Dear Friends of the Arrowhead Region:

This year we at ARDC are celebrating 25 years of service to the citizens of the Arrowhead Region! Throughout these years our region has been through many challenges. We've seen small communities suffer extreme economic difficulties, and then we've seen them recover with new business growth and entrepreneurship as well as sound economic development planning. With cutbacks in government funding, ARDC had to become resourceful in finding dollars for programs to meet the needs of our citizens. The citizens of this region continue to survive and succeed in Northeastern Minnesota through cooperative efforts such as those facilitated through ARDC.

A Continuous Quality Improvement process was initiated recently, in which the Commission and staff will be finding new ways to improve the way the agency functions in every aspect. In the coming year, we plan to revisit our mission and review the make up of the Commission to ensure that public interests continue to be well represented.

The Nor’Easter project, which received funding this year from the Kellogg Foundation, will involve up to 24 community groups over the next 3 years by providing them an opportunity to learn a new model of problem-solving previously used only by innovative business organizations. This project originated at one of our Commission strategic planning sessions, in which building community leadership was identified as a priority. This is an exciting new project that will affect many groups in our region, and we are looking forward to its beginning this Fall.

Our Transportation Division has grown in the past year, with projects in areas such as the Highway 2 Improvement Task Force, the Area Transportation Partnership, a Trunk Highway 53 study, and transit coordination projects. The Division continues to staff both the Duluth/Superior Metropolitan Interstate Committee and the Regional Transportation Advisory Committee. This Division also assisted in coordinating a national conference in Duluth in May attended by over 200 transportation professionals. Initiatives to provide planning assistance to public interest groups along Highway 61 were recently begun.

Our Community and Environmental Resources Division continues to facilitate meetings of the St. Louis River Board and the North Shore Management Board. Another initiative of the “Resources” staff includes regional solid waste planning in coordination with the Northeast Waste Advisory Council (NEWAC). This is a group of solid waste officers from the region working to develop solid waste plans and studies for the region.

The Area Agency on Aging once again distributed $1,000,000 to area projects through the Older Americans Act funding. The Partners for Tomorrow project received a national award from Generations United, for their community leadership project which partners youth with older adults. There are now 10 “Partners” communities continuing to work throughout the region. Options North was hosted again by ARDC’s Area Agency on Aging for the seventh year in row!

I will not be continuing as Chairman of ARDC next year, as I have made the decision not to run for another term as County Commissioner. When I leave ARDC in January my hope is that this agency will continue to serve the region at least another 25 years.

My thanks go out to the Board of Directors, Commission members, advisory committees and staff for all their hard work and effort on ARDC projects this year, which are too numerous to mention! (Both projects and people!)

Sincerely,

Chester Lindskog, Chairman
Arrowhead Regional Development Commission

Pursuant to Minn. Stat. 462.393
Subd. 1
Regional and local development organizations established economic development goals and objectives for the region, as well as a multi-year plan of action. An Annual Report on the OEDP was also published. The Annual Report describes past year’s activities, changes in the area’s economy, and development goals, indicators, and regional strategies. Copies are available by calling ARDC.

**Developed Regional Blueprint**

Seven economic development informational meetings were conducted throughout the region by Minnesota Department of Trade and Economic Development (DTED) and ARDC to produce a Northeastern Minnesota Regional Development Blueprint. DTED had completed a State Economic Blueprint in an effort to focus limited financial and human economic development resources where they would do the most good.

The Regional Blueprint for Northeastern Minnesota was developed to ensure that state resources were used effectively at the regional and state levels and to enhance cooperation between state, regional, and local development organizations. The Blueprint contains goals and strategies for regional economic development along with measurable indicators of success.

**Assisted in Completion of SLRMP**

ARDC staff assisted the St. Louis River Board in completing the St. Louis River Management Plan (SLRMP) which recommends land use standards and forestry practices for the St. Louis, Cloquet and Whiteface Rivers. Implementation of the plan into local jurisdictional land use controls is anticipated by June 1995. The plan also recommends acquisition of 22,000 acres of land having intrinsic values in the watershed. Staff successfully assisted SLRB members in obtaining $2.2 million for land acquisition. Lands purchased will be under state ownership.

