tailored to for tourist as a means of maximizing financials gains, but in the town with traditional culture focused on introducing tourist into the existing culture and community. Kim draws the conclusion that provided the development of tourism is relatively slow tourism can have the intended positive impacts, instead of the destructive side effects found in some cases.

The last elements that Kim investigate in communities to indicate residents' quality of life was the environmental impacts. The data collected under this topic was greatly influenced by the policies and regulations put in place by the community. As with other aspects we have already touched upon, an increased number of people will create new issues regardless of intentions, such as pollutants. More people inevitably means an increase in vehicle admissions and energy consumption. Additionally, an increase in conception equally affects the amount of waste. In many cases, this waste can be seen in the form of litter and trash requiring additional local services to maintain public areas. The increase of waste and pollutants also create a number of issues for the wildlife and nature around it and in destinations where the surrounding nature are the main draw of tourists this issue can quickly deteriorate the growing industry.

Outside of the different community impacts, Kim also discusses both the social and physical carrying capacities of a destination and the progression of tourism, which are common concepts in the tourism industry. A community will experience a progress through several stages within tourism; the beginning, growth, maturity, and decline stages as their community adapts to the changing tourism around them. The beginning stage is defined as the overall tourism fluctuating less than 5% annually and having little to no economic impacts. The growth stage is defined by marketing with specific advertising, involvement from local organizations, and new up-to-date facilities either locally or externally sponsored to provide additional attractions. The Maturity stage is seen when carrying capacities are reached, the destination isn't viewed as "in-fashion" anymore and the

negative impacts are becoming more prominent, but tourism is still a prominent economic motivator. And lastly the decline stage is reached when the community is no longer seen as a destination, and the tourist specific facilities begin to fall into disrepair and close-down. During the maturity and decline stage is when a community is most likely to reach its physical or social carrying capacities. "...social carrying capacity is the level at which the host population of an area becomes intolerant of the presence of tourists." (Kim, 93) The physical carrying capacity is defined by the available facilities and services a community is able to provide. Services and facilities grow significant during the growth stage but will ultimately reach a natural breaking point. In communities where either of those carrying capacities are met, the effects will be very clear. The negative issues of tourism will no longer be worth the benefits and the residents will have no patience to tolerate the increasing issues. If these limits are reached and then ignored, especially the social capacity, the local culture will break down entirely to create a hostile environment for visitors and residents alike.

CONCLUSION:

When reflecting on Kim's article and its implications on Walker, it is clear that Walker is still in its growth stage and quickly reaching its maturity stage of tourism as both the social and physical carry capacities are near its limits. The City of Walker has made great stride the last several years to increase and develop its tourism market, but the towns base population is reaching their limits as their quality of life is starting to suffer. The housing market is beyond the resident's reach, employment market isn't able to adequately provide for the communities needs, and the overall community has lost its own connection it the town. Local business aren't able to maintain the long hours required by the growing populations, much of the business close during off-peak seasons and can't extend their hours further. Walker isn't unique in this situation because as Kim's data and conclusions suggest many other communities have had similar experiences. Walker has without a doubt successfully become a tourist destination, offering a number of different unique attractions but the current function of things aren't sustainable without first considering the impacts on and perception of the residents.

The environmental and social impacts covered in Kim's article greatly reflected the current situation of Walker in a number of ways. Walker has a beautiful surrounding landscape; large, forested areas, biking trails, and Leech Lake but as the tourism industry grows the environmental impacts have become more apparent. Just several years ago Walker's largest winter event, the Eelpout Festival was cancelled indefinitely because in previous years the festival goers had left the ice covered in littler, trash and waste. Even

though the event brought in 11,000 people annually, the environmental costs became too great for the community of Walker to justify. Additionally, the popularity of Leech Lake for boaters has led to the contamination of the lake with several invasive species of vegetation and wildlife. DNR employees are now stationed at every launch station to inspect boats, and boat owners are held to strict regulations when launching or removing their vehicles from the water.

Not only has the environmental impacts been the most devastating and clear, but I would also argue the social impacts have seen equal damage. The city of Walker has taken some steps to preserve Walker settler focused history and improve certain social connections; but the overall community has been greatly affected by tourism. The many different communities within Walker are deeply divided with little to no connection between them. Aspect of Walker community and history have been lost to the detriment of its resident and visitors. A focus of my thesis is to investigate the inter community relationships, both the divides and bridges, in order to unity the community as a whole. The story and history of Walker is woven together with numerous threats that can find strengthen together, just as the different communities within Walker can find strength in each other to create the full narrative of Walker, MN.

Perceived Social Effects of Tourism Development: A Case Study of Kinabalu National Park | Mastrua Jaafar, Safura Isail, and S. Mostafa Rasoolimanesh

The article titled “Perceived Social Effects of Tourism Development: A Case Study of Kinabalu National Park” By Mastura Jaafar, Safura Isail, and S. Mostafa Rasoolimanesh investigates the perception of tourism within the Malaysia community surrounding the Kinabalu National Park in relation to several other studies that posed adjacent questions.

The conclusion that Jaafar, Isail, and Rasoolimanesh found was that in the individuals they had surveyed, tourism was perceived as increasing residents’ local culture, pride, and quality of life. But beyond their general findings, the article acknowledges that a successful and healthy tourism market isn’t a guarantee as there are a number of factors that have the potential to positively or negatively impact residents in large ways. Community, local authority, and government involvement is essential to creating a sustainable tourism market that isn’t detrimental to the communities’ social and cultural wellbeing.

According to the World Travel and Tourism Council, tourism is trending towards the fastest growing industry, increasing 4% annually and accounting for 9.4% of the Gross World Product. Statistics such as this foreshadow an increase in tourist destinations and will impact all associated communities, indicating a true demand to understand the impacts of tourism on residents to preserve the original communities. Ecotourism especially is predicted to increase as tourist agencies report the requests for natural attractions increase 10%-25% annually. Ecotourism is built on the

concept of experiencing a natural phenomenon with the understanding of leaving it untouched, as with any National Park being an attraction for its natural beauty. Kinabalu National Park, the location of this case study, is a destination built around ecotourism because the surrounding rainforests are among the oldest in Malaysia and feature a diverse ecosystem.

Beyond the natural attractions of the Kinabalu National Park, the surrounding communities are responsible for providing the necessary services and accommodations for visitors. The article, with references from previous studies, states that it is when those services and facilities are poorly planned that they reduce the effectiveness of the positive impact both for the visitors and residents. Without a consideration for future or long-term impacts, facilities will draw the communities’ resources and drastically impact residents’ perception of tourism.

“Sharpley (1994) observes that the social effects of tourism can be significant, immediate, and visible in destination communities. These effects can manifest as a result of the development of the tourism industry itself or from tourist-host interactions. Moreover, Hall and Page (2003) note that these effects can result in changes to both collective and individual value systems, behavior patterns, community structures, lifestyles, and quality of life.”

To ensure a sustainable tourism development, it is essential that the local communities perceive the positive impacts of tourism as outweighing the costs. Local involvement and excitement can act as a catalyst to create more development and strengthen the social and

cultural wellbeing of the surrounding communities. In the correct environment *“tourism is a force for peace that bring understanding and facilitates cultural exchange between local residents and tourist.”* (3.3. Perceived Positive Social Effects) The article touches on how in some situations of tourism can act as the perfect vehicle to communicate, educate, and preserve a local culture. When correctly fostered tourism can create a connection between a curious population, prompting an “exchange” of customs. The articles authors differ to Kim’s three indicators of cultural preservation as stated in *“The Effects of Tourism Impacts upon Quality of Life of Residents in the Community”*: support for keeping culture alive, and preservation of cultural identity and increased pride of residents in local culture.

Beyond the social and cultural impacts, this article also covers the physical impacts that are most commonly found in other surveys and studies, congestions, crime, and environmental. Tourism introduces a large increase in population which creates additional pressures on natural resources, such as water usage, energy demands and direct environmental degradation. In communities with tourist developments a spike in crimes was seem, especially in alcohol, gambling, and drug related offenses which impacts the well-being and wellness of the surrounding community. Lastly, the increase in congestion, referring to both pedestrian foot traffic and vehicle traffic related, were noted as impacting the routes of residents to avoid areas that were heavily populated by tourist during peak seasons.

“Tourism development can adversely affect the value systems and manners of the host community by affecting the identity of indigenous people, whose way of life changes because

of the effects of tourism on their community structure, family relationships, morality, and ceremonies.”

CONCLUSIONS:

Many of the topics touched on by the authors of this article are similar to the issues I’ve identified within the tourism market of Walker. An increase of crime, and negative environmental impacts were aspects of tourism that weren’t initially within the scope of my concerns surrounding Walker, but upon reflection it is clear that Walker hasn’t escaped these common issues in addition to struggling to properly cultivate a cultural exchange.

The strongest driving force on my thesis is to reestablish the deeper culture and history of Walker at the forefront of its tourism market to create a bridge, and exchange of cultural ideas as was stated in this article. In order for such an exchange to take place local communities need to again view tourism as a positive driver in their community, not only for economic gains but as a vehicle to strengthen and share their own connection to their community. It is possible for tourism to be a positive force with Walker, without negatively impacting the local culture as it is seen in a number of references communities. Especially with additional and well-planned infrastructure to service the residents and visitors need alike, the connections from host-to-visitor and inter-community can be reformed to better serve the greater community’s well-being.

Overall, this paper lays out clear evidence of the positive and negative impacts tourism has had on local communities, and the significance of perceived impacts on residents to create a sustainable tourism market that is able to service residents just as much as visitors.

Contact Theory in Small-Town Settler-Colonial Context: The Reproduction of Laissez-Faire Racism in Indigenous-White Canadian Relations | Jeffrey S. Denis

Within Jeffrey S. Denis's articles, "Contact Theory in Small-Town Settler-Colonial Context: The Reproduction of Laissez-Faire Racism in Indigenous-White Canadian Relations," he shares the result of his 18-month study of group position theory and subcategorization model of intergroup contact as it relates to the adjacent concept of Contact Theory. Through his investigation, Denis found that in communities that were absent of "old-fashion" racism, racially motivated prejudices and discrimination still existed. Many small-town communities originated from colonial era settlements, creating a colonization foundation that continues to impact the social make-up of those communities to this day.

Contact theory is the idea that increased inter-group relationships and interaction, racial tensions will breakdown. By creating personal relationship between groups that historically have been divided allows the breakdown of stereotypes and reveal the individual beyond. Although the concept behind Contact Theory is simple and can be observed in multiple communities, it has been observed to only remove prejudice against individuals and doesn't impact the generalizations made against the large group. Denis references a study in South Africa where white housewives had developed "warmer attitudes towards their black servants than towards 'whites in general' but continued to demean 'blacks in general'". Denis later goes on to establish that groups that view themselves

as superior, the white and non-native communities in this specific case study, would view their personal inter-group relationships, friends, partners, and spouses as the exception to the generalizations, subtyping, to maintain a status of superiority. Individuals that are the exceptions are seen as having assimilated into the surrounding communities' values and ideals. This concept of subtyping doesn't fit within the "old-fashion" form a racism and is often subconscious on the part of the offender. But subtyping allows those in the "superior group" to avoid responsibility, because it creates the illusion the minority groups are no longer impacted by racism and further supports the agenda of assimilation.

Dennis conducted his investigation in Jackpine, Canada near Ontario. Jackpine is described a "pulp-and-paper mill town", with a population of 8,000 peoples and mostly supported by the forester and timber facilities surrounding it. The town is a short distance from 5 First Nation reservations, serving as a hub of inter-group interactions and the perfect location for studies such as Dennis's. The Anishinaabe (The People, in Ojibwa) members reside on the closest reservation and are most frequently involved in the intergroup interactions with the white members of Jackpine. But like countless other communities in Canada and the U.S. Jackpine found its origins during the English colonization of the area and was established as a result of several unfair treaties between the First Nation people and the English and Canadian government. And many members of the Jackpine community would like to assume the town was fully moved past their racial charged history, the testimony of First Nation members and Dennis's findings come to a different conclusion. It is clear

that the “old fashion” forms of racism towards the First Nation members of the Anishinaabe community has been minimized, more subtle and equally impactful forms of racism have taken its place, subtyping.

“Whites can remain ignorant about racism and colonialism despite daily interaction with Indigenous neighbors, and they may assume ideological similarity and subtype their ‘good Indian’ friends.”

“In a 2008 interview, the Town Mayor claimed, ‘I don’t think racism exists in this area.’ My discrimination survey, however, suggests racism not only exists but thrives.”

Dennis found that the majority the members of Jackpine he surveyed would indicate a Anishinaabe member within their top five relationships but still supported laissez-faire racist views. White Jackpine members blame went as far as blaming Native people for their social problems, rejecting policies designed to improve Native living conditions and resenting those that fight for Indigenous rights. And when asked why Native families are three times more likely to be poor, they defaulted back to racist generalizations blaming laziness, alcoholism, and welfare dependence. When Anishinaabe members were interviewed and asked the same question, 88% referenced structural and historical factors within their answers.

This disconnects between groups regarding the existence of racism and subtyping becomes especially clear during moments of racially charged crisis. In 2008 the Canadian Prime Minister formally apologized for the residential school systems that mistreated, murders and forcible assimilated native children, the apology was

seen as closure for the white communities and Indigenous communities felt the government needed to “make good” on the apology. Dennis notes that the members of Jackpine came to an equally divided conclusion after several high schoolers were filmed drinking and mimicking native customs. White members of the community wanted to downplay the situation and move on, but the Indigenous community wanted it to prompt a true discussion and healing process. In a community free of racial issues, this incident is cited as disrupting the fabric of Jackpine and numerous intergroup relationships.

“Nevertheless, the lack of anonymity in small-town settings is a powerful countervailing force. Indigenous and white residents alike call Jackpine home. They agree it is a great place to raise a family; they love the lakes, forests, and seasons; and they often have deep roots in the region. As much as some Anishinaabe wish the “Whiteman” never “discovered” Turtle Island, most realize the world has changed and settlers are here to stay. As much as some whites want to believe “real” Indians have vanished, many realize that Indigenous peoples and their cultures are also here to stay. Therefore, residents tend to avoid “sensitive issues,” because they know they have to live with the neighbors they offend. As a result, racism and colonization are rarely discussed.”

CONCLUSION:

I chose this article as a reference for my thesis because I recognize many of the underlying issues in Jackpine as being present in Walker. And while Jackpine doesn't have the added pressure of a growing tourism industry as Walker; the members of each town have similar double-sided relationships with each other. I hope to explore this issue within Walker through a series of Interviews with members of the Leech Lake Band of Ojibwe, to provide context and eliminate my own misinformed assumptions. *Include supplemental testimony from Ojibwe interviews once conducted.

I believe that the unresolved issues between the Native and non-Native communities of Walker greatly impact the social divides of Walker. And the tourism market only exacerbates those issues. But just as the members of Jackpine are united within the pride surrounding the town, the residents of Walker have a shared identity within the town that could mend the hostilities of the past and bridge the divide between the two.

RESEARCH INTERVIEW | Leech Lake Band of Ojibwe

Teresa Gunter

Interview #1 Date: February 3, 2022

Interview #2 Date: February 25, 2022

Teresa Gunter

Grandfather passed after suffering an accident working in the lumber industry. After his death, his children were separated from each other and her grandmother. Teresa's mother was placed with a white family. As a result of being removed from the reservation, Teresa herself was raised in a predominantly white community, and later connected with distant relatives in the Twin Cities and in the Leech Lake Reservation.

She relocated to the Leech Lake Reservation in 2002, working first as a receptionist (a step down from her previous job position in the Twin Cities), and then getting moved to a number of other marketing/administrative positions. Teresa currently works as the manager of the Youth Program, which focuses on providing the youth of her community with cultural education, leadership skills and additional support. A major event of the youth program is the "Unity Conference" that is focused on uniting any self-identified indigenous communities together.

The Racism of Walker.

Teresa shared the general shared experiences of racism that many natives face daily. She counts herself "lucky" because her physical attributes allow her to pass for white if she wants to and doesn't face as much racism as

other members of the LLBO. The residents of Walker were the most likely to discriminate against natives, selecting non-natives for open job positions, following them around stores, and other general micro-aggressions.

Teresa shared in-depth, the experiences of her youngest child, who had recently quit basketball, even though he had previously wanted to pursue a basketball scholarship in college because of the racism he faced from his high school coaching staff and the school's athletic management. The head coach would treat him much harsher than his teammates and when the athletic department was approached about the treatment they refused to get involved. The high school he attends is 60% native but during games the native players were given uneven play times and disproportional frustrations over game time mistakes. Teresa, herself, got involved and approached the school's athletic director to demand more accountability and correction because wasn't given much explanation or hope for future progress. The only hope she has is in the new school's superintendent, who had previous experience working in schools with high native populations and is comfortable navigating those conversations.

She also sees a lot of hope in the women's group that she is a part of because they speak openly about racism and have begun to break down the unconscionable foundations of racism they were raised on or have developed.

She also sees a lot of hope in the women's group that she is a part of because they speak openly about racism and have begun to break down the unconscionable foundations of racism they were raised on or have developed.

She then spoke about the different educational disparities that many native kids face. There is a lack of culturally supportive programs that encourage students to finish out their GED. Of the 200 some native students that enter the local middle schools, only one student graduated high school last year. She cited family struggles and poverty as the sources of students dropping out because in many cases students will abandon their studies to help provide for their families. The younger members of the reservation also aren't provided with the same life skills that would allow them to break the cycles of poverty. Many aren't taught to manage money, grocery shop effectively, or navigating available resources. Teresa cites the tribe's recent history with boarding schools and parent/child separation as a potential contributor to the communities struggles to break the cycles of poverty. Recent generations weren't allowed to raise their own children, and those children grew up without their parents present. Those histories and experiences have trickled down into the current native families, adding yet another layer of hardship for them to overcome. There are a few newly formed higher education support programs and resources available at two of the reservation's community centers. The programs can include work/study spaces, access to technology, and online access to local colleges.

Tradition

Teresa provided additional context and opportunities to learn candidly about Ojibwe traditions. She expressed a lot of joy about sharing and learning about her culture and traditions because she didn't grow up with this knowledge but has been actively learning. We discussed a number of topics such as powwow regalia, stories of origin, and the

Leech Lakes Band of Ojibwe's history with colonizers. Ceremonial regalia designers are traditionally made by family members and individuals designs are revealed through dreams.

A spiritual being first came to earth pregnant with the first human.

Colonizers were "relocated" to Onigum Island by colonizers.

Many stories and history weren't shared until the winter months because that is when the community had the most down time within their tepees and wigwams.

Conclusions:

The experiences that Teresa shared were very similar to circumstances of the case study by Jeffrey S. Denis's in Jackpine Canada, where local white residents didn't view themselves as holding racist tendencies, they still upheld negative stereotypes and hostility the native population regardless of their positive daily interactions. This study provides me with additional insight into the context and background of residents.

Within my thesis I hope to assist in mending the social tension and disconnect, building a bridge between the member of the Leech Lake Band of Ojibwe and the local populations, and utilizing the tourist populations to preserve local native traditions and spread awareness of Walker/Leech Lakes full history.

RESEARCH INTERVIEW | AIA MN TEAM

Katie Kangas

In an effort to better understand the process of community revitalization and improvement's, I conducted an interview with Katie Kangas, who works with the AIA MN Design Team. The Design Team is comprised of architects, landscape architects, urban designers, planners, and other experts that volunteer their time and expertise to helping MN communities develop a shared vision. They work to facilitate community conversation about current assets, challenges, and future goals, allowing them to unite under shared goals. Once clear goals are established, the team utilize their own expertise to provide recommendations and concept designs for the community to visualize future developments.



Figure 3 | Katie Kangas

Katie Kangas is the founder of Pasque Studio's that specializes in residential, historical preservation projects and community engagement projects. Katie's experience with the MDT and passion for preserving architecture and cultural landscapes drives her current architectural endeavors. Katie is also

a program leader, co-chair of the AIA MN Design Team. During our conversation was able to provide insight in the team's process, as well as bring her own experience and knowledge.

The AIA MN Design Team Process.

Communities/townships will usually initiate a conversation with the MDT when they have concerns

or wanting to grow certain aspects of aspects of their community, such as tourism or general improvements. Katie sited two common situations that prompt MDT's involvement; a township coming into additional/unexpected money that they want to spend wisely and invest into the future of the town, or when a population and economy are in a downward trajectory.

Once the conversation is started, the town/community fill out a workbook specifically designed to provide the MDT team with adequate information and background context. Once the workbook and initial meeting are completed an on-site visit is scheduled. During the scheduled visit the team members stay with host families to develop personal connections with residents and gain more insight into the daily experiences of the community. The next two days are filled with community presentations, discussions, and conversations. The first day is intended to facilitate community discussion; providing residents, business owners, and organizations to vocalize their own experiences. The discussions take place during a variety of representations, casual conversations and facilitated exercises. The goal of these community discussions is to establish the SWOT's (Strengths, weaknesses, opportunities, and threats). Allowing the community to view the big picture of their communities and collective establish shared goals.

Once the team has a better idea of the communities' goals and current challenges, they will spend the next morning meeting and designing. Once concept designs are finalized, the team will present their recommendations and thoughts with the communities during a large social gathering/presentation.

The concept designs could include a variety of recommendations; business ideas, street scape designs, events, or general city planning ideas. The teams concept design are then left with the community as guidelines for future progress.

The circumstances that prompted communities to reach out to the Design Team. Those driving the projects intentions.

As previously stated, communities are most likely to reach out when they have a surplus in the community's budget, or there are worries of decline. Most of the communities that the MDT team meets with are small towns that were built around different factories or industries that are slowly declining, and so need to shift their communities' efforts into something more stable. Attracting and maintaining a young population, and maintain a steamy economy, are the major concerns of such towns and the common solution is to develop their community into a tourist destination. Tourist destinations provide visitors with unique experiences and activities that often also provide for the surrounding residents, as well as introducing the local economy with new business. The more successful a tourist attraction, the more opportunities are provided for the surrounding communities.

Those that drive such community redevelopment usually have the most economic ties; local government, organizations, and businesses. Community members with strong economic ties regardless of intentions have the most to gain from a redevelopment or revitalization projects. It can be noted that while no town can thrive without a successful economy, decisions made under those

circumstances can't be expected to solve every issue of a community. The MDT team attempts to combat bias such as this be involving as much as the involved community as possible in their discussion and exercise to understand the full scope of perspectives.

The diversity of community involvement.

The MDT Team is only able to view so much of a town, as their presence is dependent on the community members that organized the visit, and they can only hope everything is done with the best intentions. The team has a few days to be introduced into a community, meeting as many residents as possible but it is inevitable that some issues or groups will fall through the cracks and only so many steps can be taken in such a limited amount of time.

Conclusion:

My goals for conducting this interview were to better orient myself within the revitalization process. Through our conversation Katie provided me with interesting insight into how she uses her architectural background to tackle large social issues that often plague the communities she visits. Within the context of my thesis, Katie recommended reevaluating and over laying different statistics of Walker in order to identify the largest gaps between services and present community members that are negatively impacting the social well-being of individual communities.

This interview also provided important context for the MDT visit that was conducted in Walker (2005) 16 year ago. Katie was able to provide me with important insight into the different exercises and intentions behind the report.

RESEARCH INTERVIEW | University of Wisconsin, Extension Services

Todd Johnson & Bill Ryan

Built upon the Minnesota Design Team model, the University of Wisconsin-Madison Center for Community and Economic Development (CCED) works with local communities utilizing business and design expertise to further the communities' goals. Within the Division of Extensions, the CCED is an "outreach unit that provides applies research, educational programs, and assistance on community and economic development to individuals, local governments, and community organizations." ("About", UW-M Website) The CCED team is comprised of faculty, with some student involvement, that specialize in a variety of related fields of study.



Figure 4 | Todd Johnson



Figure 5 | Bill Ryan

Todd Johnson and William Ryan are both members of UW Extensive Community Vitality & Placemaking Team. Todd graduated from North Dakota State University with Master's in Architecture, and since graduating as transitioned into large scale urban design. He is currently a land use and community development specialist at the University of Wisconsin-River Falls and works through the UW Extensions Division. Bill Ryan is a community Business

Development Specialist working out of the UW Extensions

Division and brings an extensive knowledge of business opportunities and developments within communities of any scale.

Both Todd and Bill participate in community design charrettes that were built to replicate the MDT's design process. Once a connection is made between a potential community in need of the team's assistance, an on-site is schedule. The visit then proceeds using the same schedule as the MDT, reference MDT Interview summary for more detail.