**Duluth-Superior Metropolitan Interstate Committee**

The Metropolitan Interstate Committee (MIC), as the designated transportation planning agency for the Duluth-Superior area, began a major update of the area’s Long Range Transportation Plan. Under new federal guidelines, this plan will need to comprehensively address all modes of transportation. The MIC also completed its annual priority ranking of transportation projects, approving nearly $29 million in federal funded transportation projects for the area.

Other major MIC accomplishments include a feasibility study of transit passenger fares based on zones and a study on park & ride lots for the Duluth Transit Authority, an update of social, economic and transportation trends, a metropolitan land use inventory and map, and the Draft Metropolitan Bikeways Plan. The MIC published a Draft Public Participation Policy which will expand efforts to involve the public in the development of MIC plans. The MIC also assisted Mn/DOT and the Transportation Research Board (TRB) in planning the national 1994 TRB Conference for small and medium-sized cities which was held in Duluth.

The MIC approved moving ahead with a project which would create additional islands in the Duluth harbor near Hearing Island. The project will serve a double purpose by creating additional fish and wildlife habitat while utilizing “clean” materials that have been dredged from the shipping channels.

**Regional Transportation Planning**

ARDC initiated major transportation studies for the Grand Rapids area and the Trunk Highway 53 corridor in Virginia, Mountain Iron and Eveleth. Both studies involve the local communities, counties, and the Minnesota Department of Transportation (Mn/DOT). ARDC’s Regional Transportation Planning Program provided an ongoing forum that addressed several transportation related issues during the past year. Major areas of emphasis included assisting Mn/DOT in the development of the Minnesota Scenic Byways Program, assisting and participating in the priority ranking of federally funded transportation projects of the Northeastern Minnesota Area Transportation Partnership. Other projects included a bicycle transportation outreach program, the Trunk Highway 2 Improvement Task Force, a coordination for transit vehicles funded under the federal Section 16 program, and discussions on regional airport issues.

**ARDC Census Program**

ARDC is the regional depository through the Minnesota State Data Center for the core collection of federal and state economic and demographic data. As a member of the State Data Center, ARDC provides census information to the public. In 1993, 237 census data users were served: Approximately one-third were private businesses primarily using the information for business plans, one-third were state/local government agencies needing the information for planning and grants, and one-third were other users including the media, elected officials, students, and educators.

**Arrowhead Area Agency on Aging**

The Area Agency on Aging (AAA) has served the region’s seniors for over 20 years. The Advisory Committee on Aging oversees a multitude of projects and makes funding recommendations for approval by ARDC’s Board of Directors. In 1994, the AAA allocated over $1 million in Federal Older Americans Act funds and state nutrition funds for the region’s senior programs.

These grant funds leveraged an additional $2,065,558 in project income, local match, and USDA funds. The programs served over 48,000 people in 1993. An additional 201 seniors and service providers were served by the AAA through direct requests for information.

Additional initiatives of the AAA include the following: Senior Linkage Line: a state-wide phone link to help seniors find answers and services (1-800-333-2433), planning projects, regional coordination of senior services, geriatric education efforts and advocacy for the rights of all older people.
Choices & Changes: A Resource for the Retirement Journey

Choices & Changes is a comprehensive planning program created by the Area Agency on Aging in collaboration with retirees, business representatives, educators and service providers. It was created as a tool for retirees in the information age. It is designed to empower people to make their own choices in planning for the second half of life. Employers, individuals and communities can benefit from participation in the program.

Options North '94: A regional event for pre-retirees, seniors and those who are close to them

A successful seventh annual Options North was attended by more than 4,000 at the DECC on May 11 and 12, 1994. Over 100 booths were present and a new demonstration stage was very popular. Senior Olympics had their kickoff and several sports demonstrations at Options North for the first time.

Keynotes for this year's event were Helen Thomas, UPI White House Correspondent and Company B, an entertainment group from our region that performed the sounds of the Andrew Sisters. The major sponsor for Options North '94 was St. Mary's Medical Center. Many local and regional sponsors also gave generously to support this year's event.

Health Ensurance Coalition, Inc.

The HEC Basicare project, which began in the late 1980's as a small employer health insurance model program for our region, concluded this year. In spite, and in some cases, due to the problems it overcame, the HEC project has made direct contributions to the development of state policy for universal health care access. Initially, it raised the awareness of the issue both in the public and among policymakers.