Business Opportunities.

The greatest challenge with seasonal tourism is the fluctuation of incoming business and balancing the employment markets around this fluctuation. Occasionally some business will be able to remain open from the peak season, but most struggle between peak seasons. As businesses struggle to remain open year-round it puts added stress on the employment market, businesses are short staffed during the summers but aren't able to maintain those positions the rest of the year. The solution for this challenge is a combination of several strategies: diversifying businesses, supporting year-round business models, and creating a cluster of businesses. Small towns have found a lot of success in factory development, but that term has evolved to mean much more than industrial factories and can include bakeries or microbreweries. "It is very hard to lose money opening a microbrewery." (Johnson) Business models such as those bring in year-round business/employment because production can be sustained year-round and acts as a destination point.

Creating a niche, or cluster of businesses around a similar idea or theme has brought several communities success. Bill provided the example of a German theme, the town in question had a brewery, mustard shop and other German themed destinations that cater to every demographic unity under a similar theme. Similarity within the context of a micro-brewery, a distillery or vineyard could find a lot of success in close proximity to each other because it increases the odds of visitors finding a preferred destination among the options or want to try them all.

But it is noted that to sustain those businesses year-round, those business must be supported by the local residents. Residents' interaction is needed during the slowest periods of the year to guarantee that the business is able to remain open from season to season. Businesses remaining open and operational year-round provides additional job security among residents, promoting the general well-being residents.

Todd also notes the housing market in tourism oriented small towns can be a challenge to balance, because in mixed-use or apartment developments units are often bought up for the purpose of being rental properties for visitors. When units are purchased for rental purposes, it creates a challenging market for residents that can't compete with rental organizations which ultimately contributes to the stresses of maintaining a stable employment market and pool. This issue is often combated with leasing/purchasing agreements that prevent short term renting and ensure that true residents have priority over the available units.

Promoting Year-round Activities.

In conjugation to promoting year-round business, it is important for there to be year-round attractions to continue bring in visitors throughout the year. For example, towns similar to Walker have developed surrounding biking trails into trails for winter sports in the winter. Rental facilities for bikes in the summer and skiing accessories to lengthen the usability of the trail system were developed. Extending the seasonal use of different local attractions is important to extending the tourism seasons.

Incorporating the Indigenous communities.

Engaging in face-to-face interactions with the local communities is important in understand the true challenges of an individual community and helps to avoid making ungrounded assumptions. It is also important when involving indigenous communities and culture to avoid falling into the trap of being a "white savior", which often does far more harm than good. Both Todd and Bill advise creating personal connections and working closely with the Leech Lake Band of Ojibwe members on any elements of my thesis that involves them. Without that support or connection, regardless of intention, the gesture would be hollow.

Conclusions:

Interviewing Todd and Bill provided detailed insight into the development and revitalization of small tourism-oriented communities. Their insight was especially informed towards the potential programming of my thesis. When reviewing their own experiences, they were able to pull specific example of comparable situations and solutions that could be implemented in Walker.

It was especially valuable to talk through me intentions about involving the Leech Lake Band of Ojibwe because they both had work with towns with indigenous groups. They were able to provide insight in how to approach the sensitive topic. Confirming that creating a personal connection is vital in determining how I incorporate or don't incorporate those issues into my thesis.

RESEARCH INTERVIEW | Back Street Bicycle

Paul Nye

Paul Nye is the current local biking expert and entertainer. He currently operates Back Street Bicycle shop out of his backyard shed located a block outside of the downtown and is two blocks from the bike trail entrance. Back Street Bicycle is the only service shop for bikes in Walker, recording 1,000 annually repairs during his seasonal operating months.

Paul opened his first bike repair shop in Walker in 1998. At that point in time Walker was mostly focused on the being a fishing town. During the 2003/04 17 local businesses closed, including Paul's shop. As the fishing industry decreased as a result of the recession, the Chamber of Commerce applied for a grant to hire the Minnesota AIA design team. The Chamber also began investing in the biking trail that had made slow progress in the previous years, as well as emphasizing a biking safe downtown. Business were encouraged to apply for biker safety licensing through the League of American Cyclists. Paul discussed the growing competition and rent prices of the existing retail spaces and local businesses struggle to pay the increased rent. In addition to providing insight into the biking/cycling community that is growing in Walker, he also provided his experience as a local business owner.

Paul credits the local like experience that bikers get from his services, he compares the experience to locals utilizing the back/service entrance into the Outdoorsman Café. Bikers are invited to his home (backyard) were the sit and chat with him as he conducts his repairs.



Figure 6 | Back Street Bicycle



Figure 7 | Paul Nye



Figure 8 | Walker Map Indicating Bike Repair and Trailhead

Hand & Flower | Paul Murphy Architects

Chelsea, UK

The restoration and extensions of the former Hand & Flower pub by Paul Murphy Architects is the first of many projects to come to the Kings Road and Edith Grove area. City planning was partnered with several developers who are focus on residential and mixed-use schemes across London and Southeast, with collective goal to bring more vitality to the area. St. William, the new joint venture between National Grid and the Berkeley Group, collectively bring a history of award-winning sustainable design and dedication to improving the community through design. St. William has the ambitious goal of opening 7,000 homes in the next 14 years, and local amenities, such as the Hand & Flower, are the focus of restoration and expansion projects in order to better serve the growing community.



Figure 11 | Photo Cred. Simon Kennedy



Figure 9 | Photo Cred. Simon Kennedy



Figure 10 | Photo Cred. Simon Kennedy



Figure 12 | Floor Plans

The Hand & Flower is a successful piece of a large city repair plan and will set a precedent for future mixed-use development in the area. The former pub is now a high-quality mixed-use development that celebrates the dialogue between new and old. The existing structure was restored throughout, including a new brick façade along the street edge. The restoration process included a better mix of residential and retail spaces. The Hand & Flower now features five new apartments with retail space along the ground and basement floors.

Just south of the site, the St. Williams group is currently redeveloping a 16-acre site, previously owned by Gas Works, into 1,800 new houses that are projected to open in 2022. As indicated above, this development is merely the first phase of many more projects to follow.

It can be noted that several additional developments are in various stages of approval as a result of St. William's work and the success in restoration already achieved on the King's Road and Edith Grove area. Through the HAKL Group and the city planners, proposals for several developments on King's Road have been in review, such as a proposal by Benoy Architects for 81-103 King's Road.



Figure 13 | Elevations

Conclusion:

The King's Road/Edith Grove and Hand & Flower redevelopment provides an example for an in-progress revitalization of a mixed-use area. Similar to Walker, the King's Road/Edith Grove is a mellow historical area looking to breathe new life into an area through architectural redevelopment.

This case study also provides key insight into the process of city planners working with and gaining the interest of larger development companies to further/fund their own goals. It is unlikely that the city itself wouldn't be able to fund the ambitious projects' goals they initially planned for but with expertly kick-starting the projects to prove the potential of the area were able to use outside interest to their benefit.



Figure 14 | River Bridge

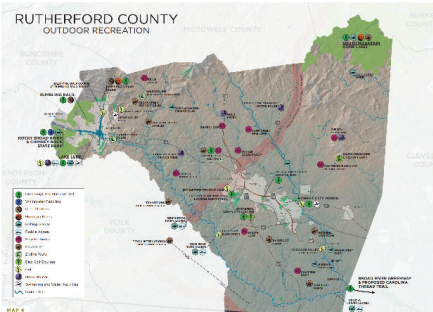


Figure 15 | Outdoor Map

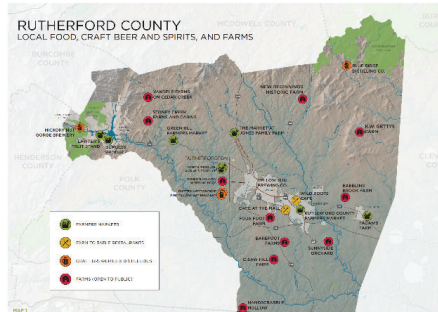


Figure 16 | Local Food & Drink Map



Figure 17 | River Front

Rutherford Bound | Chimney Rock, NC River Front Walk Redevelopment

Chimney Rock is a case study of a town that wanted to improve their own tourism market and contacted a third party community advising company to assist them in developing a plan. Destination by Design is a North Carolina based firm that specializes in assisting different communities in downtown revitalization, master planning, tourism development, and greenway attraction design.

The town of Chimney Rock, North Carolina with the help of Destination by Design created a master plan for community and infrastructure redevelopment. In an effort to benefit the towns community and attract more tourist to the area. The town established a master plan to enhance its current assets of Main Street, local businesses, and other natural feature, and strengthen the connectivity between them. They worked to identify every asset they had and evaluated how they could better connect those experiences to support each other. An annual timeline was created of potential and current events in order to create a cohesive year-round schedule to combat the common issues of a fluctuating tourism schedule was also included in the new Master Plan. In addition, Chimney Rock looked at how new amenities would benefit the current residents and what the residents themselves wanted to see improved upon. The recommendation/solution for Chimney Rock addressed their 3 major Tourism Regions: Mountains, Main Streets, and Country Wide Connections.



Figure 18 | Hiking View 1

Mountains

When reviewing the “mountains” tourism regions of Rutherford County, three distinct regions were identified: Chimney Rock Village, Lake Lure, and Chimney Rock State Park & Surrounding Ares. Each of these districts each feature unique attractions and atmosphere but need to feel connected, allowing visitors to effortlessly circulate between them. The development of these district are united under the same 4 infrastructure goals; (1) increasing connectivity among assets via greenways, side walkers, and outdoor recreation (2) improving the appearance and functionality of public spaces (3) establishing more visitor activities (4) increasing opportunities for entrepreneurs to expand business hours and the visor season. Withing the report the three identified districts were further broken down into Tourism Enhancement Areas to accurately identify difference assets and challenges. Further breaking down the districts allows investigators and city/activity planners to clear see the unique issues and solutions of each piece of the redevelopment while also keeping the larger community goals in mind.



Figure 19 | Render 1



Figure 20 | Render 2

For example, the Chimney Rock Village had 5 identifiable enhancement areas and the following asset/challenges list.

1. Asset: Historic and unique Main Street
2. Asset: Chimney Rock State Park entrance and exit
3. Asset: Direct access to Broad River
4. Challenge: Pedestrian mobility is limited (narrow or non-existent sidewalks)
5. Challenge: Clear inviting access to River
6. Challenge: Public facilities and spaces, such as restrooms and pocket parks, need aesthetic improvement.

Main Street:

The “Main Street” tourism regions had four identifiable districts; each were similarly broken down into more detailed enhancement areas but collectively united around overarching goals. Rutherfordton Main Street, Spindale Main Street, Forest City Main Street, and Main Street Gateways and Connectors all provide unique opportunities to visitors but to redevelopment Rutherford Country fully each district must present a collective vision of a vibrant connected public space. United under the same three major goals of infrastructure and redevelopment; (1) Establishing the best collection of neighboring Main Streets in Western North Carolina (2) creating high quality and unique destination points (3) providing unparalleled access to trails, green ways, and rivers.

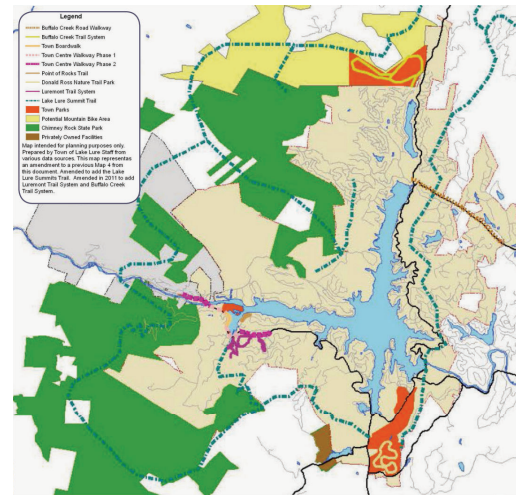


Figure 25 | Trail Map



Figure 26 | Trail



Figure 21 | Main Street Redesign Concept



Figure 27 | Render 3



Figure 28 | Render 4

Country Wide Connctions:

Within the countrywide connections tourism region identified by Destination by Design, two trail system were focused on for redevelopment efforts the Greenway Trails and the Paddle Trails. Different areas of enhancement were identified for each trail system focused on initial improvement and maintenance of the trails facilities and paths. Much of the many suggestions for the trail systems are built around increasing the destinations along the trails; construction and upgrading bridges, resting stops and facilities, as well as improving safety features.



Figure 22-24 | Main Street



Figure 29 | River Bridge



Figure 30 | Trail View 2

Conclusion:

This case study provides important insight into the detailed process of evaluating a community's assets/ challenges, breaking down attraction points, and creating a cohesive plan that take into consideration every aspect of the community. The Rutherford County Master Plan is an excellent example of properly evaluating a communities potential and current asset from an unbiased position, as well as how identify and address a series of issues that could plague a town of this size looking to grow into something more.

While my thesis is much more focused on the local residents then the tourist populations, this case studies provide me with helpful context to the development of a successful tourism market. It will serve as a series of comparison points for Walker as I further investigate Walker's growing market. Additional, this master plan will serve as an interesting comparison adjacent to the original redevelopment concepts of Walker from 2003.

Upon review it would have been beneficial for the plan to cover different topics regarding current and future residents. How would the town attract future permanent residents, how would they fit into the town, and what services are available to them?



Figure 31 | Concept Sketch

Downtown Revitalization | Kilbourne Group Fargo, ND

The Kilbourne Group was founded in 2006 with the single goal of revitalizing downtown Fargo through urban redevelopment to improve the downtown experience and better meet the needs of the community. The group has expertise in urban development, real estate, construction, fund, and property management. Since their founding the groups has exclusively focused their attentions on the heart of downtown Fargo, working to preserve historically significant buildings and introducing new ones. They are working to create downtown infill projects that promote an 18-hour city atmosphere that allows residents and visitor to walk, bike, live, work, play, shop, learn, explore and create.

Through a number of projects and proposals, the Group has significantly impacted the revitalization efforts surrounding Fargo, ND. As many Fargo residents, former and present, the downtown street scape has changed significantly the last few years.



Figure 32 | Render 1

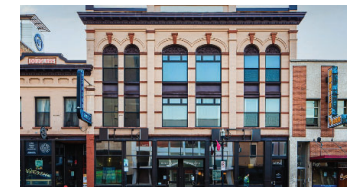


Figure 33 | Hancock



Figure 34 | Loretta



Figure 35 | Bostad



Figure 36 | Broadway Plaza



Figure 37 | Ice Rink



Figure 38 | Public Events



Figure 39 | Public Performance

Broadway Plaza

After 43 years as a parking lot in the middle of downtown Fargo, the ½ acre site was replaced public plaza in conjunction to the new mid-rise mixed-use building, Block 9. The Fargo Broadway Square is designed to be a place for the community of Fargo to gather and share ideas, stories, experiences, and perspectives. The Broadway Square provides a variety of new amenities to downtown Fargo in addition to providing an adjacent public space for local businesses, such as a skating rink, splash pad, vending spaces, and a stage for a range of performances.

Not only is the plaza a destination in and of itself, but the added pedestrian traffic also it attracts spills over into the surrounding business. After the confirmation of the plaza's installation business such as Silver Lining Ice Cream and Black Waffle and Coffee Bar were quick to install locations in the adjacent retail space because they recognized the business potential the plaza brought with it.

In addition to daily interactions, the city of Fargo has really capitalized on the new public space, the Plaza's schedule has events schedule year-round. In the summer's it hosts Farmers Markets, outdoor movies, and a variety of performances. In the winter as skating rink is constructed, providing residents and visitors with an exciting destination even in the middle of winter.

Lofts on Roberts

Built in 1917, the current Lofts on Roberts was originally the Smith, Follet & Crowell office and warehouse. Upon the original completion the building was seen as an attractive addition to the city with large windows and brick façade. In the 1980's the building underwent a reverse extensive alteration that were made in previous years and retore it to a useful condition.

The Kilbourne Group acquired the building in 2008 and completed extensive renovations. The group worked to preserve the the historical integrity of the build while reinventing the interior space into commercial retail space and residential units. The main floor features the original woodwork, stairs, and pressed ceiling, and is now functions as a commercial space with street access. The residential units have original brick, 11-foot ceiling and expansive windows.

This project successfully transformed an historical building to integrate the modern urban experience that downtown Fargo is working to promote.



Figure 40 | Lofts on Roberts, modern front



Figure 41 | Lofts on Roberts, historical front



Figure 42 | Lofts on Roberts, Interior

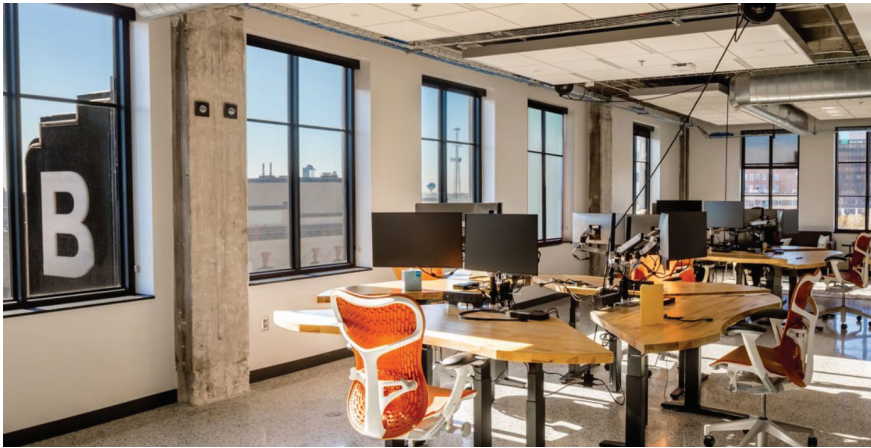


Figure 43 | Office Space



Figure 44 | Historical Black Building



Figure 45 | Black Building Illustration



Figure 46 | Interior Space

The Black Building

Opened in 1931 as a Sear and Roebuck store, the Black building was T.F. Power & Co.'s masterpiece and the pride of Fargoans. The Black Building was the introduction of skyscrapers to the city and was the tallest building in North Dakota for five years after its completion. Until the introduction of the West Acres Mall, the Black building was the epicenter of retail business and activity in Fargo.

In 1957, the building underwent renovations to convert the empty Sear portion into the Elm Tree Square, a mixed retail mall, in response to West Acres. In the years following its initial renovation, the building changed hands and uses multiple times before LTD inc. acquired it in 1993. With the help of Lloyd Sampson, managing owner, and the city of Fargo, the Black Building began the restoration process. In 2002, the "Elm Tree Square sign was removed, and the previously obstructed windows were repaired. In 2003, the exterior façade was restored.

The office tower is currently in use, and the lower retail and restaurant space are undergoing an extensive renovation process that is being spearheaded by the Kilbourne Group.

Conclusions:

The Downtown Fargo revitalization project proves to be a valuable case study because it provides an example of how mixing new developments with restoration projects can reinvent the use of an urban area. The Kilbourne Group has fine tuned the ability to evaluate existing projects to determine which are essential to a communities identify, and which would benefit from a new program all together. My thesis location has existing structure, some of which are historical but in need of repair. Using the Kilbourne Group as a case study provide contexts for future decisions could clarify which structure are tied to the community and which aren't essential.

In addition to evaluating the existing built environment, their team is constantly evaluating the surrounding communities needs and tailoring projects to them. It was noted that many residents avoided the downtown because parking was in short supply, and in the last few years three or so parking facilities have been added, most of which are free on the weekends. After renovating several buildings into luxury apartment units, they began several different projects to provide a variety of units to better meet the variety of living needs.

The Killbourne Group also provides an example of how redevelopment because the influx of highend residential units available downtown has drive the cost of living past what most residents are able to afford. Most buisnesses downtown pperate operate by paying employees minimum wage, which isn't enough responsibly afford living nearby.

2005 Walker, MN Revitalization Charette | Minnesota Design Team

Walker, MN

In 2005, the City of Walker contacted the Minnesota Design Team and initiated a community discussion around the future development of Walker. Through a series of community discussion, the team was able to recognize a few key issues and goals. As a result of the initial workbook and discussion from the teams visit, the community identified it's SWOT (strengths, weakness, opportunities, and threat). Strengths were well known tourist destination and located on Leech Lake. Weaknesses were not seeing opportunities and small year-round populations. Opportunities were being a great area for retirees and growth/expansions potential. Threats were downtown businesses closing and rising taxes.

During community and organization presentations the team was also able to identify additional community strengths and challenges; action oriented, natural resources, tourism growth concerns, and the challenge of multiple government layers.

5 areas of investigation were identified and drove the teams major design concepts and recommendations.

1. Design a Postcard
2. Young Family Sustainability
3. ...Known for in Ten Years
4. Downtown
5. What can I do?

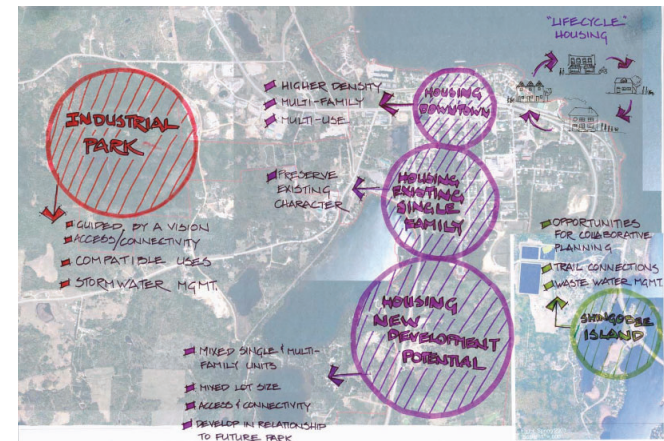


Figure 47 | Concept Land Zoning



Figure 48 | Major Highways

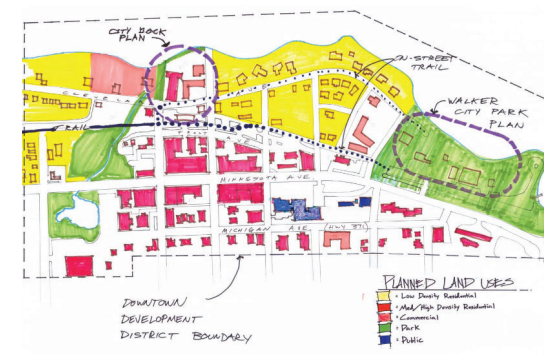


Figure 49 | Masterplan Concept

Within the presentation prepared by the MDT to the community of Walker they focused on natural connections, controlling growth, land use opportunities, master planning the downtown and establishing destinations.

A main feature of Walker and the surrounding counties are the series of lakes and greenery, and so creating a joint effort to prioritize and optimize those features will impact Walker's overall success. Eco-tourism at the time and continues to be a hot ticket attraction, and because of the natural environment Walker could capitalize on those attractions. Not only do those features contribute to the growing tourism market, but they are also a major factor in Walker's identity. Controlling the growth of residential neighborhood to improve the residential environment is important for attracting and retaining young families. Planning the development of neighborhood into layouts that have proven in the past to successfully promote green space, visual interest and efficiently promote services will increase the success rate of a residential project. A weakness identified by the Walker community is missing out on opportunities, those opportunities could be found in better optimizing land use. By identifying the different land use opportunities, city planners can optimize those areas and their connections to the surrounding areas. An example of this can be seen in the variety of housing opportunities and the demands for each, the downtown could offer dense multi-use/multi-family units and newer housing developments for growing families.



Figure 50 | Concept Sketch 1

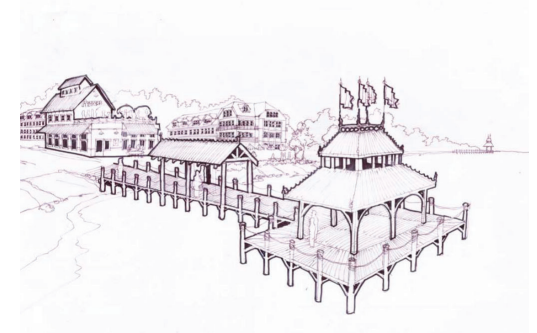


Figure 51 | Concept Sketch 2

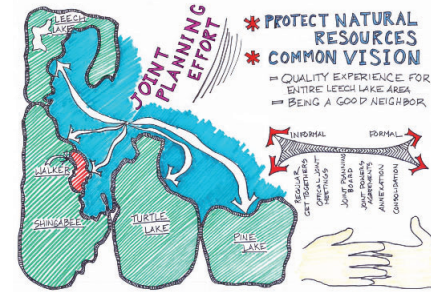


Figure 52 | Concept Sketch 3

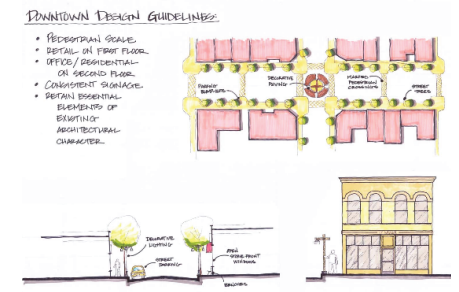


Figure 53 | Concept Sketch 4

The MDT presentation also touches on the Ah-Gwah-Ching campus, which previous served as a medical facility and a historical destination. The team presented several development concepts for the facility but the campus as since been demolished because of the expensive up-keep. The proposed downtown master plan breakdowns the current program to highlight potential growth opportunities. A master guideline is also suggested and would create a cohesive street scape, the guidelines would dictate the façade of each storefront project and sidewalk/street development. The city park and city dock were highlighted in the presentation as being potential attractions. Each location had a conceptual design to showcase the potential of the area as a historical or green space destination.

Conclusions:

Reviewing this presentation by the MDT was a valuable resource because it has provided me with insight into the development of Walker the past 2 decades. Much of the challenges that Walker identified then are challenges they are still combating. This report allows me to review the changes they have made and better understand the success of those changes because I know the intentions. It also allows me to see which concepts they thought weren't a priority. It was also important to note the the Leech Lake Band of Ojibwe weren't involved in this discussion, which speaks volumes about wither the Band attitude toward the city or the city towards the Band.

As I move forward with my thesis and research, this case study provides me with important context into the city and community of Walker in 2005.

American Vernacular Design 1879-1940 | Herbert Gottfried & Jan Jenning

The Emergence of American Vernacular Architecture

The machinery development of the late 19 century allowed the streamline of millwork within construction. Previous to this development contractors and carpenters were responsible for creating custom assemblies in each project but with the new technology sawmills were able to create a variety of finished assemblies with consistent proportions and sizing. Door frames, doors, blinds, windows, trim, and numerous other systems could now be produced off site and installed by contractors. At the same time railroads were expanding and allowed the new standardized systems to be distributed further. And so, the production wholesale of a single product grew (bundles of windows were produced and shipped, not just a single window at a time). Parts and pieces of each assembly were also able to be shipped out giving more design power to carpenters. Ready to use systems also allowed the mix and matching of different styles because carpenters knew beforehand the proportions of different finished products. As products became more accessible construction exploded and increasing demands, builders had to ship products from further and further to ensure everything was being produced by the same sawmill and fit together.

As different sawmills developed more and more interactive systems and final products, they started publishing trade catalogs that provided the public with up-to-date designs and information. Architects and contractors also began publishing stock plans/patterns books with scaled drawings and designs for the public. Following this trend of publications, several magazines and journals published local styles trends, project blueprints and designs. The influx of publications allowed styles to spread across every region of the U.S. and created a strong baseline for American architecture.

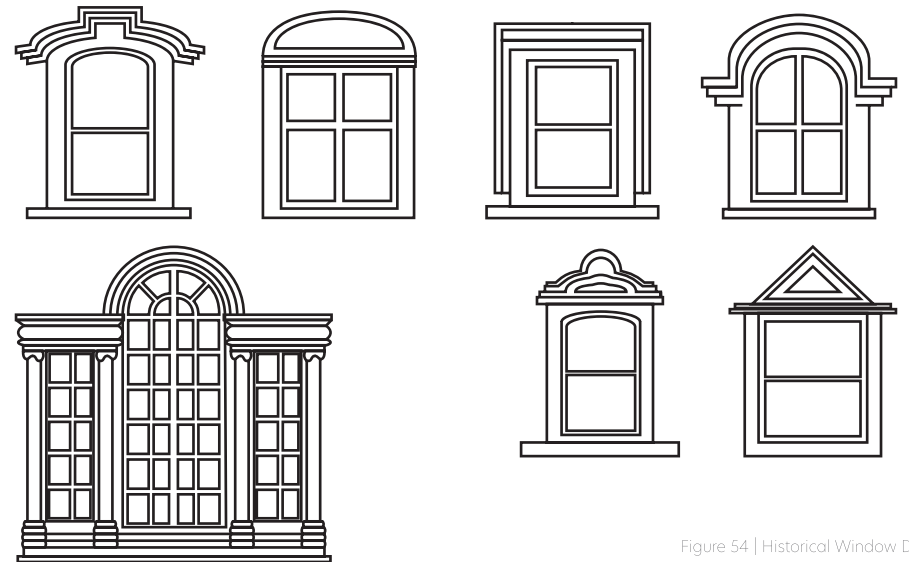


Figure 54 | Historical Window Design



Figure 55 | Historical Facade Design

Commercial Architecture

Store

A store usually was an entire building with one business occupying it and a shop occupied a part of a building. In most cases stores was deeper then wide in order to fit within traditional cities blocks along with other stores and buildings. They were often divided between street level spaces and additional housing or office space above. The faced design usually included display space along the retail space balanced with a more private upper level.

Movie theatre

As the motion-picture industry grew movie theatres became more widespread and established their own design presidents. Many opera houses were used to display early movies, and such the design elements of opera houses translated into the architecture of movie theatre, incorporating ornate interiors with ornate seating and balconies. Movie theatre facades were highly decretive with elements that reached higher and projected further into the street then the surrounding buildings in order the create excitement from passerby.

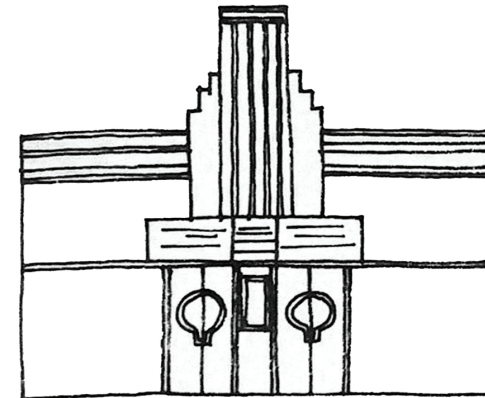
Corner Business Block

The corner block was often a visual and financial anchor for many cities, marking the heart of a commercial area. The corner location meant the integration of two elevations on either side of the entrance, this connection was often strengthened by a continuation of materials and proportions along both prominent facades.



STORE

Figure 56 | Store Facade Study



MOVIE THEATER

Figure 57 | Movie Theater Facade Study



Figure 58 | Corner Store Facade Study



Figure 59 | Cafe, Hotel, Business Block Facade Study

Café

In smaller restaurants, notably called diners in the Midwest, varied in menu but all specialized in light meals and short-order cooking. Such establishment all had similar interior organization as they were usually deeper than they were wide. The kitchen and dishwasher were located in the back, a bar running parallel to a wall and additional tables. Café facades were often divided between entrance and display at the base with signage above. When the café façade was indented to integrate into the surrounding buildings brick was used because it was the most common material for commercial construction, and metal panels were used to differentiate it from the surrounding brick façade.

The Continuous Business Block

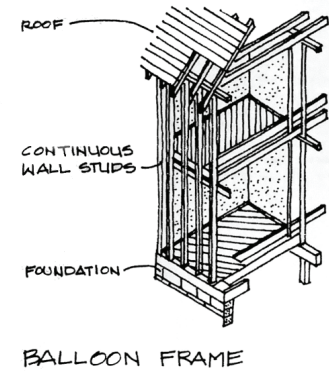
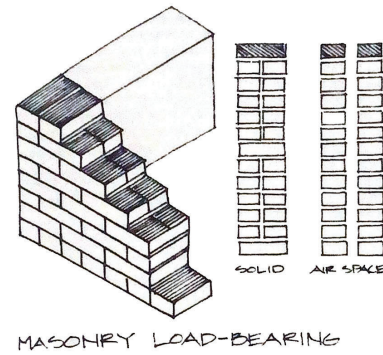
Usually used in central business districts or secondary commercial districts to host a variety of enterprises. Typically, two-stories to accommodate either office or apartment space atop the primary commercial spaces, with a façade that had domestically scale proportions. Similarly, to café facades, brick construction was used to unify the various business.

Hotels

Often built along a railroad or along a busy road to accommodate business traffic. Hotels in many towns were also the center for social and commerce activities. In some cases, one or more different business were located along the first floor. Hotels could either be built as a stand along project or as part of a grouping with similar material considerations as cafés and business blocks. Even though they could reach 4-5 stories, hotels used residential building proportions usually inducing a street level porch, uniform wall treatment and a strong roof shape.



Figure 60 | Facade Organization Study



Construction

Wood framing

The standardization of lumber during this period allowed for ease of wood framing. Wood framing decrease construction time, allowed for more cladding options, and created more flexibility within building form. At this time the balloon frame and platform frame were the most popular wood framing systems. Balloon framing used vertical studs that ran from the foundation to the roof and provided structural support for everything between them. The platform frame used vertical studs to support a single story at a time, stacking vertical stud atop each other.

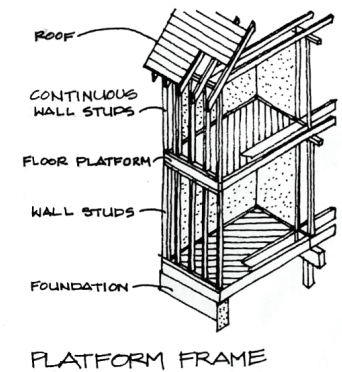
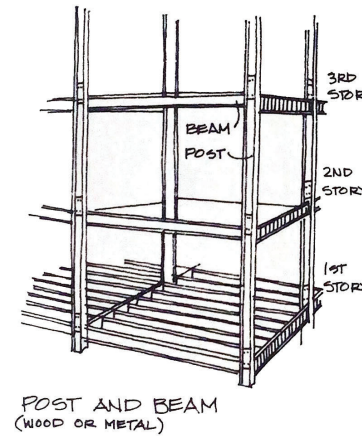


Figure 61 | Construction Methods

Masonry Construction

Load-bearing walls constructed from brick were used as the main structural support for many buildings at this time. Most buildings were a minimum of two bricks in width, but in some commercial buildings had four to six width ground floor walls to support the additional weight. From the exterior it is difficult to determine if a building was constructed with masonry construction or has a brick exterior façade that doesn't provide any additional structural support.

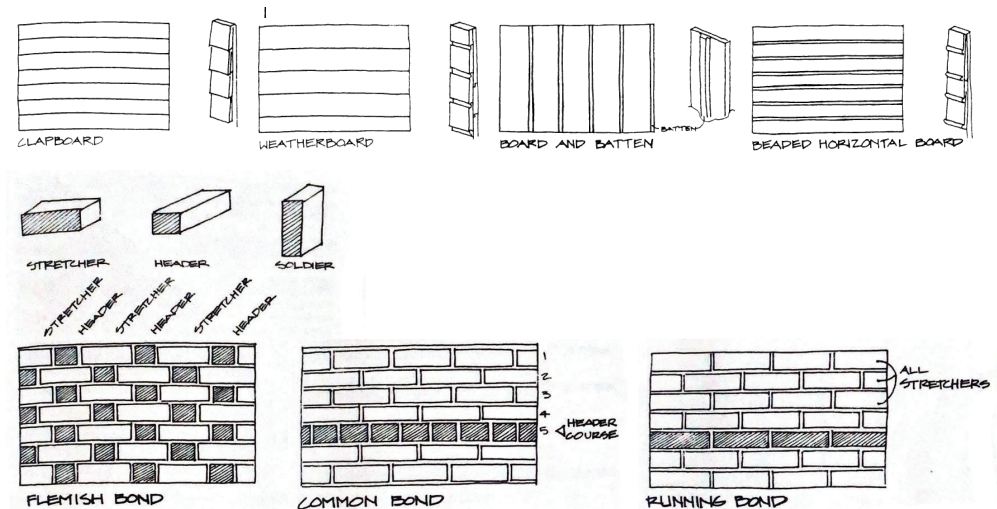


Figure 62 | Brick Construction and Patterns

WSU Elson S. Floyd Cultural Center | GGLO Architects

Pullman, WA

The Elson S. Floyd Cultural Center is a 15,000-square-foot \$16 million project, on the Washington State University campus in Pullman, WA. Dedicated to the 12th President of WSU, the Elson S. Floyd Cultural Center aimed to create a space for all students of color to feel at home, as the school's student body was approaching 40% non-white. The center was intended to create a space for critical conversation around race, ethnicity, intersectional identities, systems of oppression, cultural empowerment, and social justice. The cultural center was initially proposed by students to create a space that reflects the cultural and identity of the WSU students, a proposal that was soon realized by Elson S. Floyd and GGLO Architects.

Designed by GGLO Architect, the center was intended to blend seamlessly into the surrounding context, creating indoor/outdoor spaces that were indistinguishable from each other. The flowing roof plane was designed to replicate the native Palouse Prairie landscape and was constructed with a variety of curved local Oregonian cedar glulam beams. The overall flow and design of the building were inspired by native longhouse and pit houses by creating expansive interior spaces that are sunken into the earth slightly. However, the interior walls and spaces are absent of 90-degree walls, carrying the organic flow of the roof throughout the project.



Figure 63 | WSU Entrance



Figure 64 | Living Room



Figure 65 | Meditation Pavilion

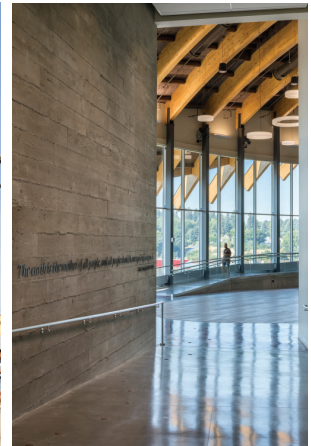


Figure 66 | Interior Entrance



Figure 67 | Front Entrance



Figure 48 | Aerial

The interior spaces are all oriented around the central “living room”, which features a gallery, gathering space and demonstration kitchen. The dining and kitchen were important to the project program because food is known for its ability to unite communities and bridges the cultures represented at WSU. Four “knowledge rooms” open up into the “living room” to provide space for the most underrepresented communities; Asian, Native American, Latinx, and African cultures to share and provide deep education forums. The materiality of the project was heavy focused on sourcing local pacific northwest materials, including the Port Orford cedar of the glulam beams. Additionally, much of the center’s final finishes were exposed structural elements, such as the exposed concrete flooring and structural glulam’s. The center successfully brought all inclusion organization of WSU under one roof, united under a similar goal. The Elson S. Floyd center now acts as a soft and welcoming entrance for everyone entering the WSU campus.

Conclusion:

The different cultural elements and local inspirations that were incorporate into this project is a valuable resource when reevaluating the different cultural needs project with similar goals. Through the design process it was clear that the community and existing site had major influences over the project in order to meet the social and education needs, as well as fit seamlessly with the existing environment. It was also interesting to evaluate the different program considerations that were made with the intention of initiating complex conversation among the community through architecture. Not only did the project need to spatially accommodate the needs of the WSU inclusion organizations but the aspirations of those organizations need to be integrated into the architecture in order to further those goals for the better. It was clear that the center had one unifying goal and inspiration that was purposefully carried through the entirety of the project.

Southern Ute Cultural Center & Museum | Jones & Jones Architects

Colorado

The Southern Ute Cultural Center is a 52,000-square-foot \$38 million project designed by Johnpaul Jones of Jones & Jones Architects on the Southern Ute Reservation in Colorado. After the completion of the Sky Ute Casino, the Southern Ute council felt it was important to create a new museum space because their current one was much too small and outdated. The tribe wanted to generate more tourism and opportunities for visitors to experience Ute culture as well as creating a space for Ute members to better understand their history. Since the project's conception, it was intended to showcase all of the Ute's history both for member and visitors, because they felt it was important to acknowledge that while the most current chapters of their history are dark, there is much beauty to be seen beyond it. The museum houses more than 1,500 Ute artifacts, historic and current images of the Ute tribe, and space for members to safely store personal Ute artifacts. The recreation of a traditional tepee and recreation of a boarding school classroom are also on permanent display.

The Ute people were split into three different tribes by the U.S. government, and the Southern Ute Tribe was allowed to remain where they were, and still remain, land that was later found to have an abundance of oil and natural gas. The Southern Utes have around 1,500 members but have become one of the country's largest energy companies, as well as creating the Ute Growth Fund to invest in real estate, research and an algae fuel plant. The tribe was grown that success and have refocused it on providing more back for their community, such as this cultural center.



Figure 69 | Aerial

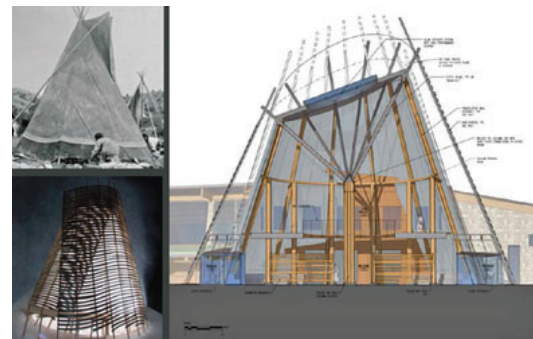


Figure 70 | Section Study



Figure 71 | Front Entrance

The building has a circular design, curving around a large central atrium. The curved building program was designed to replicate the “circle of life”, circulating guest through the different cycles of life and nature; yellow (representing the east, springtime and infancy), red (south, summer and youth), black (west, fall and adulthood) and white (north, winter and old age). The central atrium is constructed by stripped pine logs that are gathered at the top by a steel collar and enclosed by exterior glazing which was inspired and a modernization of the traditional construction of a tepee. An additional exterior layer is “wrapped” around the atrium, much as a traditional canvas would be wrapped around the pine poles of a traditional tepee, to provide more shelter from the sun. The tepee is seemed as a symbol for “home” and that is exactly what the center was intended to feel like for visitors and Ute members alike. Located in the center of the atrium is a wood pole and elk skin tepee on exhibit for guest to interact with and provides a direct comparison for the center’s architecture.

The project’s program includes galleries, a storytelling room, classrooms, library, a demonstration garden, and administrative suites.



Figure 72 | Atrium



Figure 73 | Interior Exhibit

Conclusion:

The designers and owners of the Southern Ute Cultural Center and Museum were clear in the intentions behind its conception. There was tradition and meaning designed into every aspect of the project, creating a visually interesting and meaningful experience for Ute members and visitors alike. Johnpaul successfully adapted several Ute traditions and cultural beliefs into modern architectural moments. The traditional construction of the tepee was respectfully reinvented into a modern-day architectural experience, and the materiality of different elements furthered those intentions.

PROJECT JUSTIFICATION

The revitalization of Downtown Walker carries a lot of personal importance to me. My family has known Walker as our summer getaway since before I was born, it was where I spend every summer, and work my first job. I got to see Walker grow as a town and as a destination, I also got to see the struggles along the way. For the majority of tourist, they came and went without incident, the locals and summer residents stuck to their routes, I however existed in the middle of those experiences, living as a summer resident, and interacting with tourist and locals alike at my job. I was privy to the difference experiences within Walker, the disconnect, and issues that exist just below the surface.

This project also provides an opportunity to flush out the underlying issues of Walker that preceded the development of tourism, though it could be argued it's arrival as acted as a catalyst for those problems. The cities relationship with the Leech Lake Band of Ojibwe, as with many small towns that resulted in early colonization, could be categorized a tense caused by a number of underlying issues. In a revitalization and redevelopment project those relationship could be mended, and Walker could recreate a united social identify that celebrates every member of the Walker/Leech Lake community.

I waned my thesis to investigate and provide a solution for the social issues I was witnessing through the lenses of architecture. Completing this project at this point in my academic career is important because up until now we have been given parameters to work within, but this project

requires me to find those parameters. Such parameters usually address very concrete issues of programming or spaces requirements but within my thesis I'm investigating social and human connections which is a less linear design process. Much in the same way that the Minnesota Design Team acts as a third party of experts to provide creative solutions to a community's complex issues, I am learning the true extents of architectural influences.

Beyond my own personal inquiries around this project, it also has a variety of implications for the City of Walker itself. Through my research it is clear that the tourism industry isn't always sustainable and will progress through a series of stages before dying out, and so for a town that depends on tourism maintaining a healthy industry is essential. As social perception has been proven to greatly impact the success of tourism, investigating, and healing the community of Walker will have many implications towards the town later success. Walker has already invested a great deal back into the city to grow and built around the growing tourist populations and has been successful in obtaining donations from wealthy summer residents to fund projects. It is not beyond the realm of possibility that a larger scale project could be locally funded or make a good case for investments from external organizations, which a common practice within tourist destinations.

HISTORICAL & SOCIAL CONTEXT

Historical Context

Walker has been a destination location since its establishment, attracting fishermen, hunters, and those looking to take advantage of the variety of local activities and business. Within the last several decades, the City of Walker has put in great efforts to grow their existing tourism industry, in an effort to further improve the surrounding town and community. In 2005, the city invited the Minnesota Design Team to visit and conduct a design charrette that would provide them with a series of design solutions and ideas to further develop their town into a picture-perfect destination location.

Small town's similar to Walker have engaged in similar revitalization projects to improve the population, and economy of their communities. In many destination locations that were originally built around industries that took advantage of the natural surroundings, forest, large bodies of water, or wildlife, but as those industry become less profitable communities have turned towards tourism to supplement their economies. When done correctly, tourism has the potential to conserve the natural surroundings, local culture, and bolster the local economy. A case study that I investigated was Fargo, ND, a town that was first established around the growing railroad and shipment of the plains area. With the boom in growth as a result of industry and factory jobs the town grew in a sprawl that wasn't conducive to a healthy community or a thrive city. But in recent years government officials and local organizations have started revitalization effort in the downtown to provide

a better and more diverse experience for residents. Their efforts have brought a new breath to the downtown area, creating more residential spaces, and building stronger social connections between communities. Their efforts have included residential projects, restoration of historical buildings and the introduction of new projects to serve a wide range of communities. By focusing on developing a strong community and a variety of amenities, they have also successfully revived interest, including the interest of tourism. Revitalization projects have been successful in a number of other cities that have suffered from a range of issues. Some have focused on historical preservation, incorporating new projects, new amenities or repurposing previously abandoned infrastructures. There are a number of reason that a city would decide to revitalize an area that are unique to each city.

Walker has various attractions and amenities with new one popping up annually but struggle to maintain or preserve the existing structures. Many of the historical store front along Minnesota Ave are in disrepair and in need of better upkeep efforts. And very rarely are newer building are introduced. Additionally, the variety of local business that are located downtown, while diverse serve a very specific demographic. Expensive clothing boutiques, knickknacks shops, and hunting and fishing suppliers make up most of the store fronts. Two new high-end boutiques open just that past summer. Such shops offer very little to the local residents as most will take weekly trip to a nearby large city to conduct all of there shopping. A Dollar General was recently constructed just north of town and was received with mixed reviews because summer residents viewed it as ruining the "curb appeal" of Walker but residents saw it as a better resource for cheaper shopping.

Social Context

The overall attitude towards tourism has been mostly positive because much of the town's businesses and economy depend on it, but the underlying social connection of the community have seen the most negative impacts. The tourism industry has painted over the imperfection of Walker to create their postcard, but those imperfections remain just below the surface and have begun to show through. In recent years the negative impacts of tourism have begun to seep through putting the safety and well being of the community at risk.

Within Walker there are a few distinct communities that can be observed and have very little overall interaction. There are the local year-round residents who work and live in Walker, the summer residents that live in Walker/Leech Lake area most of the summer, and tourists that spend single limited trips in Walker. Even within those groups there are some variations. Local residents, for example could include families, retirees, or the members of the Leech Lake Band of Ojibwe. Each community have their own routes and habits that usually have very little interactions with each other. The retiree's that fall into the snowbird or partial resident category are likely to interact with each other exclusively through religious functions, recreation, or other activities. Even the families of Walker experiences division among themselves. Many families have a parent or two that work in other nearby town that require a daily commute. I have also observed that the school districts available to the children of vary in quality, and so many families opt to enroll their children in other nearby schools or home school them. Just south of town is the Northern Light Casino and several other businesses owner and operated by the Leech Lake Band of Ojibwe. From what I have initially observed the city has a

very strained relationship with the Band that has bled into the general community's attitude. During most city-wide event there is some involvement of the Band's culture such as Pow wow's, but the daily interactions are limited between community members. It should also be notes that during the community improvement meetings with the Minnesota Design Team, the Band's input wasn't indicated during the presentation.

During the summer months Walker is overcome by the tourist populations, nearly tripling its overall population in a matter of weeks. Resorts, fishing services, and local businesses that close during the winter open back up in preparation. They flood the lakes, the downtown boutiques, and resorts so much so that most locals will avoid the downtown during the weekends or holidays. The increase in business is so significant that some business, such as the grocery shop will generate 25% - 30% of their annual profits during the three-day weekends around the 4th of July. As we have seen in different case studies and research this congestion will have negative impacts on resident's quality of live and daily experiences. The congestion also contributes to the growing safety concerns around Minnesota Ave being connected to Highway 371.

The social context of Walker is a mix of a verity of communities all living and experiences Walker. And with the introduction of tourism as the main industry in Walker has lead to a break down in social connection between the group.



Figure 72 | Site Map 2



Figure 73 | Site Image 1



Figure 74 | Site Image 2



Figure 75 | Site Image 3



Figure 76 | Site Image 4



Figure 77 | Site Image 5

SITE ANALYSIS



Figure 78 | Site Image 6



Figure 79 | Site Image 7



Figure 80 | Walker MN | Site Image 8



Figure 81 | Site Image 9



Figure 82 | Site Image 10



Figure 83 | Site Image 11



Figure 84 | Site Image 12



Figure 85 | Site Image 13



Figure 86 | Site Image 14

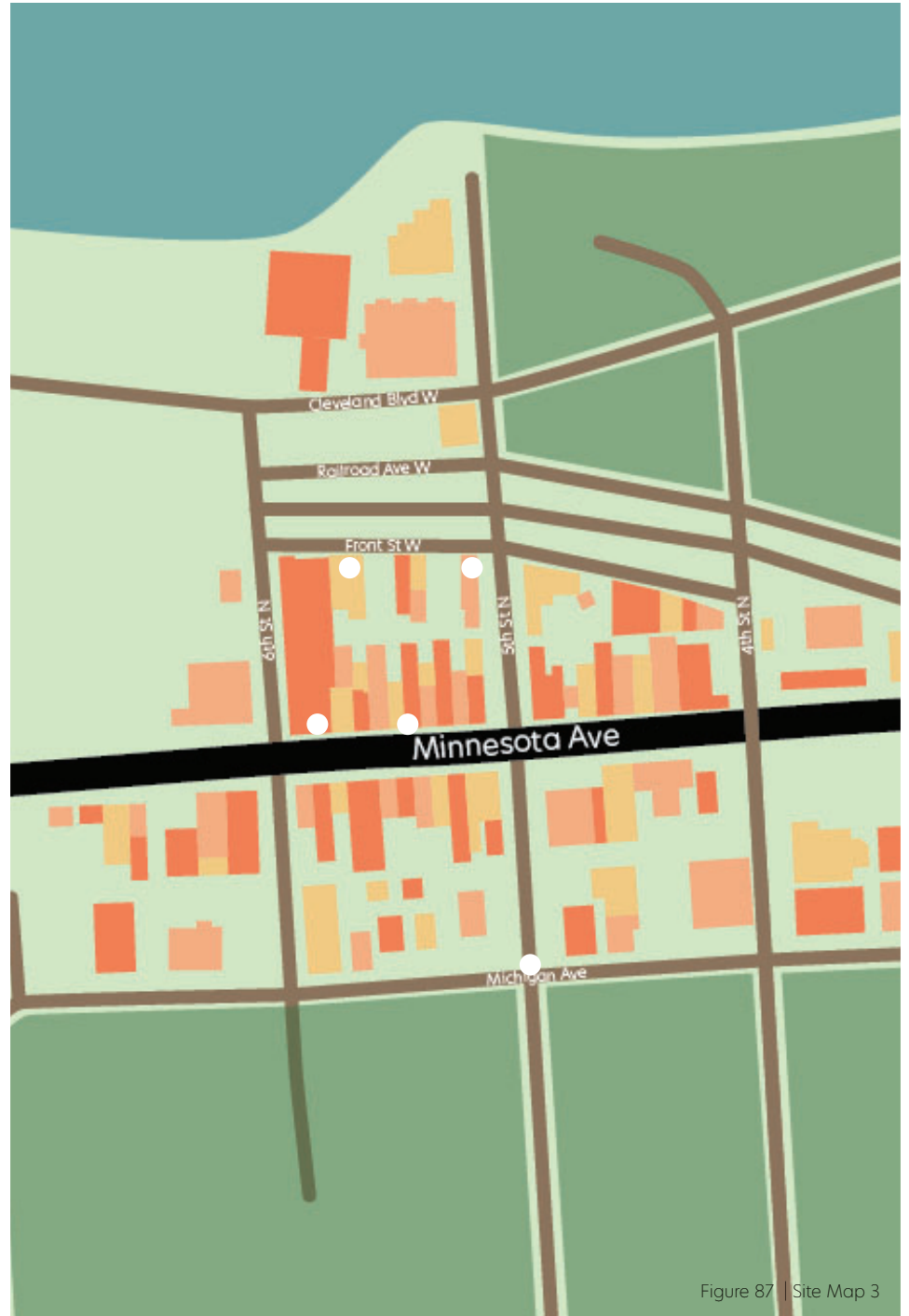


Figure 87 | Site Map 3

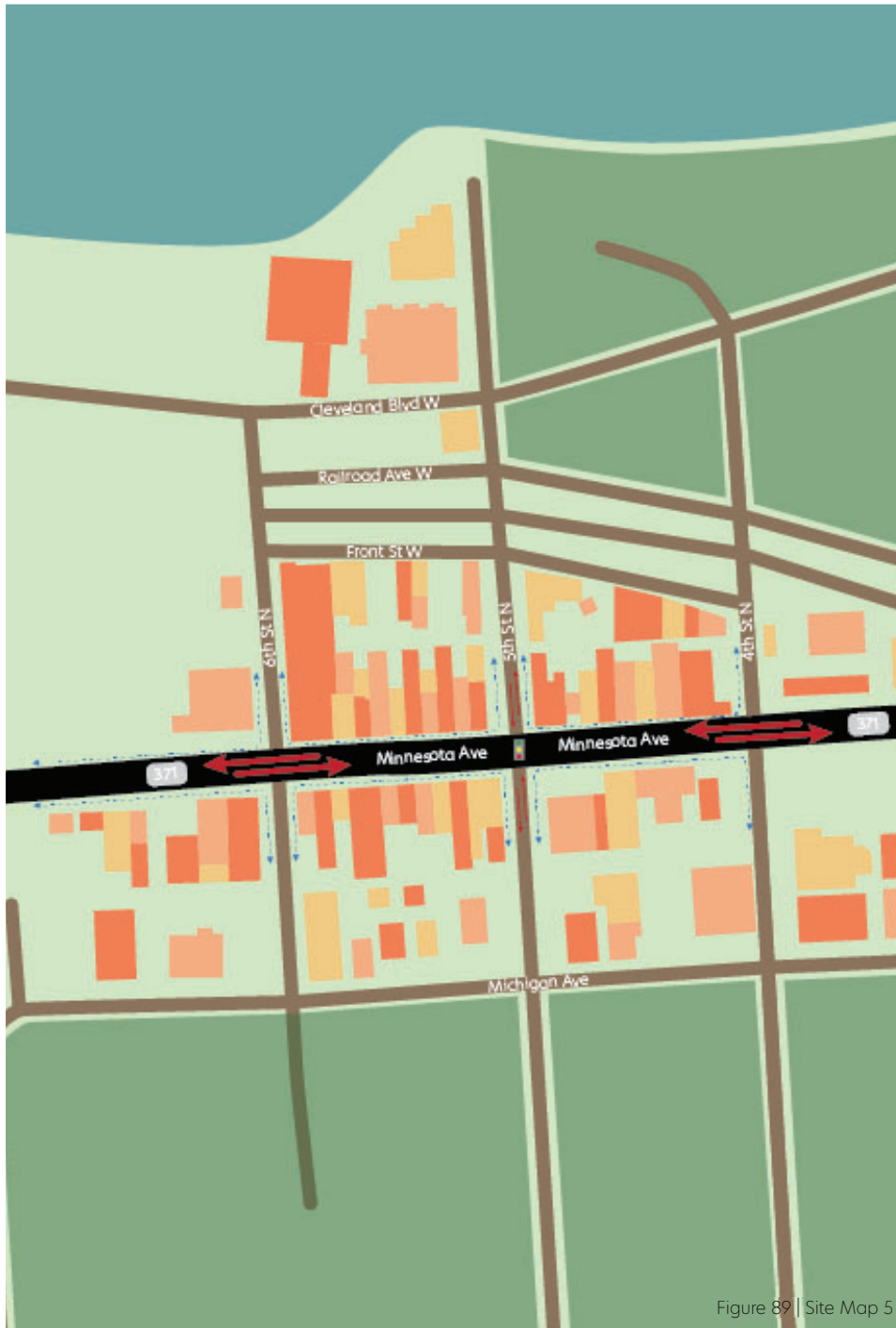


Figure 88 | Site Map 4

- Commercial/Retail
- Residential

TOPOGRAPHY

The topography of the site is almost completely level, with a slight 1% slope running north to south. Just north of the site the topography gently slopes down into the shorefront and several block south of the site there is a gentle slope upwards in to a hill of residential neighborhoods that overlooks the downtown and lake.



PEDESTRIAN & VEHICLE TRAFFIC

Minnesota Ave is the main street running through Walker, it connects to Highway 371 on either side of downtown. The connection to Highway 371 brings about a lot of traffic from Bemidji and Brainerd, larger cities on either side of Walker, and such traffic brings both business and congestion issues. There have been several proposals the past few years to reroute highway 371 to alleviate the high volumes of traffic, especially large trucks, from passing directly through town. But the City has express concerns about the impacts it will have on local businesses. Congestion issues aren't consistent throughout the year but pick up significantly during holidays and peak tourism season in the summers. During downtown events the conflict between pedestrian traffic and vehicle traffic poses several safety concerns. Minnesota Ave and 5th St S is the only intersection that features a traffic light, all other intersections are unregulated which poses the largest safety concern to pedestrians. 6th Ave W and Minnesota Ave sees a lot of pedestrian crossing, but the flow of traffic is only dictated by drivers putting pedestrians at risk each time they cross.

STREETSCAPE STUDY

Downtown Walker is made up of mostly small retail store fronts, restaurants, and boutiques. The storefront facades along Minnesota Ave present as quant, slightly run-down, small town ready to be featured in the next postcard. Very similar to the City of Fargo's downtown, most retail spaces are long and narrow to allow a dense cluster of business to fit along the block. Most building are either one or two stories but Reed's and Chase on the Lake being the only downtown businesses to exceed two stories. Most ground floor spaces are retail, but the second level vary in usage, ranging from storage, additional retail, office space or apartment units. In the last several decade little change has taken place on any of the downtown storefronts. There currently isn't any regulations or limits on the aesthetics of storefront, but the city has expressed interest in improving the concession and general appearance of the downtown street scape.



Figure 90 | Site Image 15



Figure 91 | Image 16



Figure 92 | Site Image 17



Figure 93 | Site Image 18



Figure 94 | Site Image 19



Figure 95 | Facade Study Illustration



Figure 96 | Site Map 6

Thrifty White
9-3/6 year round

First National Bank
Weekdays + Saturday
8:30 - 4:30, 8am-12pm

Christmas Point
Everyday, year round
10/11am - 4/5 pm

Stone Women Herbals
Weekdays + Saturday,
year round
9am-5pm (no Sun)

Wylde Well Yoga
Everyday, year round
5:45 am - 8:30pm

Loide (Oils & Vinegars)
5 days 11am - 4pm year
round?

Outdoorsman Cafe
W-Sun year round
(6am - 12/2pm) year
round

Walker Bay Coffee Co.
Everyday, year round
7:30 am - 3pm

Walker Cleaner
Weekdays 9-5

Lundrigan's Clothing & Shoes
Everyday, year round
10am - 5pm

TJ's Floral & Gifts
Weekdays + Saturday
Mon-Sat 9am-5pm

Neverwinter Clothing Company
May - November

Hair by Juli
Weekdays

Chase on the Lake Hotel
24/7

502 Restaurant & Bar
Breakfast 7am-10pm
Restaurant 11 am - 8pm
Bar 11am 9/10pm

REEDS Outlet
Summer 8-6
Winter (W-Sun) 9:30 - 5:30

Terra Reflections
9am - 5pm

Up North Shirt Company
9am - 6 pm April - October

Pederson, Smith, Roehl & Co, PA
8 am-4:30pm year round

Anchored In Walker
10am - 5pm year round

Tiger Lily
10am - 5pm (not sunday)
year round

Walker Her Way Boutique
Winter CLOSED
Summer 10/11 am - 4:30/5 pm

Coldwell Banker (Cedar Point Realty)
9 am - 5 pm, year round

Jenny & Co
Everyday, year round
10 am - 5 pm

Leech Lake Chiropractics

Shear Image
Everyday, year round
9am-7pm

Leer Title Service
Weekdays, year round
8am - 5pm

Wilbur's
Everyday, year round
11am -11pm

American Legion
Everyday, year round
11am - 8pm/1am

Peculiar Painter
4 days, W-Sat
10:30am - 4:30

Beehive
Tuesday - Saturday, year
round

Walker General Store
Everyday, year round
10am - 5pm

H&R
Everyday, yearound

Heritage
everyday, year round

Bayside Bar and Grill
Weekdays + Saturday
year round
11am - 9pm

The Pilot-Independent

The Artists & Antique Mall
Everyday, year round

Benson's Eating & Drinking Emporium
Everyday, year round

Bill Hansen Realty
Weekdays, year round

Wine Down
Seasonal Hours,
Summer v Winter

Village Square Pizza & Ice Cream
Tuesday - Saturday,
year round
9am - 8pm

Von Hanson's
Everyday, year round

Portage Brewing Company
5 days, W-Sat, year
round

Arvig
Weekdays, year-
round
8am-5pm

Cass County Health Human & Veterans Services

Dollar General 8am - 9 pm	Cass County Detention Center	Bluewater Lodge South Walker Bay
Super One Foods 7am - 10 pm	Cass County Sheriff's Office	J & K Marine Weekdays + Saturday, year round
Front Porch Quilts 10am - 2/5pm year round	Walker Bay Spirits	Gas Service Co. Everyday, year round
Northern Waters Land Trust 8-5 year round	Cass County Museum & Historical Society	Village Homes Weekdays, year round 9am - 5pm
Green Scene 9am - 4 pm year round	Hardee's Everyday, year round	Fleet Sails LLC Everyday, year round
Green Scene Eatery T,F,Sat 4pm-8pm year round	Dairy Queen Grill & Chill Everyday, year round	Resort Marine & Services Weekdays, year round
Available Space (x ARRO Land Surveyors LLC & Paul Buynan Broadcasting)	Cenex Gas Station Everyday, year round	Cenex Gas Station Everyday, year round
Shiver's Bait Co Seasonal Hours: 6:30 - 6:30	State Farm Office // Brad Spry	Y Bottle Liquour Store Everyday, year round
Subway 8am - 9pm year round	Lakeview Laundry & Car Wash Everyday, year round	Becca's Beauty Zone 5 Days, year round Tuesday-Saturday 9/10am - 2/5pm
Walker Bay Theater Summer Season (June July, & August only)	Lakeview Inn	Y Guys Gold Weekdays, year round
The Piggy BBQ 11am - 9 pm year round	Leech Lake Chamber of Commerce Weekdays, year round	
Bank Forward 5 days 9am-5pm year round	Walker Wellness Chiropractic Center W/F 10am-6pm, year round	
Dick Sessing Agency Weekdays, year round 9am-5pm	American National Bank Weekdays, year round	
United States Postal Service Weekdays + Saturday 9/10 am - 11:30/4 pm	Country Inn Walker 24/7	
	Lucky Moose - Space Available	
	Shingobee on the bay Everyday, year round 10am - 11pm	

Buisness Analysis; Population 2 - 5,000		
Full-Service Restaurant	9.5	4.57
Bar	3.5	3.52
Beauty Salons	4	3.08
Gas Station	2	1.72
Auto. Mechanic & Repair	1	1.63
Grocery Store	2	1.30
Other Amusement	3	1.08
Gift & Novelty	6	1.07
Thrift	1	1.05
Auto Parts & Tires	0	0.93
Florist	1	0.88
Specialty Stores	7	0.78
Barber Shop	0	0.73
Hardware Store	1	0.72
Clothing/Boutique	3	n/a
General Store	1	n/a
Pharmacies	1	0.72
Appliances, TV, & other Electronics	1	0.93
Sporting Goods	1	

Figure 97 | Downtown Business Analysis

A Profile of Wisconsin's Small Towns | Bill Ryan

Through the Community Development University of Wisconsin Extension Service, Bill Ryan conducted a survey of 143 downtowns in Wisconsin that averaged 1,000-2,500 population. The survey was aimed at assessing and averaging the mix of business typologies to better advise communities looking to expand or consolidate their own range of businesses. More specifically, Bill highlighted three many questions that communities could ask when comparing their communities to the data.

- a) Does my downtown have similar numbers (or sales) of businesses in each category?
- b) Are there categories that have significantly more or less businesses (or sales)?
- c) Have communities developed a market niche in selected categories or cluster businesses?



Figure 98 | Aerial Lake Shot



Figure 99 | Summer Shore Front



Figure 100 | Summer Sunrise

HISTORICAL SUMMARY

Located along the shores of Leech Lakes, Walker is home to approximately 934 residents, with a 365 sq/mi per permanent resident. Walker is most known as a Minnesota summer vacation spot, great for fishing, hiking, biking, and time spent on the lake.

The concentrated downtown is designed around pedestrian traffic, giving tourists and visitors the feeling of a quaint downtown atmosphere. The few downtown blocks house a variety of gift/novelty shops, coffee shops, restaurants and upscaled boutiques.

Walker was established in 1896 and was named after the logging giant Thomas B. Walker in hopes he would settle his business in town. He did not, but regardless Walker was able to sustain itself because of its proximity to several other logging companies.

Before the settlement of European settlers, the Ojibwe resided on the shores of Leech Lake after moving down from the Great Lakes, to push out the Dakota people. The Leech Lake Indian Reservation was first organized in 1934 and now includes much of the lake's surrounding lands, and is the largest reservation in the U.S.



Figure 101 | Site Image 20



Figure 102 | Winter Shore Front



Figure 103 | Steamboat Bay

HISTORY OF WALKER, MN

Pre-colonization

The Ojibwe (Chippewa, “Anihinabe” First Man) moved from the northeast which was being occupied by the Sioux. The Ojibwe and Sioux are described by historians as “natural enemies”, and the Ojibwe’s migration resulted in territorial disputes. Ultimately the Sioux relocated to the Dakota Territory, and the Ojibwe expanded through most of Minnesota, Wisconsin, and into Canada.

Before their arrive in modern day Minnesota, according to original bark tablets and song stick (the oldest recorded account of people in North American) the Ojibwe migrated across the great continent from the west to east, the Wallum Olum. It is believed that the Ojibwe originated in the Lenni Lenape (modern day Delaware).

1800’s

The first settlers to reach Northern/central Minnesota were French explorers, who had come down from Lake Superior and discovered the potential for fur-trading. In 1785, the Northwest Company established trading posts on Ottertail and Mond Point, and as the years continued more settlers, lumberjacks, and tradesman entered the area. By 1895, a settlement that would become Walker the following year was established. August 8, 1896, the first excursion train pulled into Walker’s stations, and the first tourist arrived.

The Battle of Sugar Point

The Battle of Sugar Point of October 1898, was the last recorded conflict between the new settlers and natives, following the well know conflicts of early colonization. The destruction and disrespect of native lands and burial grounds with meager compensation are the beginning of every such conflict.

In September 1898, “Old Bug”, a chief of the 200 or so native members living around Leech Lake was arrested on a bench warrant when he reported to pick up his annuity payment. Other members, 22 altogether, came to “Old Bugs” defense and escaped to Bear Island. Two years previous to this incident, “Old Bug” was arrest by the U.S. Marshall, transported to Duluth but because there was a lack of evidence he was released and left to travel the 100 miles back to Walker, and he vowed to never be taken my “white men” again. “Old Bug” and the 22 tribe members retreated to Bear Island and then Sugar Point where several different interactions between them and the Minnesota National Guard transpired. During the interactions, there was gunfire on either side with 7 settlers killed and 16 wounded. One soldier was wounded during the last of the shoot outs and held by the natives, but once released the following day ending the Battle of Sugar Point ended.

Ah-Gwah-Ching-Center

In 1907 Ah-Gwah-Ching-Center was constructed as a residential facility for tuberculosis patients just south of downtown Walker. The center was recorded to have 300 patients in 1927. At the time rest and nutrition were the

only treatment for tuberculosis and so patients stayed for extended periods of time, along with the staff of the facility. The 22-building campus was large enough to sustain its own farm, dairy herd, newspaper, and railroad depot. During the Great Depression the facility was utilized by the WPA, Works Progress Administration, to house artists and had the largest WPA art collection. In 1962, the center was adapted into a state nursing home for psychiatric patients which operated until 2008 when it was closed and listed on the National Register of Historic Places. The center has since been demolished by the City of Walker because of the expensive maintenance fees.

Progression to Modern Day

From the early 1900's to today, Walker has slowly built itself up developing its lumber industry and then its tourism industry. Much of Walker's original infrastructure and historical buildings are still standing to this day ranging from resorts, hotels, schools, churches, and shops.

THE CHASE HOTEL



Figure 104 | Historical Chase on The Lake

Chase on the Lake is a well know staple of Walker MN and has seen recent renovations and renewed interest. During the MDT consultation, Chase on the Lake was a major point of interest for renewal, as the community was adamant of its importance in Walker's identity. Two new additions are the most recent improvements, a lake front building and condominiums, increasing the hotels capacity to accommodate the growing tourism industry. The hotels proximity to downtown, the city docks and on the shore of Leech Lake perfectly encapsulates the tourism of Walker as the crossroad of every niche of the town. The restaurant, the 502, is consistently busy in the summers with live music and even during the recent pandemic the hotel remained booked.

The Chase has undergone a great deal of management and financial issues in the pass decades due to mismanagement and has changes ownership several times but regardless of the hotel's hardships it's reputation and position in the community has allowed it to remain steadfast.

Chase on the Lake opened June 8, 1922, by Bert and Louisa Chase, with a Grand Opening that attracted 400 guests as it was seen by many as the launching of a new Walker, of a luxurious tourism destination brimming with activity. But Chase on the Lake was not Bert and Louisa's first hotel.



Figure 105 | Current Chase on The Lake

By 1896, there were two hotels, the Spencer and the Spaulding in operation that mostly services the lumbermen and railroad workers. In addition to the two hotel, "White Tent City" was erected on First Point in Walker Bay to house seasonal tourist, which later expanded to built cabins, a lodge and dinning hall. Mayor McGarry saw so much promise from the success of his project on First Point, in September of 1897 the Pameda Hotel was opened in Walker proper. The success of the Pameda Hotel spread to the surrounding Northern Minnesota towns, including to the co-owner of a Brainerd bar Bert Chase. The Chase family moved to Walker 1898 in hopes of cashing in on the growing tourism of Walker. Bert quickly established himself in the community, buying (winning at the poker table) property around Walker and in 1902 "bought" the Pameda Hotel. The hotel was promptly renamed "The Chase Hotel" and cemented the Chase's place in Walker's history. Bert and Louisa quickly became active members of the beatification committee of Walker, planting trees flowers, and improving the downtown atmosphere.



Figure 107 | The Chase Family



Figure 108 | Bert and Louise Chase



Figure 106 | Padema Hotel along Minnesota Ave

Soon after they started entertaining the idea of a new larger hotel, experiencing a few set backs with the start of World War I, but renewed their plans in 1919 and the new Chase hotel was opened in 1922.

In 1931, the original Chase hotel was sold back to P.H. McGarry, who renamed it Patrick Henry and remodeled it. McGarry ran the hotel for a number of years before it was torn down in 1952. The Village Square, a locally owned and operated restaurant, is currently located where the Pameda Hotel was.

OJIBWE HISTORY & TRADITIONS

Early History

“Home is more than a city or state of residence. It is the whole of a place – its lakes and woods, animals, sounds, spirit, and cycles.” Western cultures believe that people migrate to the Americas nearly twelve thousand years ago, across a land bridge that once connected Siberia and Alaska. The Ojibwe however believe that humans were created in the America’s by the Creator, who had visions of the world and went about creating it from nothing. He created the Earth landscapes, plants, animals and lastly humans all with a purpose and unique powers.

Ojibwe bark tablets and song sticks are the oldest recorded history, the artifacts date before 1600 B.C., and describe the history of the Lenni Lenape (the Grandfathers). Nearly six hundred years ago, the Ojibwe lived on the Atlantic Coast near the St. Lawrence River before they began their migration, the Wallum Olum, east. The journey began as a journey of one people but once they reached the Straits of Michilimacinas (the convergence of Lake Huron and Lake Michigan) divided into three peoples. One group proceeded north, becoming the First Nation Ojibwe of Canada and Grand Portage Reservation. The other groups went south and west respectively.

European Arrival & Colonization

At the time of Europeans arrival in the America’s two tribes lived in the area now known as Minnesota: the Dakota or Sioux and the Ojibwe. Once the Ojibwe made contact with French traders, they acquired guns and used them to push the Dakota from the greater Minnesota area in the southern prairies of modern-day North and South Dakota. Fearing further conflict between the Dakota and Ojibwe tribes would impact the growing fur trade, the U.S. government negotiates a treaty in 1826 that established a geographical boundary, the Minnesota River, between the two. Between 1826 and 1871, sixteen pieces of legislation, treaties and agreements were enacted between the Ojibwe and the U.S. government. Such agreements limited the sovereignty and rights of the Ojibwe tribe; rights of self-governance, nationhood, fishing, hunting and gathering were all heavily regulated and further restricted in the coming years. Beyond the “treaty period” the federal government and Supreme Court ruled in a variety of cases that reaffirmed unfair treatment and conditions of the American Indian tribes.

The Federal Indian Policy or the Dawes Severalty Act of 1887 is one of the most important pieces of legislation passed by Congress. The author of the act, Henry Dawes of Massachusetts, may have had good intentions in writing this act but it has since become one of the most damaging pieces of legislation. The act allowed the U.S. government to survey, divide, and assign parcels of land to individual American Indians. Once the act was passed much of the American Indians land was divided and sold to non-Indian people, further dividing the native communities and lands.

“At times, government officials wanted America Indians to be fully assimilated into American society; at other times, government officials believed that American Indians were uniquely diverse and could add strength to a multicultural country.”

The Indian Reorganization Act of 1934 recognized the communal cultures of American Indians everywhere and allowed the establishment of modern tribal governments. However, in the 1950's the government believes the American Indians to be inferior and worked to assimilate them as efficiently as possible through several legislative measures and working to reverse previous treaties. House Concurrent Resolution 108 canceled the government's trust responsibility as established in earlier treaties, and Public Law 83-280 gave states full criminal and civil jurisdiction over reservations. In December of 2020 the Leech Lake Band of Ojibwe Reservation Restoration Act was passed transferring 11,760 acres of federal land back into trust of the Chippewa National Forest. The U.S. Government currently recognizes the seven Ojibwe reservations as separate and distinct nations; Grand Portage, Bois Forte, Red Lake, White Earth, Leech Lake, Fond du Lac, and Mille Lacs.

Legislation wasn't the only means of forcing assimilate into American Indians into the European lifestyle, early Jesuit and Franciscan missionaries began a trend of forcing native children into “educational” programs away from their families in hopes of assimilation. With the purpose of converting and reeducating the American Indians missionaries opened Church's, with federal funding, on numerous Minnesota reservations believing they were doing the will of God. Early Europeans believe that American Indians fell into one of

two categories; (1) American Indians are a race destined for extinction because they either wouldn't or couldn't assimilate into the “advanced” European lifestyle or (2) American Indian were the product of their environment and with the influence of “superior” values of white society would assimilate into proper society. These ideals were what drove much of the federal and societal attitudes and efforts towards the American Indians. And so, education was seen as the most effective method for elevating the American Indian into modern European society.

“The use of education to remove the tribal cultures and traditions from the lives of young Indian people, coupled with the banning of religious practices, resulted in the loss of languages and parenting skills and contributed to low self-esteem in generations of Indian People.”

The Indian Civilization Act of 1824 allowed federal funding for formalized Indian schooling, and by 1838 the federal government operated six manual and eighty-seven boarding schools. Many Ojibwe children were forcibly removed from their families and sent off reservation for schooling. Such mistreatment went on until 1934, when the Indian Reorganization Act allowed parents to have more say in their children's education. By the 1960's America had more tolerances for cultural pluralism and Ojibwe people of Minnesota felt a resurgence of ethnic pride. More students were reaching high education and on, motivating the creation of Indian studies department in colleges with large American Indian populations. The Indian Education Act was passed in 1972 offering a number of native specific resources for students, allowing more students to find support and

further their education. However American Indian student still scored lower and had high dropout rates than their non-native counterparts. Parents fought for more representation and specialized education programs, but school officials were slow to support their students and American Indian specific schools were opened on several reservations, such as the Bug-O-Nay-Ge-Shig School on the Leech Lake Reservation.

Tribal colleges have also been recently developed and founded providing additional resources and services for their American Indian students; personalized financial aid, culturally sensitive faculty, and a focus on serving the local community. Since the Indian Civilization Act of 1825, the tribes of Minnesota have gained significantly more control over the educational decision-making of their communities. The increase of American Indians reaching high educational programs lead to many going back to study the treaties between their people and the government. Today, many cases regarding the rights of Indian tribes are won by the tribes, and they have slowly been fighting to win back the rights for their lands and people.

“It is ironic that education, as tool intended to eliminate tribal cultures and heritages and thus assimilate American Indians into the mainstream of American society, is, in actuality, helping to preserve them.”

The ramifications of the oppression American Indians suffered from European colonization are still felt and seem today. High school drop out rates (40%), low scholastic achievement, a mistrust of formal schooling, high rates of adolescent pregnancy, poverty, and high rates of crime

throughout Indian country. But improving available resources and education opportunities for their community has been and continues to be an important element of most American Indian tribes.

“Not only is there a renaissance in the way tribal officials are leading American Indians into the twenty-first century, but there is also a renaissance forming in the classrooms, where American Indian students are acquiring the knowledge and skills necessary for the economic, social, political, and cultural preservation of their people. This movement is creating a new type of warrior, who carries not bows and arrows but books and degrees. Though education, the American Indian warriors who are emerging today will be the salvation of their people tomorrow.”

Ojibwe Traditions Economics

Historically Ojibwe tribes lived in bands of 300-400 peoples and depended on local resources for survival. In the summer months, women tended to gardens and harvesting berries and drying produce for winter. Fishing and hunting were done by men year-round but was most productive during the summers. The Ojibwe of northern Minnesota were and still are known for the harvesting of wild rice, which is done in the later summer months. Birch canoes were used for transport, fishing, and wild rice harvest in the local water ways. Sleds and snowshoes were used for traveling in the winters across the snow. With the advancement of the fur trade the Ojibwe people worked in the trapping and processing of a variety of furs in order to trade with Europeans for goods (knives, pots, pans, and other food

items). Instead of pursuing technological advances the American Indians choose to live a “*spiritual existence in harmony with nature.*”

Modern Economics

“...American Indians became one of the most economically depressed groups on the country, this status still holds today. With shrinking land bases due to treaty negotiations and wars...”

Similarly, to the African American communities after the Civil War, American Indians have been systematically denied loans and investment for business and economic enterprises. Without necessary financial assistance most business ventures ended in failure. Indian reservations are also limited by their geographical locations because of the distance and isolation from metropolitan cities. Without the proper resources or assistance most initiatives to develop reliable sources of business, employment, and income haven't been successful leaving more communities living on reservations in cycles of financial poverty. However, the evolution of Indian gaming and casinos after the passage of the Indian Gaming Regulatory Act of 1988 has made strides in providing economic stability for many Minnesota reservations. The introduction of casino's drastically dropped the unemployment on numerous reservations and has generated \$9.6 billion annually for the state of Minnesota alone. The increase in economic success has had a direct impact on the Ojibwe community resource development. Ojibwe communities are reinvesting into their communities, creating programs and infrastructure to provide the necessary resources for their people.



Figure 109 | Ojibwe family and a traditional teepee



Figure 110 | Image 1

Jingle Dresses

The history of jingle dresses are quite young compared to the other traditions of the Ojibwe people, as the first jingle dress has first created just over a century. During the flu pandemic of the 1918's the granddaughter of an Ojibwe medicine man fell ill, he dreamt repeatedly of four women as his spirit guides wearing jingle dresses and dancing. The women of his dream instructed him how to create the dress, the song to sing and how to perform the dance in order to heal his ill granddaughter. Once the medicine man had created the dress, he gathered the tribe to watch his granddaughter dance. At first, she was too ill to move but with the support of her tribe she slowly began to dance on her own. Even though there was a ban on ritual dancing on reservations, the jingle dress dance spread across the Ojibwe people to the Lakota, and to the rest of Indian Country.

Today the Jingle Dress Dance is performed at powwows across the country and has begun a staple in many Ojibwe community gatherings. In a similar fashion as the jingle dress's initial conception, Navajo artist Eugene Tapahe had a dream of the healing powers of the Ojibwe dance in the midst of Covid-19 and launched the Jingle Dress Project. The project involved his two daughters and their friends traveling across the U.S. to perform the jingle dress dance for a variety of communities in an effort to uplift them and share the indigenous artform. Eugene and the performers embarked on a mission to share the healing powers of the jingle dress dance and to bring native issues to the forefront of the communities attention.

Since the dress and dances initial conception they have evolved to mean significantly more for indigenous and non-indigenous communities alike. They are seen as a healing and unifying force for all and offer an intriguing insight into the rich native cultures for non-natives, bridging the gap between them.



Figure 111 | Image 2



Figure 112 | Image 3

WALKER'S HOUSING CRISIS

Numerous studies have found that the housing market is one of the many aspects of tourist towns that are affected, such as “The effect of tourism activity on housing affordability.” When a town has been subjected to over tourism, the communities become vulnerable to demand shock. The drastic changes to the local economy and businesses skew drastically from the income of the local community's average income. Recent data in Walker indicated the housing market has increased 60% in the last two years alone. The reality of renters is just a bleak; the average monthly income is \$1,275 or \$430, for those earning minimum wage but the average monthly rent for apartments is \$700.

Additionally, a study done by Oweesta in 2019, discovers the LLBO are in a housing crisis. 600 units are needed to meet the current low income needs, and 1400 units to meet to the communities needs in the next 20 year. The Leech Lake Housing Authority works to administrate low-income housing rental stock, homeownership units, and low income housing tax credit, but currently has over 462 families on the waiting list.

THE PAUL BUNYAN TRAIL

Running right through Walker, and the surrounding towns is the Paul Bunyan Trail. The Paul Bunyan Trail is the longest bike trail in Minnesota, running a total of 120-miles and connects to the Blue Ox, Heartland and Cuyuna State trail. Following the final 2014 renovation, all 120 miles of the trail are fully paved and are well maintained seasonally.

The trail runs through the surrounding nature of Minnesota, providing views of lake shorelines, wooded areas, and plains. In the winter, the trail is also used for snowmobiling, cross country skiing and other winter activities/vehicles, providing year-round use for the Cass County residents.

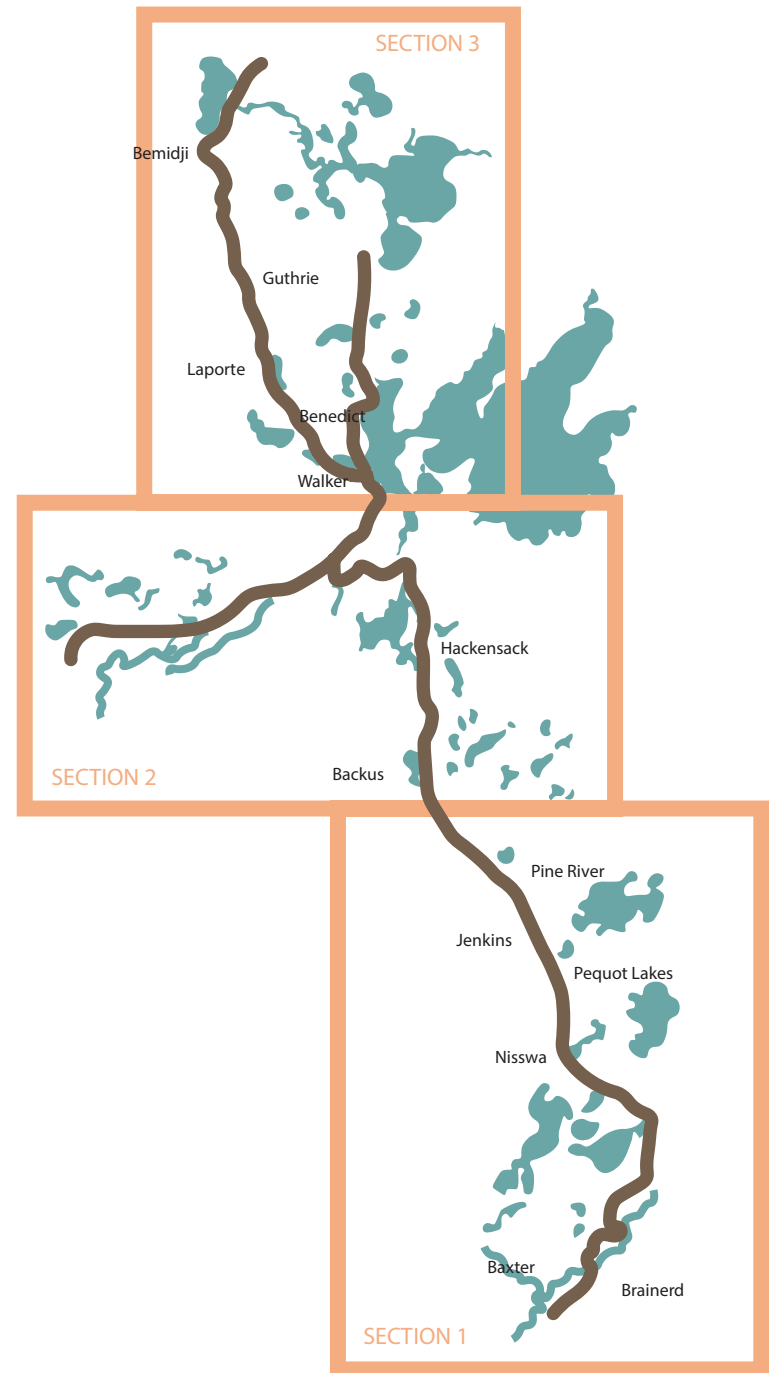


Figure 113 | Paul Bunyan Bike Trail



Figure 114 | Site Image 21

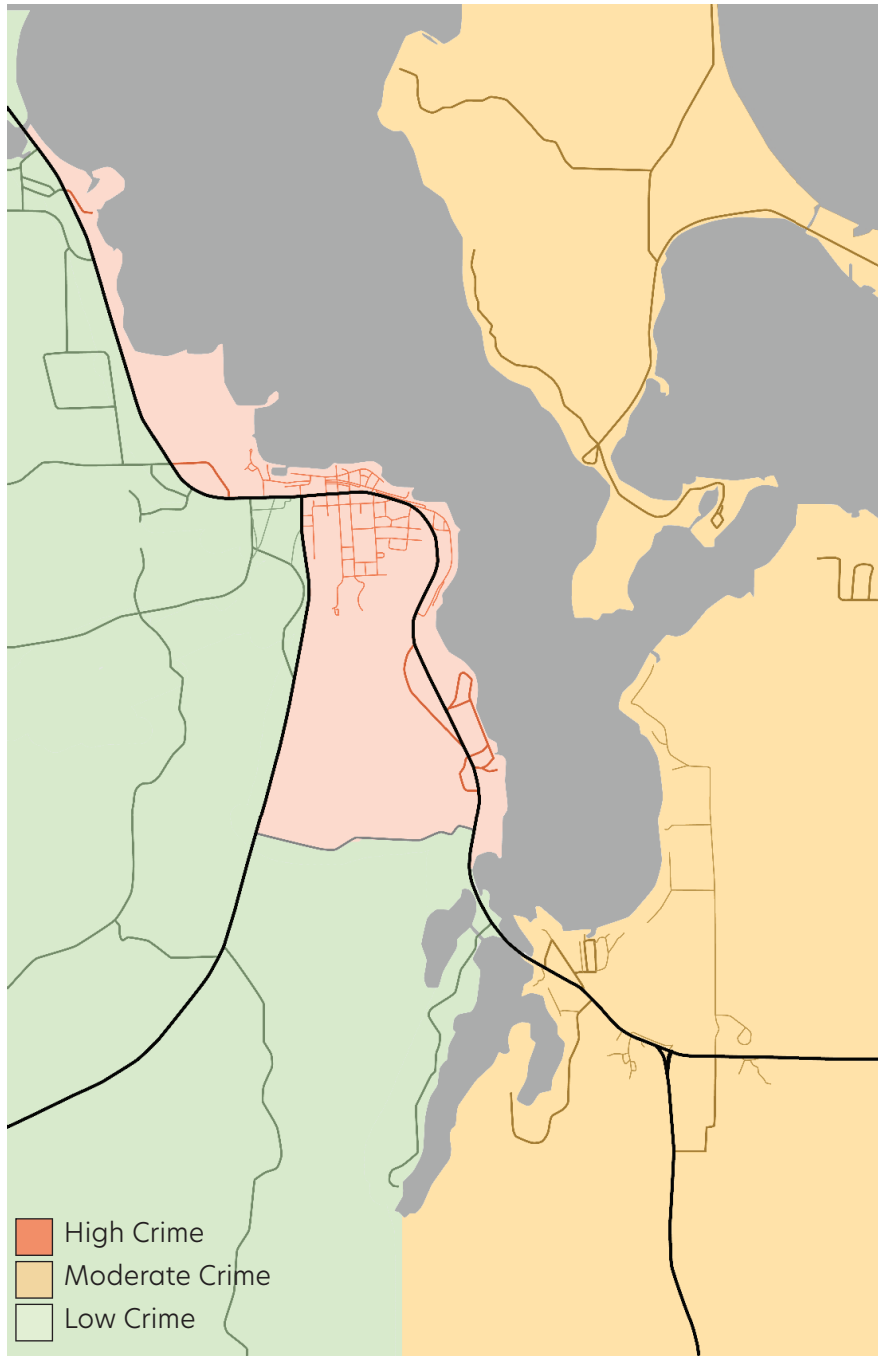


Figure 115 | Site Map 7

CRIME

Walker is ranked in the 42nd percentile for safety (57% of the town is safer than the 42%). Within the central neighborhood the chances of being a victim of crime is as high as 1/23. Theft, property damage, and burglary are the most reported crimes in Walker, and no violent crime being reported within the last year. It is noted that the highest concentration of crime is within the areas of Walker that aren't heavy populated by residents but mostly populated by tourists and local businesses. Crime also reaches its peak during the summer months, and the population of Walker drastically increases.

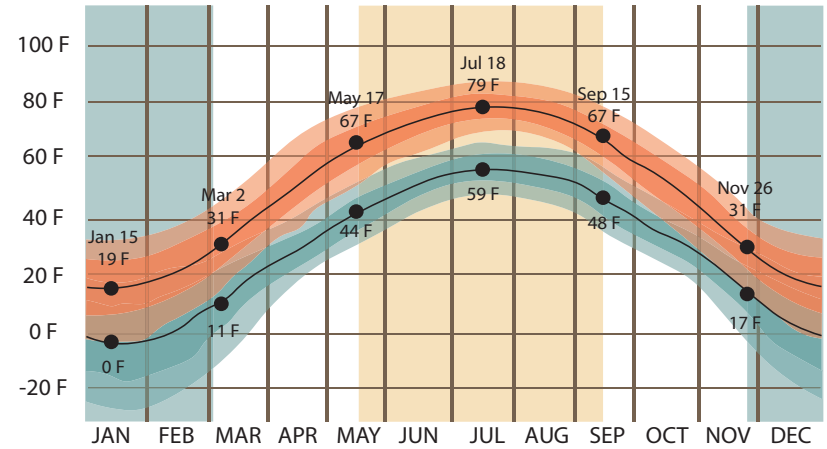


Figure 116 | Annual Average Temp.



Figure 117 | Sun Diagram

ENVIRONMENTAL CONDITIONS

As with the rest of Minnesota, Walker experiences the full range of seasonal weather. The summers are known to be high and humid; the winters are known to be bitterly cold. May - September is known as the warm season, and usually see the largest influx of tourism as lake and summer businesses open up. During the summer months, Walker has an average temperature of 67 F, and July usually has an average high of 79 F.

Annually, Walker receives 43 inches of snowfall during their snowy period between October to April. During the coldest three months November, December, and January the average high of below 31 F and average low of 1 F. Leech Lake is known to completely freeze over in the deepest sections of the lake mid-December, averaging 2-8" on ice.

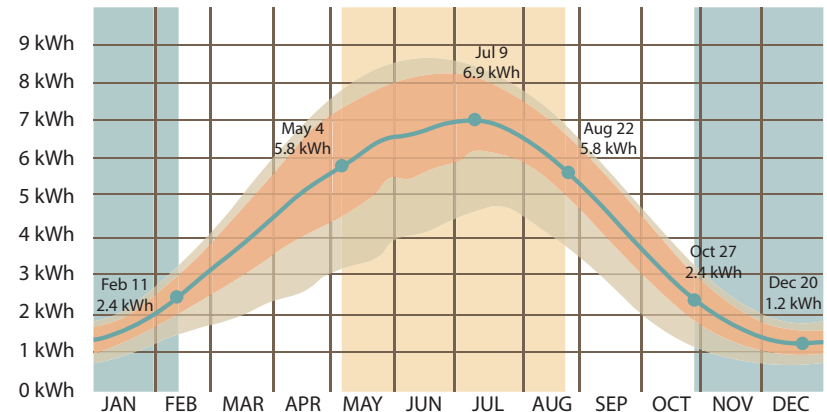


Figure 118 | Solar Energy Potential

Cass County features 8 types of Wetlands and has several Wetland Conversation systems in place, including the State Wetland Rules Of 1991. Wetland’s conservation is important because of the natural protection and benefits they provide, including to being a habitat for a variety of wildlife and vegetation. Wetlands of all types protect local water quality through natural filtration, retention of season flooding and function as recharge basins for ground water supplies.

Type 1: Seasonally Flooded Basin or Flood Plains - This type of wetland varies depending on the season and annual flooding. It provides a habitat for waterfowl and amphibians and protects water quality by natural filtration.

Type 2: Wet Meadows - This type of wetland doesn’t retain standing water but remain saturated just below the surface and provide similar benefits to Type 1.

Type 3: Shallow Marshes - In the spring holds 6” or more inches of standing water. Shallow Marshes protect water quality, retain floodwater, and allow a variety of vegetation to flourish (grasses, bulrushes, spike rushes, and cattails)

Type 4: Deep Marshes - Typically deep marshes will have 6”-3’ of water during spring, providing water quality protection, floodwater retention, wildlife and fisheries habitat, and recreation. Vegetation commonly found in deep marshes are cattails, reeds, bulrushes, spike rushes, and wild rice, as well as submerged or floating vegetation (pondweed, coontail, duckweed, and water lilies)

SOIL

As with much of Minnesota, Cass Country has “Laster Soil”, which is created from layers of topsoil, gravel, sand, silt, clay and rocks left by receding glaciers. The top layer is a dark and rich crumbly soil that is great for vegetation growth. Below the topsoil is a range of different brown soils, that then fades into a dark yellowish-brown clay that is common in the United States Midwest.



Figure 119 | Soil Section

WETLANDS conti.

Type 5: Open Water Wetlands - This type of wetland includes shallow ponds and reservoirs that are less than 6' of standing water. The benefits of such wetlands are similar to type 4.

Type 6: Shrub Swamp - In spring can be covered with up to 6" of water but usually have waterlogged soil during the growing season. Similar to other wetlands, a Shrub Swamp provides wildlife habitat, water quality protection, flood water retention and low water augmentation. Common vegetation includes dogwoods, willows, alders, and leatherleaves.

Type 7" Wooded Swamps - Standing water can be as high as 1' but typically the soil is water-logged without standing water. This type of wetland is especially populated by a variety of tree species such as tamarack, black spruce, red maple, black ash, and white cedar.

Type 8: Bogs - In this type of wetland, the soil is waterlogged and covers with spongy moss with a variety of other vegetation. Vegetation can include sphagnum moss, sedges, labrador tea, leather leaf, cranberries, cotton grass, and stunted tamaracks.

NATURAL VEGETATION

Ferns & Flowers

There are over 175 native ferns and flowers recorded within Cass County. Utilizing native flower and plant life in new landscaping is important because they provide natural benefits and habitat for local wildlife. Introducing new species risk invasive species ruining the local ecosystem, but utilizing native plants eliminated that risk.



Figure 120 | P. Coneflower



Figure 121 | Prairie Clover



Figure 122 | Milkweed

Grasses & Sedges

Native grasses lands provide a variety of benefits when incorporated and conserved within a landscape because they have low nutrient requirements, drought tolerance, and soil stabilization, provides a natural habitat for the local ecosystem. Less than 1% of the original tall grass prairie remain in the North America which puts wildlife and local ecosystems in danger.

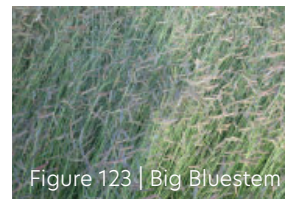


Figure 123 | Big Bluestem



Figure 124 | Blue Grama



Figure 125 | Dropseed

NATURAL VEGETATION conti.

Trees & Shrubs

Walker and the shoreline of Leech Lake is quite heavily forested, density with a varied of native tree and shrub species. Tamarack, black spruce, red maple, black ash, and white cedar are common species within the local wooded swamps. Ash, birch, elm and oak also common species of trees of Walker and the greater Minnesota. Similar to the variety of tree species, there are a number of native shrub species. Honeysuckle, wintergreen, dogwood gooseberry and willows are all native shrubs. In addition to the commons species, poison ivy and common nettle grow in abundance.

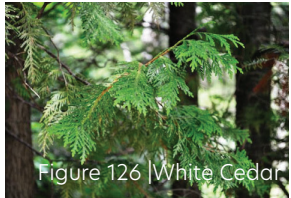


Figure 126 | White Cedar



Figure 127 | Red Maple



Figure 128 | Birch

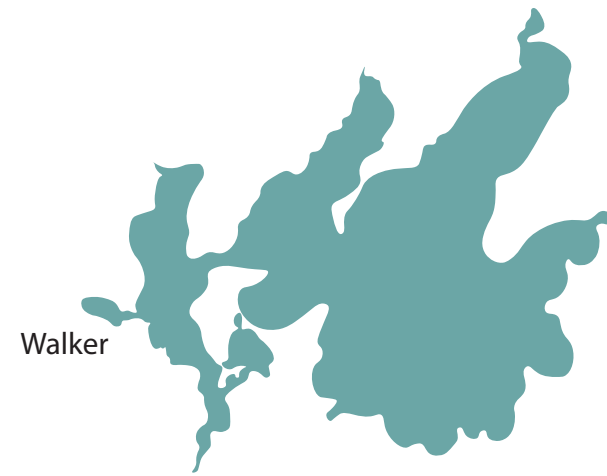


Figure 129 | Leech Lake

LEECH LAKE

Leech Lake is the third largest lake in Minnesota, with 195 miles of shoreline and covers 102,947 acres. The lake has 11 islands, with a total of 1,617 acres of land, and feeds into 9 different rivers. Leech Lake River is the largest of the rivers it feeds into, and the flow is dictated by a dam. Given the vastness of the lake, there are several towns that share it in addition to Walker such as Leech Lake Township. Remer, Federal Dam, Whipholt, and Onigum. In addition to being the home to several towns, the lake is home to a variety of wildlife, and vegetation. It has been noted that there is a rising population of bald eagles living along the shores of Leech Lake.

Leech Lake is best known for spots fishing, especially bass and muskie fishing, holding a series of competitions throughout the year. Just in front of the city docks, in Walker Bay is the deepest portion of the lake at 156 feet deep.

Leech Lake is also known for it's Wild Rice that grow in the shallowest portions of the lake, producing up to 4,00 acres annually. The growth and production are important to the culture and community of Walker, especially the Leech Lake Band of Ojibwe who continue to harvest the rice with tradition methods.



Figure 130 | Site Image 22



Figure 131 | Site Image 23



Figure 132 | Site Image 24

LEECH LAKE conti.

With the increase in the tourism and the number of boaters coming in and out of the lake the last few years, several invasive species have been introduced into the lake. Purple loosestrife, narrow-leaf cattail, and more recently zebra mussels were introduced into the lake and have been causing a number of troubles from the aquatic eco-system. The DNR haven increased the regulation and inspection required of all boats being launched in the lake to prevent further introduction of invasive species.

THE "LAKE EFFECT"

The Lake Effect is most common across the Great Lakes regions but can be seen in areas with large bodies of water and experience snow in the winter months. During the late fall and early winter cold air passes over the relative warm water introducing added warmth and moisture into the low atmosphere. The added moisture form clouds into lower bands that can produce 2 to 3 inches of snow in an hour. As a result, areas around the standing water experience much more snow then the average of the greater area. Once the water is frozen over, the ice is observed to stabilize the local temperature because the temperate of the ice remains at 32 degrees, the wind will circulate and "warm" the surrounding temperature.



Figure 133 | The "Lake Effect"

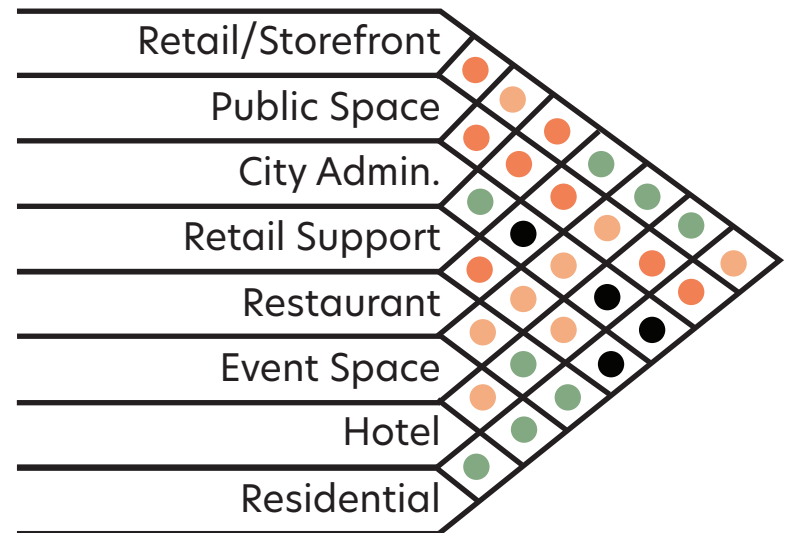
PERFORMANCE CRITERIA

While the program is still progressing and changing, Initial estimations of the total square footage ranges from 38,550 on the high end and 14,450 on the low end. With consideration for all potential program spaces such as residential units, retail space, office, public space, and a movie theater. These conclusions were met by considering the over all space and the different size considerations of each element. For example, the office space was calculated to accommodate 5, 10 and then 15 people to provide a range is possible sizing options. As the design progresses, it will become more clear which size of each element will work in conjunction with each other's while meeting the desired needs.

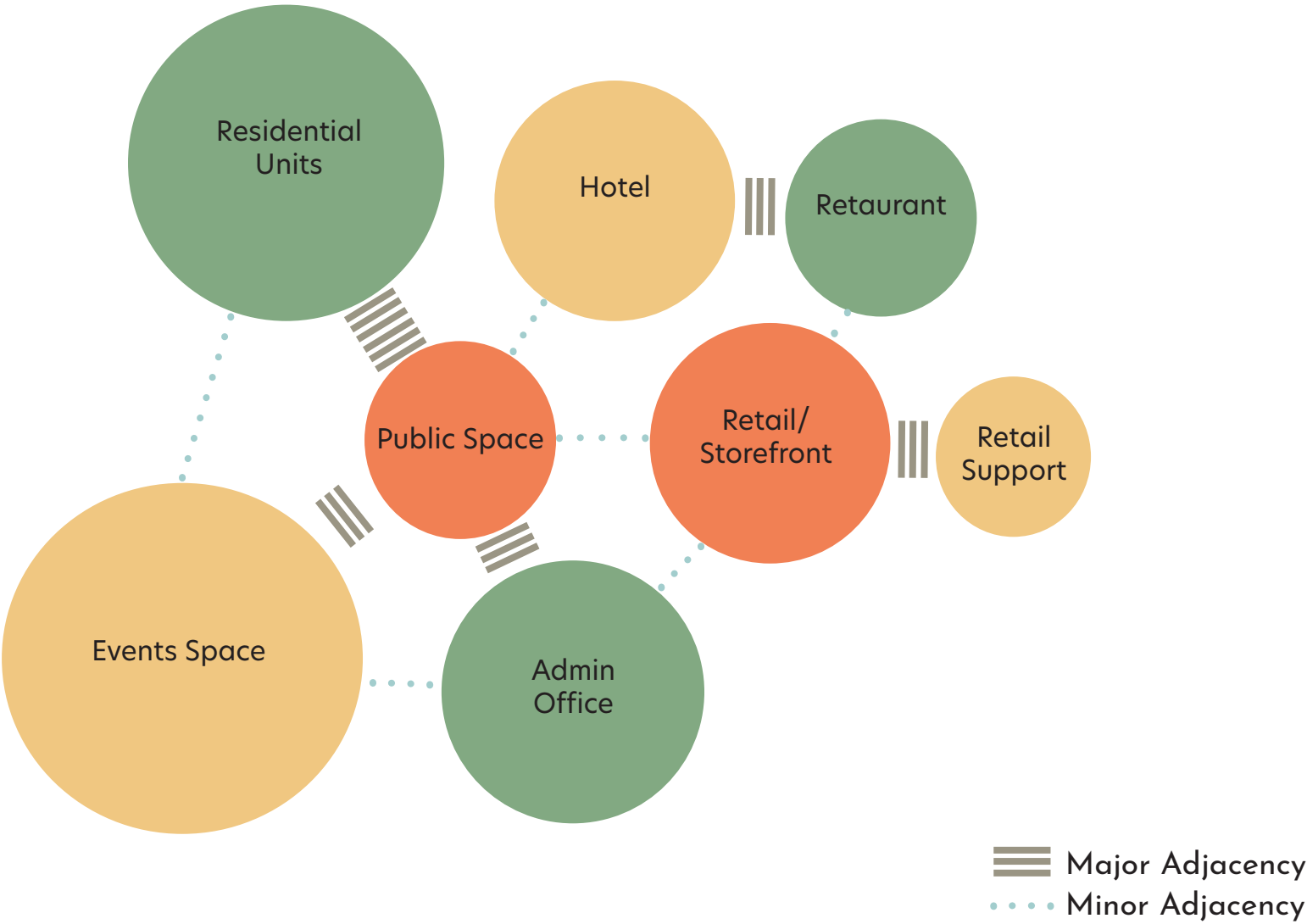
Space Allocation Table

	Small		Average		Large	
Retail/Storefront	3,000	20.7%	5,000	19.3%	8,000	20.7%
Public Space	1,000	6.9%	2,000	7.7%	3,000	7.7%
City Admin.	1,250	8.6%	2,500	9.6%	3,750	9.7%
Retail Support	300	2%	500	1.9%	800	2%
Restaurant	1,000	6.9%	1,500	5.7%	2,000	5.1%
Events Space	400	2.3%	600	2.3%	1,000	2.6%
Hotel	2,500	6.5%	3,800	10.1%	5,000	12.9%
Residential	5,000	13.0%	10,000	26.0%	15,000	38.9%

- Adjacent
- Nearby
- Not Adjacent
- Not Related



SPACE INTERACTION NET



DOCUMENTING THE DESIGN PROCESS

Design Documentation and Preservation

- Creation and investigation of representation
- Feedback from advisor(s)
- Research and process documentation
- Computer file backups weekly
- Thesis book updated weekly

Presentation and Publication Methods

- Slideshow
- Boards
- Model
- Thesis Book
- NDSU Thesis Repository

Mediums / Software for Investigation

- Sketching
- Modeling
- Photography
- Revit
- GIS
- Rhino
- Sketchup

Software for Production

- InDesign
- Illustrator
- Photoshop

Schedule for the Project

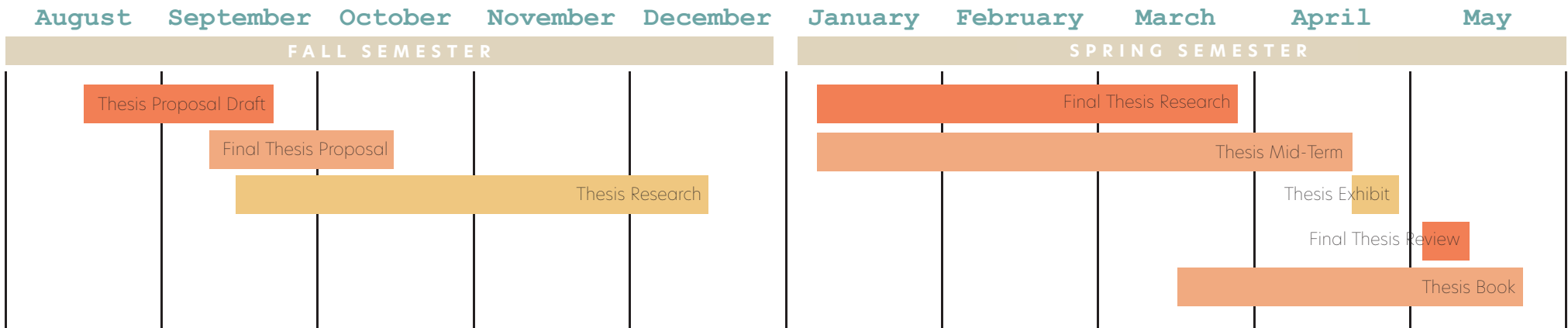


Figure 26 | Plan for Proceeding | Thesis Project Schedule

DESIGN SOLUTION

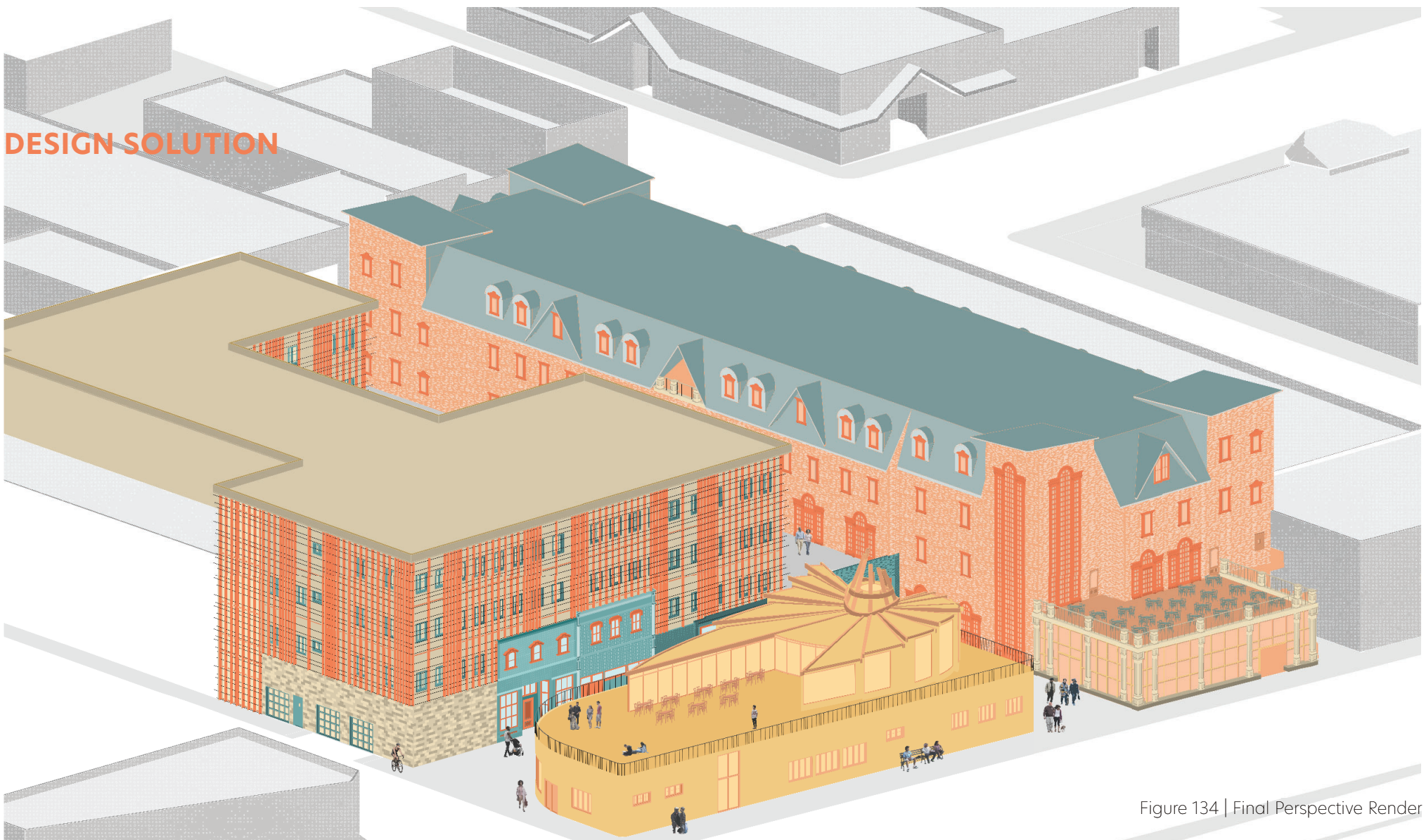


Figure 134 | Final Perspective Render

Walker Reimagined focuses on implementing sustainable tourism by strengthening Walker's historic and cultural identity. Walker, MN is a popular lakeside summer destination that is home to just under 1,000 residents year-round, and closely interwoven with the members of the Leech Lake Band of Ojibwe. The city has worked extensively and successfully to become a significant tourist destination, seeing a drastic influx in the population during the summer months. As Walker's identity has shifted to be more tourist-centric the division between communities has deepened with little meaningful intergroup connection. The project aims to revitalize downtown Walker, promote intergroup connections between communities, and unify the city under a shared inclusive identity.

PROCESS DOCUMENTATION

Walker is a small lake side town in northern Minnesota and tourism has been the main economic driver since shortly after their founding. Originally founded to attract the logging industries, Walker quickly became a destination for adjacent towns lumberman and for travelers. Walker quickly began curating a tourist centric experience within the downtown and along the lake shores, especially after the extension of the railroads increased the flow of travelers into Walker. Now Walker is an established tourist destination, attracting avid fisherman, nature enthusiasts, families, and weekend visitors, with the numerous amenities that are available in the spring and summer months. Leech Lake offers a variety of fishing seasons and competitions, sailing regalia and general water amenities. The nearby Paul Bunyan bike trail offers uninterrupted paved trails that extend for 120 miles, perfect for avid bikers and those looking for a leisurely ride. Walker is conveniently located a short drive from a number of larger cities, offering an accessible weekend escape. The influx of tourist during the summer is so significant that businesses, such as the grocery store, expect to make a quarter of annual income in the week around the fourth of July. Even during Covid business experiences some of their best summers and hotels were booked out because families were staying longer and coming more frequently, seeing Walker as a refuge from the cities.

The integration of tourism as the main local industry has created a collection of communities that live together but remain socially disconnected from each other. The three most prominent communities within Walker and are focused on within this thesis are the local community, tourists (including summer residents) and the members of the Leech Lake Band of Ojibwe.

PROCESS DOCUMENTATION

Through my research of Walker and the Walker communities, several typologies arose that would service one or more of those communities. Retail space to service the growing business and downtown needs, which would hold opportunities for business oriented towards tourist or the local communities. Cultural and support resources for the Leech Lake Band of Ojibwe members to facilitate culturally significant conversations, as well as providing necessary resources for individual band members. It was also important to orient those typologies around a central public space that would facilitate the necessary intergroup connections to strengthen the overall community's identity and culture. A hotel to accommodate the growing population of tourist coming to Walker and reconnect the downtown with it's historical architectural roots. Affordable housing to support the housing needs of the local communities in response to the housing market skewed by tourism.

Through a series of schemes I experimented with a varied of arrangements of the different typologies I had identified in order to encourage circulation and positive connections between.

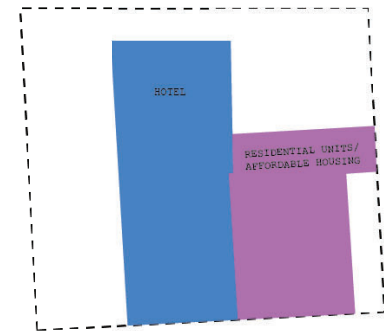
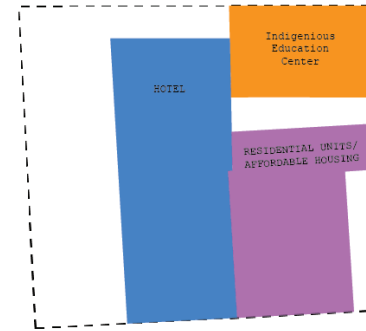
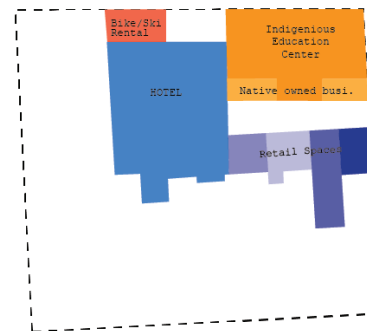
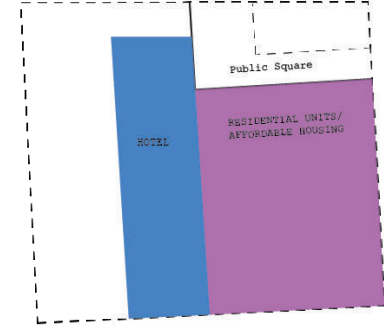
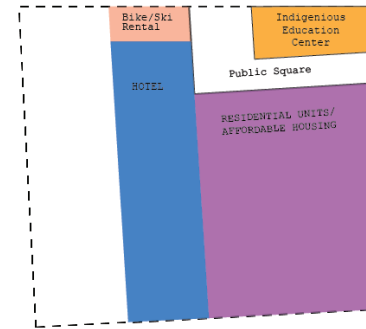
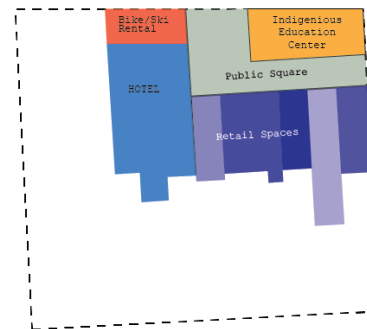
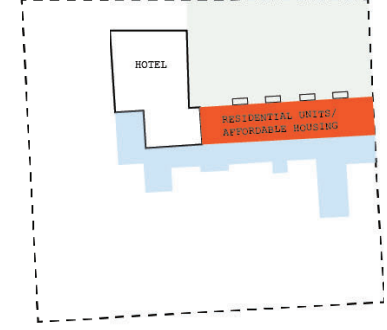
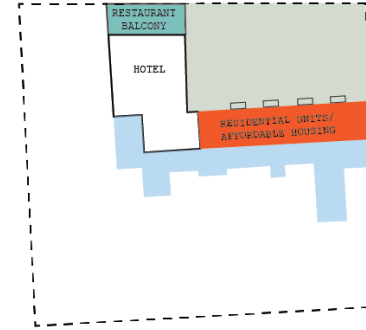
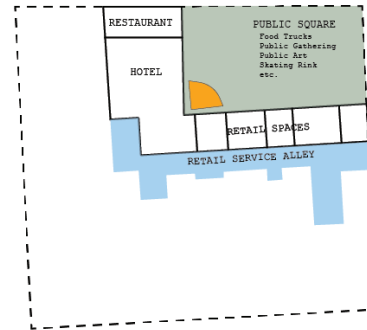
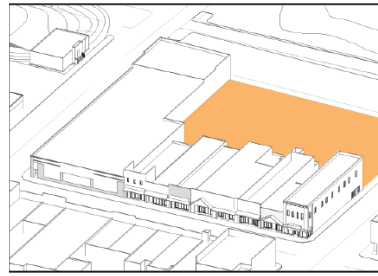


Figure 135 | Initial Scheme Concepts

PROCESS DOCUMENTATION

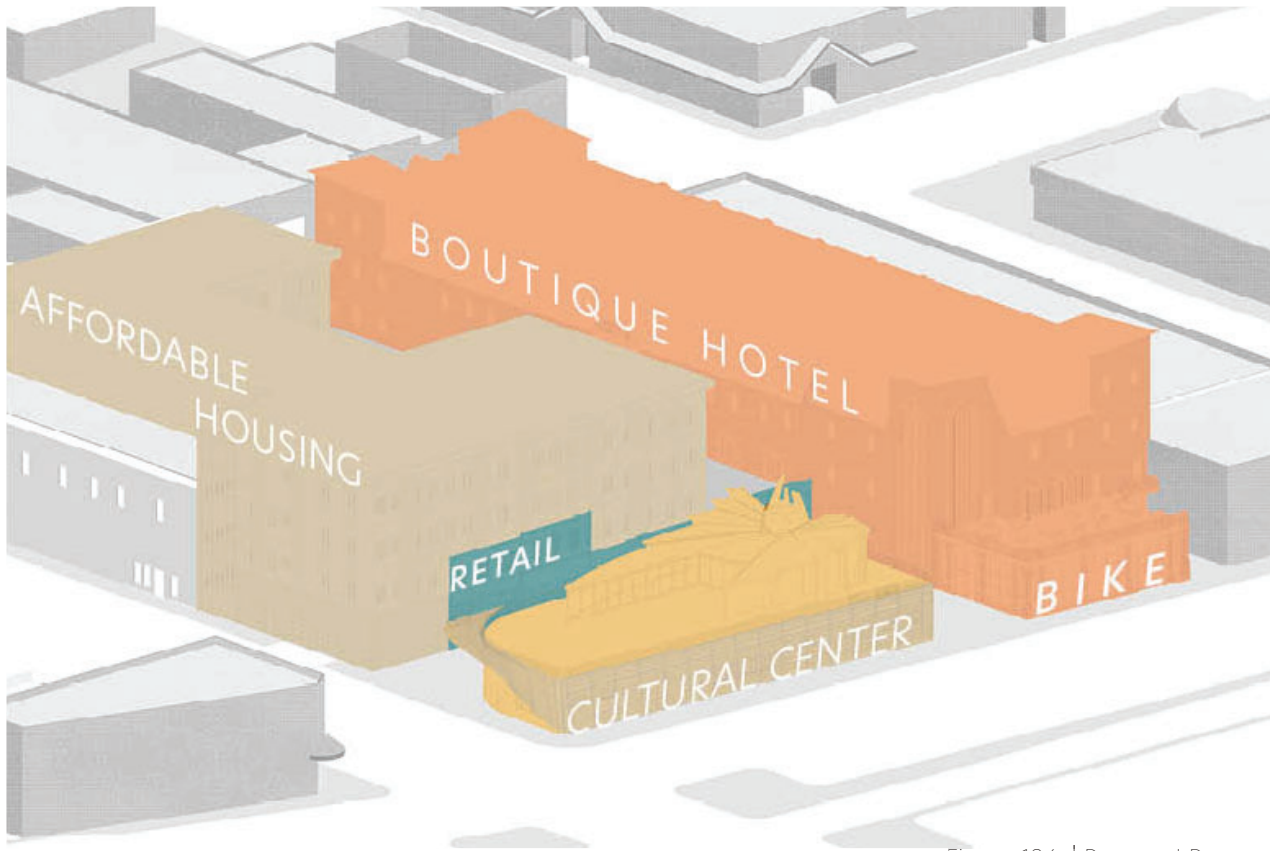


Figure 136 | Proposal Program

The site I selected is a block of Walker that has existing retail along Minnesota ave, the main street through the downtown. Along the north side of the site was existing service alleys, parking and separate building that had fallen into disarray. And for the purpose of this project the north side of the site will be reinvented to better function along the existing south retail.

My proposed program includes several programs so that each community of Walker has a meaningful and purposefully space within downtown Walker. Providing those spaces allows the different communities with more opportunities to exist and positively interaction with one another in a cohesive space.

My design includes a hotel, affordable housing apartment building, retail, a cultural center, and a bike repair shop. All these programs are arranged around a central public space.

RETAIL - Floor Plans & Elevations

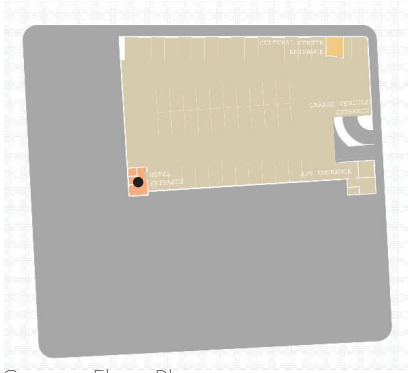


Level 1 Floor Plan



North Retail Elevation

HOTEL | Floor Plans & Elevations



Garage Floor Plan



Level 1 Floor Plan



Level 2 Floor Plan



Level 3 Floor Plan



Level 4 Floor Plan

● Garage Circulation

- Hotel Admin. Offices
- ReceptionSupport
- Reception
- Fireplace
- Breakfast Nook
- Garage Circulation
- Hotel Circulation
- Hotel Restrooms

- Kitchen
- Restaurant Patio
- Restaurant
- Restrooms
- Event Space
- Hotel Circulation
- Outdoor Patio
- 6 Hotel Rooms

- Fitness Room
- Hotel Circulation
- Outdoor Patio
- 11 Hotel Rooms



South Elevation

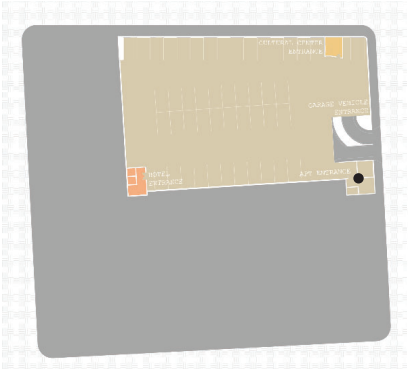


East Hotel Elevation

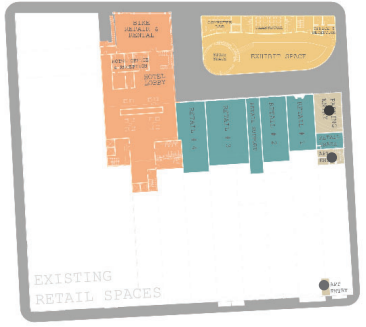


North Elevation

AFFORDABLE HOUSING | Floor Plans & Elevations



Garage Floor Plan



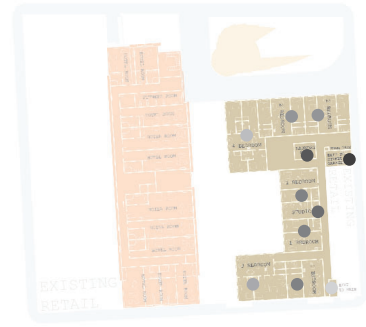
Level 1 Floor Plan



Level 2 Floor Plan



Level 3 Floor Plan



Level 4 Floor Plan

- Garage Circulation
- Garage Entry
- Apartment Entry
- Main Street Atp. Entry
- Main Entry Circulation
- Community/Laundry
- Studio
- One Bedroom
- Two Bedroom
- Three Bedroom
- Four Bedroom
- Main Street Entry



South Elevation

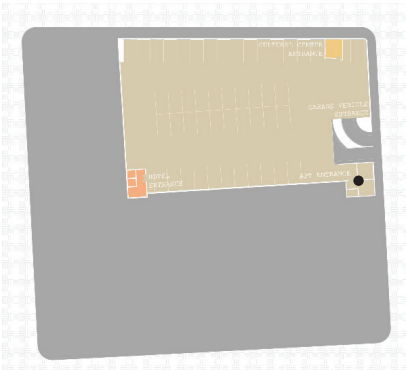


West Apartment Elevation

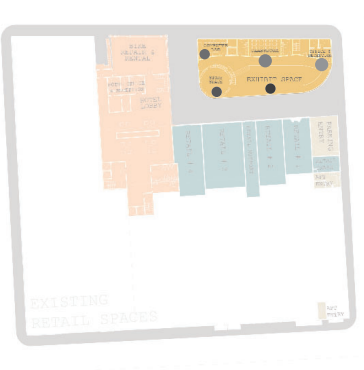


East Elevation

CULTURAL CENTER | Floor Plans & Elevations



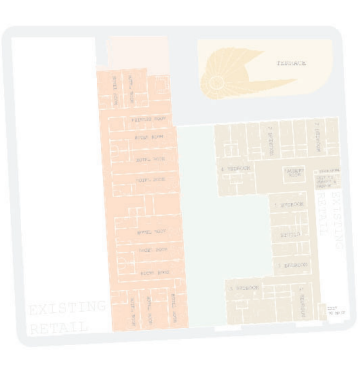
Garage Floor Plan



Level 1 Floor Plan



Level 2 Floor Plan



Level 3 Floor Plan

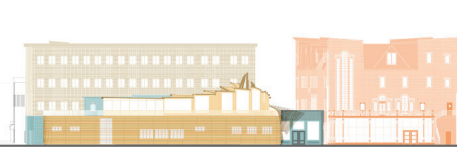


Level 4 Floor Plan

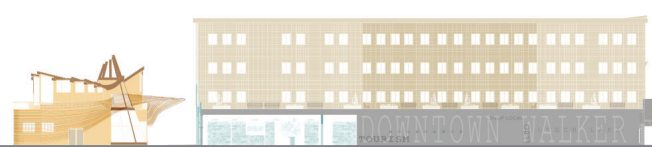
- Garage Circulation
- Exhibit Space
- Cafe
- Sharing Circle
- Cafe Seating
- Computer Lab
- Study Space
- Classroom
- Terrace
- Reception & Office
- Garage Entry



East Elevation



North Elevation

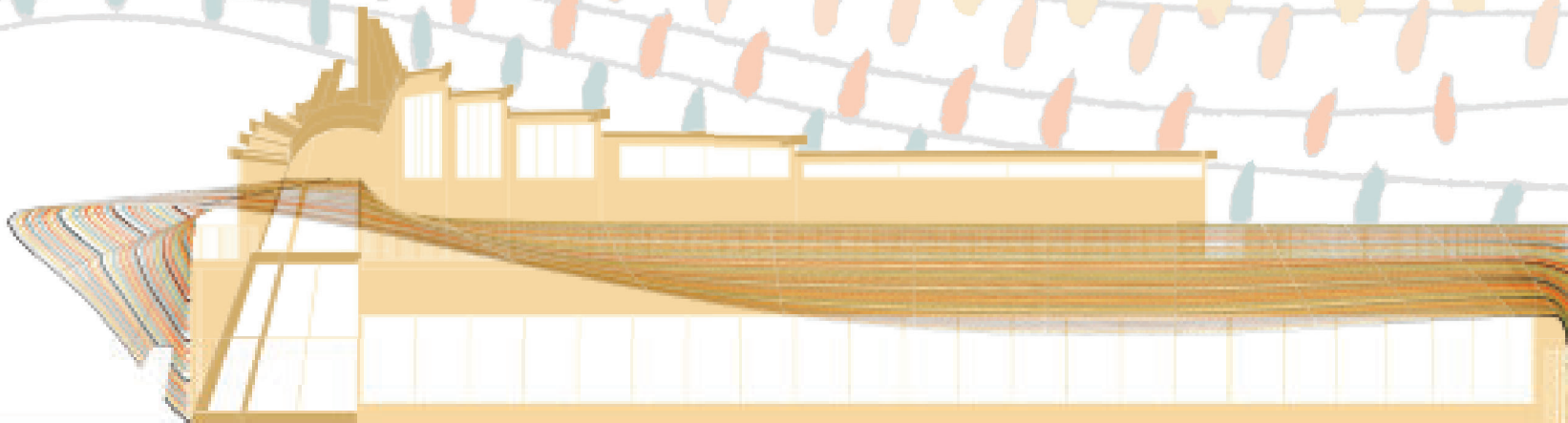


West Apartment Elevation

CULTURAL CENTER | Floor Plans & Elevations

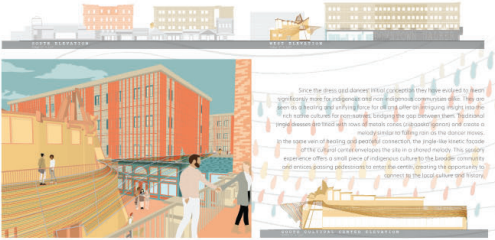
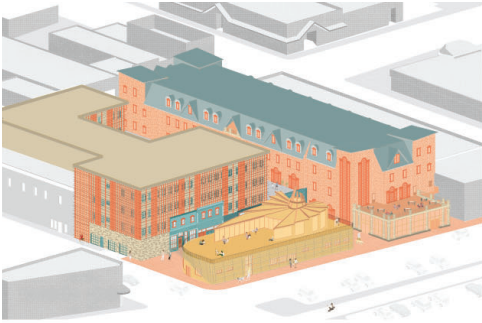
Since the dress and dances' initial conception they have evolved to mean significantly more for indigenous and non-indigenous communities alike. They are seen as a healing and unifying force for all and offer an intriguing insight into the rich native cultures for non-natives, bridging the gap between them. Traditional jingle dresses are lined with rows of metals cones (ziibaaska'iganan) and create a melody similar to falling rain as the dancer moves.

In the same vein of healing and peaceful connection, the jingle-like kinetic façade of the cultural center envelops the site in a shared melody. This sensory experience offers a small piece of indigenous culture to the broader community and entices passing pedestrians to enter the center, creating the opportunity to connect to the local culture and history.



South Cultural Center Elevation

PROJECT SOLUTION DOCUMENTATION



WALKER REIMAGINED

- LOCAL | TOURIST | LEECH LAKE BAND OF OJIBWE
- REVITALIZE THE DOWNTOWN ARCHITECTURE
 - MAINTAIN THE "SMALL TOWN" EXPERIENCE
 - LINKS THE COMMUNITIES WITHIN THE DOWNTOWN - REBUILDING SOCIAL BRIDGES
 - CREATE INCLUSIVE SPACES - EMPHASISING INTER-GROUP CONNECTION

In a profit driven world, how can small towns better preserve their history and strengthen their identity? Tourism can provide unmatched economic opportunities for local communities, but the shift from prioritizing locals to tourists often leads to a loss of identity and social disconnect. Sustainable tourism emphasizes initiatives that benefit the local and transient communities alike, creating a comfortable experience for tourists while maintaining the quality of life for locals.

Walker Reimagined focuses on implementing sustainable tourism by strengthening Walker's historic and cultural identity. Walker is a popular lakeside summer destination that is home to 1,000 residents year-round, and is closely intertwined with the members of the Leech Lake Band of Ojibwe. The city has worked extensively and successfully to become a significant tourist destination, seeing a drastic influx in the population during the summer months. As Walker's identity has shifted to be more tourist-centric, the division between communities has deepened with little meaningful intergroup connections. This project aims to revitalize downtown Walker, promote intergroup connections between communities, and unify the city under a shared inclusive identity.



Figure 137 | Apartment Interior



Figure 138 | Outdoor Terrace

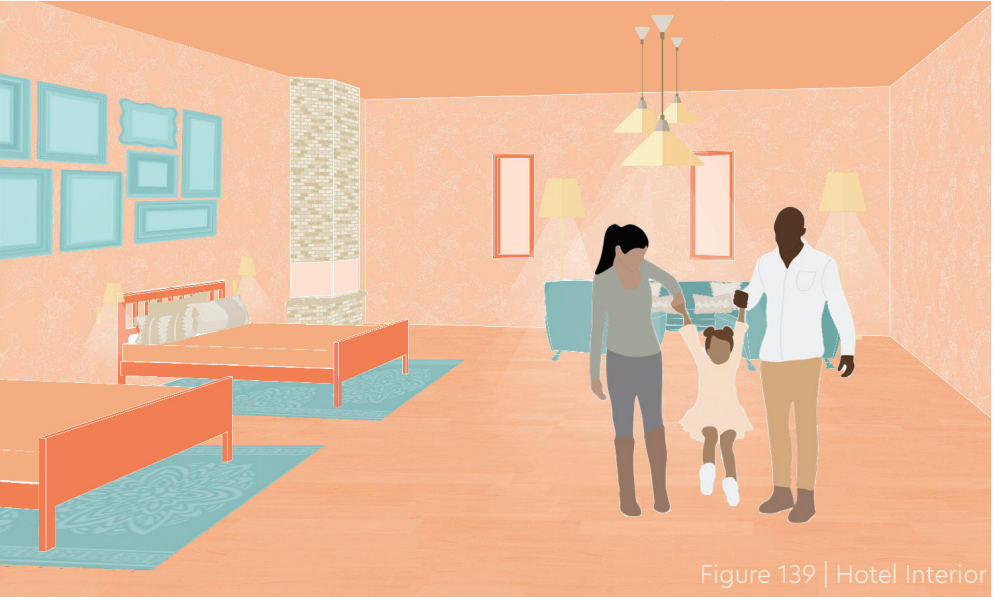


Figure 139 | Hotel Interior

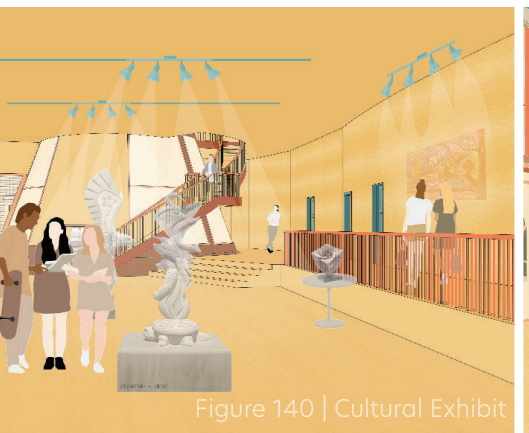


Figure 140 | Cultural Exhibit



Figure 141 | Cultural Terrace

PERFORMANCE ANALYSIS | Site & Context



Figure 142 | Downtown Circulation Analysis

Represented in this series of maps is the improved circulation and increase community interactions within Downtown Walker. Not only is there an increase in intergroup connections but there is an increase of people utilizing the downtown throughout the day. The added hotel, apartment building, and restaurant encourage the circulation of people further into the night and earlier in the morning increasing the areas use and overall security. Just as Kilbourne aimed to develop downtown Fargo into an 18-hour town for the added benefits of security, use and improved atmosphere, those same principles can be seen in the development of downtown Walker.

The integration of tourism as the main local industry has created a collection of communities that live together but remain socially disconnected from each other. The three most prominent communities within Walker and are focused on within this thesis are the local community, tourists (including summer residents) and the members of the Leech Lake Band of Ojibwe.

The local community is made up of predominately families, mostly with young children, retirees, and business owners. Walker has struggled to retain a younger population and young families because of the community's emphasis on curating to the tourists' communities. Schools struggle to accommodate students, job availability lacks year-round stability and during the winter months the town's amenities drop significantly. Especially with the current housing market, those without a high paying job struggle to find comfortable housing. Regardless of these struggles the members of the local community are passionate about giving back to their communities and continued development.

Walker attracts a variety of tourist, especially in the summer months. However, the term tourist is a blanket statement for multiple groups in Walker. Traditionally tourist are short term visitors that stay for a handful of days or a weekend. But within Walker there is a few additional tourist groups to consider such as summer residents, long term tourists and snowbirds. My family is one of many that predominantly live in Walker during the summers and periodically during the remained of the year, which is a similar situation to other families. Instead of staying in rentals, resorts, or hotels; summer residents buy property and own property in Walker becoming a more permanent part of the

local economy. And in a very similar situation is snowbirds, those who have retired that live part time in Walker and in a much warmer climate, but existing as a much more permanent part of the economic.

The third community that was consider within this thesis is the members of the Leech Lake Band of Ojibwe. The Leech Lake Reservation, located 7 miles from downtown Walker, is the largest Ojibwe reservation and recorded 9,509 members in 2015. The majority members live on the reservation so that they are is easy access to the tribal resources. Since the arrival of colonists and traders, the relationship between the Ojibwe people and the newcomers has been tumultuous. To this day members of the LLBO faces daily racial issues. In a study of a similar town to Walker, closely interwoven with an Ojibwe indigenous reservation and of a similar size, a researcher uncovered the phenomenal of racial subtyping. White community members had moved past the "old fashion" ideals of racism as a result of contact theory, daily interactions, but still held generalized opinions with exceptions of those they viewed had surpassed those generalizations. To better understand the daily experiences of the LLBO, I had several in-depth conversations with Teresa Gunter, the former Youth Program Manager and current Housing Services Coordinator. She shared she own experiences, as well as those of her family members about the different interaction they had with the greater Walker communities. Currently, the LLBO is focused on increase the resources available to its members, such as culturally significant schools, programs, and support separate to the greater Walker community. The current divide between the Walker community and the LLBO is founding in generational mistrust.

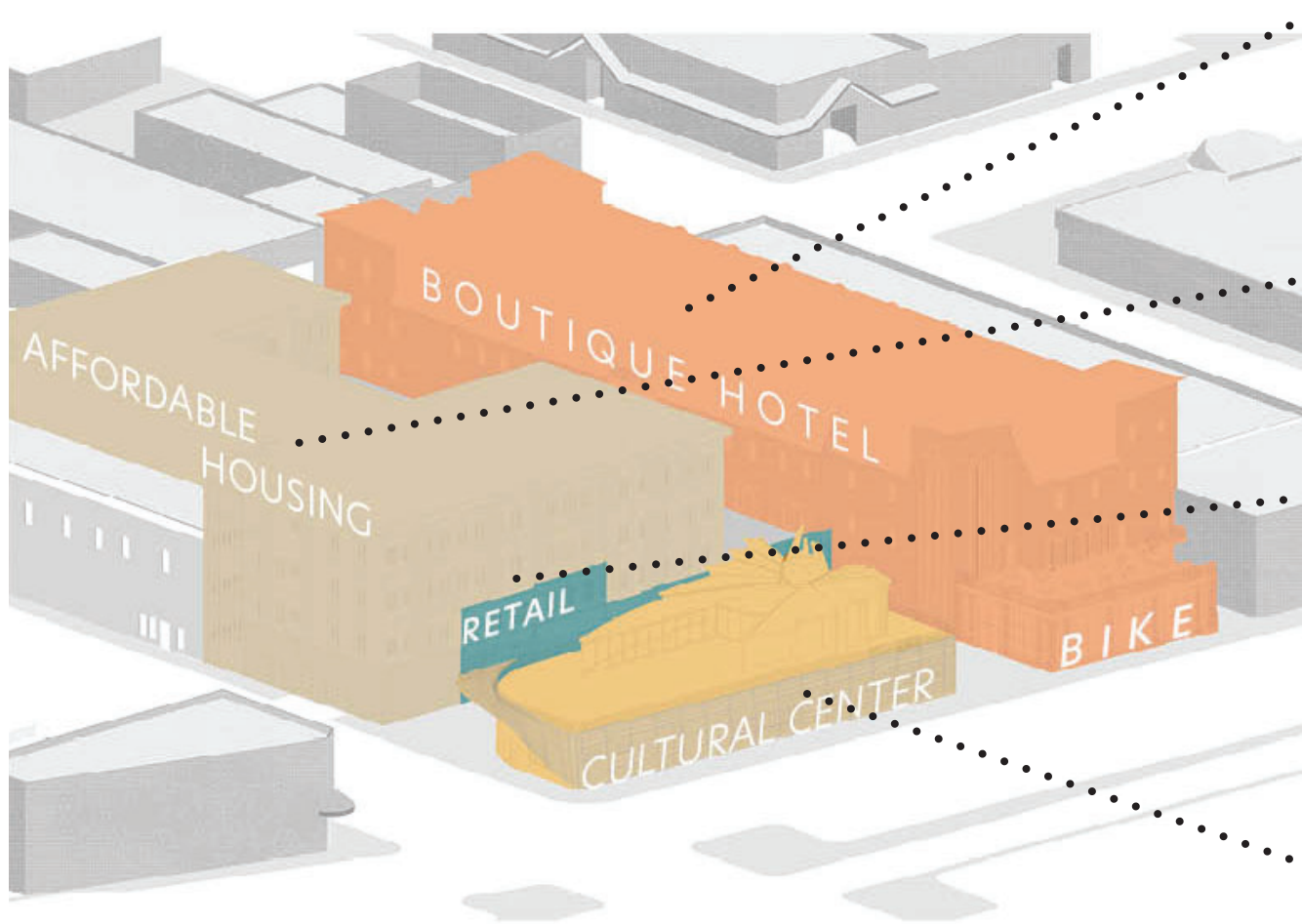
PERFORMANCE ANALYSIS | Typology & Research

Tourism is trending towards the fastest growing industry, increasing 4% annually and accounts for 9.4% of the Gross World Product. Destinations that feature natural attractions especially are seeing an influx of popularity, with increased interest of 10-25% annually. And even during Covid, local tourism grew as people sought to escape the monotony of lock down.

Tourism is mostly implemented to boost the economy of communities, as the influx of tourists bring new opportunities and increase the circulation of money. Many small towns have shifted their economies to depend on tourism as the original industrial industries have died out. But tourism impacts much more than the economy, its implementation significantly affects the quality of life of the local communities. In many cases the local communities see an immediate increase in the local economic, infrastructure improvements and availability of resources. With the introduction of tourism there is also an opportunity for the local communities to engage in an exchange of cultures, retroactively creating a sense of pride among the local communities in their own history and culture. However, there are a number of negative effects tourists can have when the local communities aren't made a priority. There comes a time when communities see diminishing returns of tourism, the benefits no longer outweigh the challenges.

Infrastructure can no longer accommodate the increased population, crime increases, and the fluctuating schedule of tourism start to take a toll on local businesses. The prioritization of tourists over the needs of the local communities creates a social disconnect between the communities and with the tourists.

In response to these growing concerns, programs such as the Minnesota AIA Design Team and community development extension service at the University of Wisconsin were created to work with communities to better curate their development. The process by which these teams evaluate and provided suggestions strongly influenced how I approached this thesis and the affected communities of Walker.



HOTEL & BIKE

A historically inspired hotel will accommodate the growing tourist populations, alleviating the demand on existing local resources. And the attached bike repair shop will service the Paul Bunyan bike trail.

AFFORDABLE HOUSING

Accessible and affordable housing in the downtown will provide the Walker community to a solution to the current housing market, as well as building a stronger culture within the downtown.

RETAIL

Additional retail to accommodate the growing local economy and offer an increase in business opportunities. The spaces are flexible space, allowing any business with interest in Walker a space to expand. Both the existing and the historical architectural façade studies were conducted to reestablish an architectural presence for the town revitalization efforts.

CULTURAL CENTER

The introduction of a cultural center will provide the Walker community and the Leech Lake Band of Ojibwe a space to share in culturally significant discussions. The center also provides tourists with a space to learn and experience the traditions and cultural native to the area. The center initiates the conversations and experience necessary to mending the generations of mistrust.

Figure 143 | Proposal Program

PERFORMANCE ANALYSIS | Goals & Project Emphasis



Revitalize the Downtown Architecture



Unite the communities within the Downtown - rebuild social bridges and adress current social issues.



Maintain the "Small Town" experience



Create spaces for each community, emphasizing inter-group connections

Through my design proposal, I aimed to unite the different communities of Walker into the downtown community. Increasing the daily positive intergroup connections to strengthen Walker's cultural ties and community identity, while maintaining the welcoming atmosphere for tourists.



Figure 144 | Outdoor Terrace



Figure 145 | Cultural Terrace

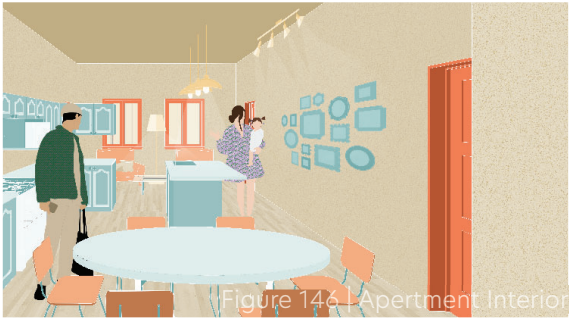


Figure 146 | Apartment Interior

CRITIQUE OF APPLIED RESEARCH

Case Studies

The research done of the selected case studies range in community redevelopment, cultural centers and revitalization projects of all various scales provided insight into the design process of such unique projects. The community redevelopment projects provided a precedence for community driven initiatives and the various typologies that such projects have involved. The revitalization projects integrate the new with the existing both in function and architectural styles. The revitalization projects display an appreciation for the past while expansion of the community. The study of various cultural centers created a precedence of creating cultural significant space that has successfully facilitated community discussion and education.

Interviews

The information and data gathered through personal interviews draws from the daily lived experiences of local community members. The interviews created a full range of experiences to draw from and cater to during design. Involving the community in the discussion and involvement of revitalization project is essential to all project of this degree.

Site Analysis

The site analysis provided insight in the existing data of the local communities, as well as insightful historical data.

Understand the site and context of Walker allowed insightful and well-informed design decisions.

Literature Reviews

The literature reviews and studies that were utilized in the research of conducted by professionals about similar situations. The implications and affects of tourism have been researched and studied and provided additional insight into design decisions. Studies have found various strategies that have seen proven success.

DIGITAL PRESENTATION

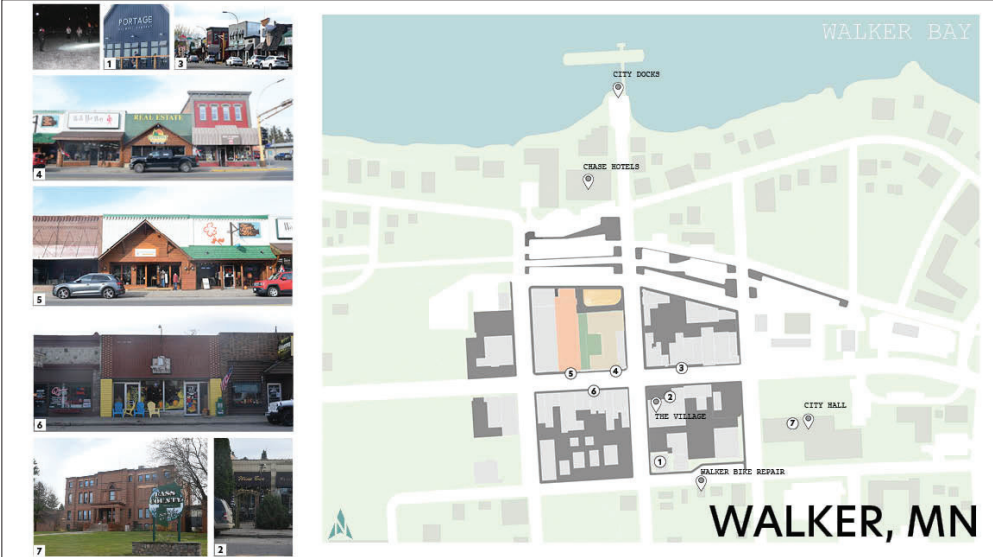


In a profit driven world, how can small towns better preserve their history and strengthen their identity?

PROJECT OBJECTIVE



DIGITAL PRESENTATION



Project Goals

REVITALIZE

UNITE

"SMALL TOWN"
EXPERIENCE

COMMUNITY

PROJECT JUSTIFICATION

TOURISTS

Vacationing Families | Nature Enthusiasts | Fishermen | Seasonal Locals | Snowbirds

LOCAL COMMUNITY

2020 Population: 921 Residents | 35 Businesses

73% WHITE
18.8% AMERICAN INDIAN & ALASKA NATIVE
5.7% TWO OR MORE RACES
0.64% ASIAN

LEECH LAKE BAND OF OJIBWE (LLBO)

2015 enrollment records: 9,509

USER GROUP

- Seasonal Hours (vary b/w winter & summer)
- Weekdays & weekend hours
- Regular Business Weekdays
- Seasonal (summer ONLY)
- Tourist/Seasonal Year Round Locals

PROPOSED PROGRAM

DIGITAL PRESENTATION

MINNESOTA AVE

RETAIL SERVICES

N 15 ST N

6TH ST N

FRONT ST W

RETAIL #1

RETAIL #2

RETAIL #3

RETAIL #4

RETAIL

AMERICAN VERNACULAR DESIGN 1870-1940

EXISTING DOWNTOWN WALKER FACADE STUDY

RETAIL

RETAIL - BUSINESS ANALYSIS

Business Analysis; Population 2 - 5,000	
Full-Service Restaurant	9.5 4.57
Bar	3.5 3.57
Beauty Salons	4 3.08
Gas Station	2 1.72
Auto, Mechanic & Repair	1 1.63
Grocery Store	2 1.30
Other Amusement	3 1.08
Gift & Novelty	6 1.07
Thrift	1 1.05
Auto Parts & Tires	0 0.93
Florist	1 0.88
Specialty Stores	7 0.78
Barber Shop	0 0.73
Hardware Store	1 0.72
Clothing/Boutique	3 n/a
General Store	1 n/a
Pharmacies	1 0.72
Appliances, TV, & other Electronics	1 0.93
Sporting Goods	1

HOTEL

NORTH ELEVATION

SOUTH ELEVATION

HOTEL ROOM

DIGITAL PRESENTATION

PARKING **LEVEL 1** **MINNESOTA AVE** **LEVEL 2** **LEVEL 3** **LEVEL 4**

ADMIN OFFICE
RECEPTION
LOBBY FIREPLACE
GARAGE ENTRY
RESTROOMS
HOTEL CIRCULATION

RESTAURANT PATIO
KITCHEN
RESTAURANT
RESTROOMS
LARGE EVENT SPACE
HOTEL ROOM
28 ROOMS

THE PADEMA HOTEL

EAST HOTEL ELEVATION

HOTEL

The Paul Bunyan Trail is the longest bike trail in Minnesota, running a total of 120-miles and connects to the Blue Ox, Heartland and Cuyuna State trail. Following the final 2014 renovation, all 120 miles of the trail are fully paved and are well-maintained seasonally.

FRONT ST W **6TH ST N** **N 15TH ST** **MINNESOTA AVE**

SOUTH ELEVATION **BIKE REPAIR** **EAST HOTEL ELEVATION**

BIKE

RECEPTION APARTMENT

COMMON AREA

NORTH ELEVATION **SOUTH ELEVATION**

AFFORDABLE HOUSING

PARKING **LEVEL 1** **MINNESOTA AVE** **LEVEL 2** **LEVEL 3** **LEVEL 4**

STUDIO **ONE BEDROOM** **TWO BEDROOM** **THREE BEDROOM** **FOUR BEDROOM** **APARTMENT UNITS**

- STUDIO 3**
- 1 BEDROOM: 9**
- 2 BEDROOM: 4**
- 3 BEDROOM: 3**
- FOUR BEDROOM: 3**
- PARKING STALLS: 47**

MEDIAN INCOME: \$51,496
Poverty Level: 27.46%

MEDIAN RENTAL COSTS: \$770/month
MEDIAN HOUSE VALUE: \$157,000

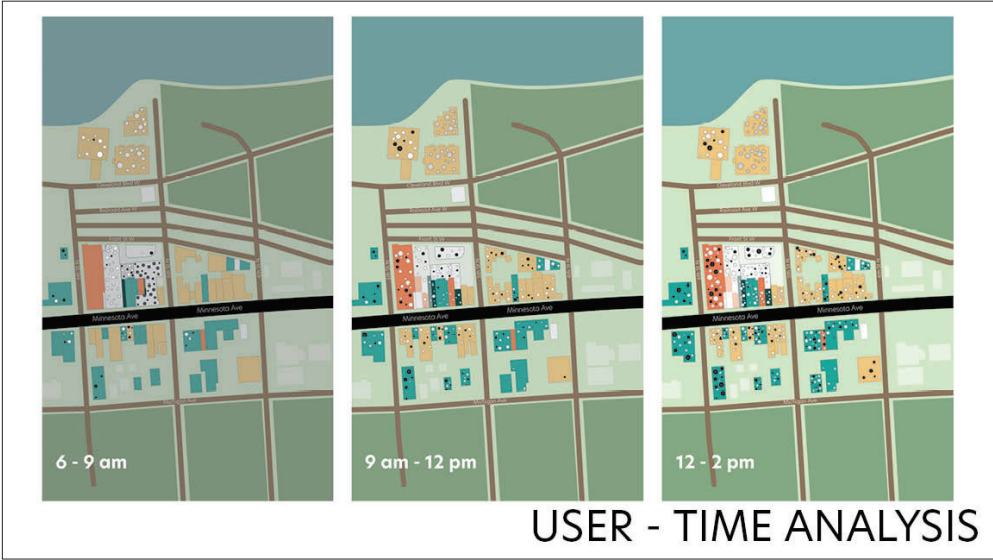
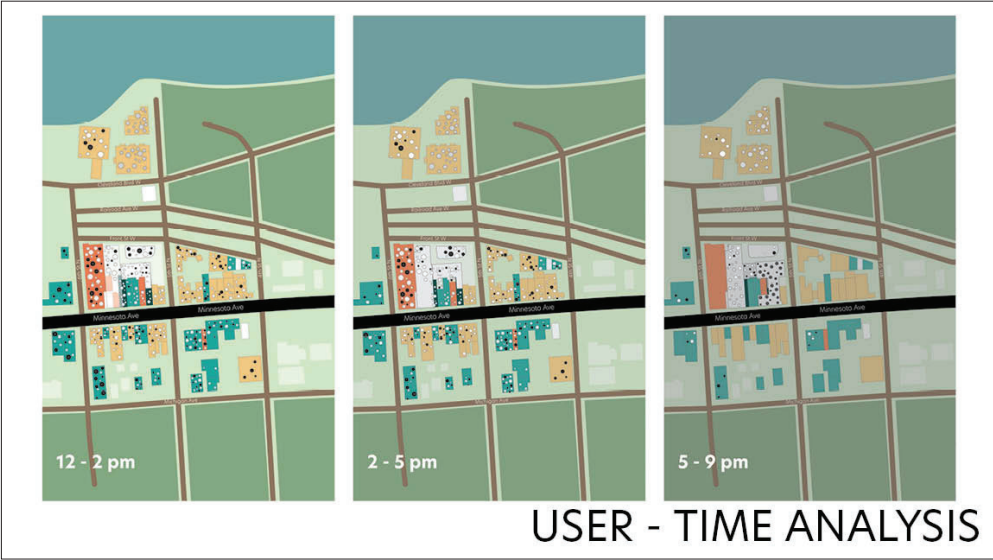
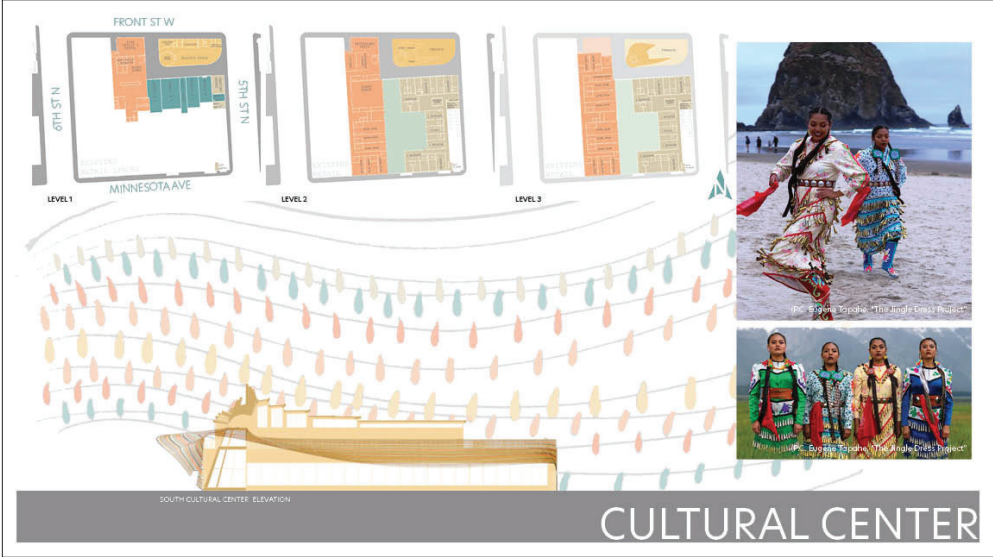
MEDIAN AGE: 44 years
43.9% Women / 43.8% Men

COVID Housing Market Inflation: 60% increase
2021 median listing price: \$309.9 K
Median closing price: \$269K - \$805K

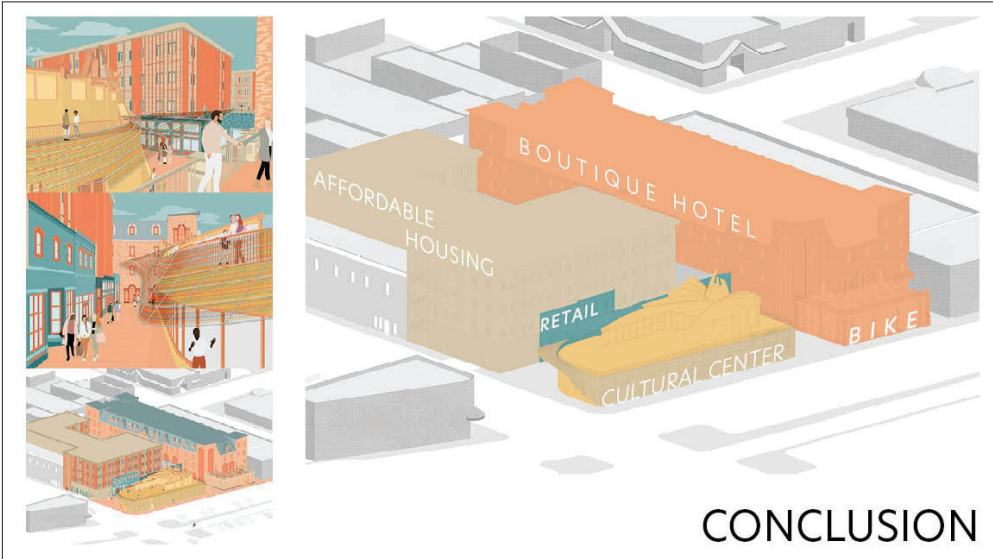
WEST APARTMENT ELEVATION

AFFORDABLE HOUSING

DIGITAL PRESENTATION



DIGITAL PRESENTATION



PERSONAL IDENTIFICATION

McKenna Reller



Figure 146 | Personal Image

PREVIOUS STUDIO EXPERIENCE

2nd Year

Fall: Cindy Urness
Tea House | Fargo, North Dakota
Spring: Amar Hussein
Dwelling | Marfa, Texas
Birdhouse | Fargo, North Dakota
Mixed-Use | Fargo, North Dakota

3rd Year

Fall: Niloufar Alenjery
Cultural Blindness | Chicago, Illinois
Spring: Bakr Aly Ahmed
Dennis & Mary Kay Lanz Competition | Bismarck, North Dakota
Home for the 21st Century | Fargo, North Dakota

4th Year

Fall: Mark Barnhouse
Captsone (High Rise) | Miami, Florida
Spring: Mark Barnhouse
Marvin Windows Competition | Fargo, North Dakota
Sponge City Desing | Miami, Florida

5th Year

Spring: Ganapathy Mahalingam
Center for the Performing Arts | Moorhead, Minnesota

- "81 - 103 King's Road, Kensington and Chelsea." Communitystream.co.uk, 2021, communitystream.co.uk/en/projects/proposals-for-81-103-king-s-road-1/5. Accessed 16 Dec. 2021.
- Block 9 plaza. REA. (2020, January 6). Retrieved October 19, 2021, from <http://reasite.com/projects/block-9-plaza/>.
- Bramley, A. (2021, September 27). Hand & Flower / Paul Murphy Architects. ArchDaily. Retrieved October 19, 2021, from <https://www.archdaily.com/969082/hand-and-flower-paul-murphy-architects>.
- Broadway Plaza, About Us. About Us | Fargo Parks. (n.d.). Retrieved October 19, 2021, from <https://www.fargoparks.com/broadway-square/about-us>.
- Deery, M., Jago, L., & Fredline, L. (2012). Rethinking social impacts of Tourism Research: A new research agenda. *Tourism Management*, 33(1), 64-73. <https://doi.org/10.1016/j.tourman.2011.01.026>
- Denis, Jeffrey. "Contact Theory in a Small-Town Settler Colonial Context: The Reproduction of Laissez- Faire Racism in Indigenous-White Canadian Relations." *Review*, vol. 80, no. 1, 2015, pp. 218-242, 10.1177/0003122414564998. Accessed 16 Dec. 2021.
- Destination by Design. (2018). Rutherford Bound, Mountains to ain Street. file:///C:/Users/mlrel/Desktop/Thesis%20v2/Case%20Studies/00_RUTHERFORD%20BOUND_PRESS.pdf. Retrieved October 19, 2021.
- "Downtown Fargo Commercial, Residential, Retail." Kilbourne Group, kilbournegroup.com/. Accessed 16 Dec. 2021.
- "Interactive Map." Cassweb3.Co.cass.mn.us, cassweb3.co.cass.mn.us/link/jsfe/index.aspx?defaultRole=Public. Accessed 16 Dec. 2021.
- Jaafar, Mastura, et al. "PERCEIVED SOCIAL EFFECTS of TOURISM DEVELOPMENT:: A CASE STUDY of KINABALU NATIONAL PARK." *Theoretical and Empirical Researches in Urban Management*, vol. 10, May 2015, pp. 5-20.
- Kim, K. (2002), *The Effects of Tourism Impacts upon Quality of Life of Residents in the Community*, Virginia Polytechnic Institute and State University, Blacksburg, VA.
- "King's Road Park | New Apartments in Fulham | St William." Berkeley Group, www.berkeleygroup.co.uk/developments/london/fulham/kings-road-park. Accessed 16 Dec. 2021.
- Lakesnwoods. (n.d.). Walker Minnesota Community Guide. Walker, Minnesota City Guide. Retrieved October 19, 2021, from <https://www.lakesnwoods.com/Walker.htm>.
- "Minnesota's Native Trees." Minnesota Department of Natural Resources, www.dnr.state.mn.us/trees/native-trees.html.
- Mikulić, J., Vizek, M., Stojčić, N., Payne, J. E., Čeh Časni, A., & Barbić, T. (2021). The effect of tourism activity on housing affordability. *Annals of Tourism Research*, 90, 103264. <https://doi.org/10.1016/j.annals.2021.103264>
- "Native & Noxious Plants." www.co.cass.mn.us, www.co.cass.mn.us/government/county_directory/soil_and_water_conservation_district/native_plant_list.php. Accessed 16 Dec. 2021.
- "Native Grasses as Pollinator Food | Native Grasses." Grasses.fans.umn.edu, grasses.cfans.umn.edu/.
- "Out Back Nursery:: Minnesota Native Shrubs." www.outbacknursery.com, www.outbacknursery.com/catalog/dcshrubs.htm. Accessed 16 Dec. 2021.
- Paul Bunyan state trail. Minnesota Department of Natural Resources. (n.d.). Retrieved October 19, 2021, from https://www.dnr.state.mn.us/state_trails/paul_bunyan/index.html.
- "Paul Murphy Architects Bring Kings Road Landmark back to Life | NetMAGmedia Ltd." Building-Projects.co.uk, building-projects.co.uk/news/paul-murphy-architects-bring-kings-road-landmark-back-to-life/. Accessed 16 Dec. 2021.
- Peacock, Thomas, and Donald Day. Nations within a Nation: The Dakota and Ojibwe of Minnesota. Vol. 129, no. 3, 2000, pp. 137-159. Accessed 16 Dec. 2021.

- Ryan, B., Stencel, B., & Jin, J. (2011, April). Retail and Service Business Mix in Wisconsin's Downtown. University of Wisconsin.
- "St William | Buildington." www.buildington.co.uk, www.buildington.co.uk/companies/st-william/id/1067. Accessed 16 Dec. 2021.
- "The Safest and Most Dangerous Places in Walker, MN: Crime Maps and Statistics | Crimegrade.org." Crimegrade.org, crimegrade.org/safest-places-in-walker-mn/. Accessed 16 Dec. 2021
- US Department of Commerce, NOAA. "What Is a Lake Effect Snow?" www.weather.gov, www.weather.gov/safety/winter-lake-effect-snow.
- Walker, Minnesota population 2021. Walker, Minnesota Population 2021 (Demographics, Maps, Graphs). (n.d.). Retrieved October 19, 2021, from <https://worldpopulationreview.com/us-cities/walker-mn-population>.
- Walker, MN violent crime rates and maps | crimegrade.org. (n.d.). Retrieved October 19, 2021, from <https://crimegrade.org/violent-crime-walker-mn/>.
- Weatherspark.com. Walker Climate, Weather By Month, Average Temperature (Minnesota, United States) - Weather Spark. (n.d.). Retrieved October 19, 2021, from <https://weatherspark.com/y/9977/Average-Weather-in-Walker-Minnesota-United-States-Year-Round>.
- "Wetlands Conservation." www.co.cass.mn.us, www.co.cass.mn.us/government/county_directory/soil_and_water_conservation_district/wetlands_conservation.php. Accessed 16 Dec. 2021.
- "What's so Great about Native Plants? | EMSWCD." Emswcd.org, 2013, emswcd.org/native-plants/native-plant-benefits/.