As the project was researched, designed and implemented, its close communication with policymakers statewide provided "real experience" that shaped many parts of new legislation. A detailed report is available upon request.

Partners for Tomorrow

Partners for Tomorrow completed its third year, funded by the Bush and Bremer Foundations. Partners proved to be a very successful project, training and coordinating ten communities in the Arrowhead region. These communities are Barnum, Carlton, Cook, Deer River, Grand Marais, Gilbert, Hill City, Fond du Lac, Littlefork, and Tamarack. The project achieved its goals of reducing conflicts and stereotypes between the generations, strengthening rural communities, enhancing self-esteem, developing friendships, and providing leadership training to over 130 people in the three years. The Partners Project was honored to receive the Generations United National Leadership Award for exemplary intergenerational programming in April.

Programs continue on page 4...
Operational Budget

The latest audit of ARDC's finances and contract performance by the public accounting firm of Walker, Giroux & Hahne was completed May 1994 for the fiscal year 1993.Copies of that audit and all prior audits are available for review at the ARDC offices.

REVENUE

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EXPENDITURES

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REVENUES UNDER EXPENDITURES

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Programs, continued...

The Partners Project was highlighted in two publications this year, Generations United Resource Guide and the national Youth Service guide. Recently, the Partners also received a NADO Award. Staff plan to continue working with the ten communities in the future, and will apply for funding to continue the program and to provide training to other intergenerational groups.

Clearinghouse Review

As of September 10, 1987, the State of Minnesota discontinued its involvement in the Intergovernmental Review of Federal Programs.

As a result of this action by the State, ARDC has significantly limited its involvement in the review of loan applications until such time as we determine that those reviews serve an important regional purpose. However, we will continue to review plans which are prepared for, or which have impact upon, the region.

Clearinghouse Review

Programs, continued...

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Clearinghouse Review

ARDC's Mission Statement:

To serve the people of the Arrowhead Region by providing local units of government and citizens groups a means to work cooperatively in identifying needs, solving problems and fostering local leadership.
For the past twenty-five years, ARDC's logo has carried the words "Uniting For Progress." These words have stood the test of time. Today, in 1994, the seven counties that make up the Arrowhead Region remain united, in fact, perhaps more so than ever. Northeastern Minnesota, with its unique blend of natural beauty, ethnic diversity, and economic uncertainty, has nurtured the growth of a special breed of citizens. The kind of people who are willing to not only ride out the storm but also to tackle problems head on.

Over twenty-five years ago, thirteen committees made up of local elected officials and concerned citizens outlined goals aimed at correcting problems that had caused Northeastern Minnesota to consistently lag behind the main stream of the American economy. By outlining the goals for the Economic Development District, the members of the first advisory committees opened a special era of cooperation between the counties in this region and shaped the future of ARDC. Today, as always, the Commission reflects the concerns of the seven counties whose representatives serve on the ARDC Board, Commission, and Advisory Committees.

The Arrowhead Regional Development Commission (ARDC) began as an organization called the Arrowhead Economic Development District. St. Louis County Commissioner Floyd Anderson was elected as the first chairman of the District. Designated by the U.S. Department of Commerce on April 23, 1968, the district encompassed the four counties of Cook, Itasca, Lake and St. Louis.

As a redevelopment area, these four counties qualified for special assistance from the Economic Development Administration (EDA). The Counties of Carlton and Koochiching were added shortly thereafter to make a total of six counties in the district. Finally, Aitkin County joined the Arrowhead Region in 1971 through petitions by the Aitkin County Board to the Governor.

In 1969, the Minnesota Legislature passed the Regional Development Act which allowed existing economic development districts to be designated as regional commissions. In July 1969, the Board of Directors of the Arrowhead Economic Development District, petitioned the Governor to designate the district as a regional development commission.

Joseph Veranth was appointed by Governor Levander on November 20, 1969, to serve as the first chairman of the Arrowhead Regional Development Commission.

The Arrowhead Regional Development Commission (ARDC) received authority to become the comprehensive planning and development agency for northeastern Minnesota. It was the first regional commission established in Minnesota.

Rudy Esala was the first executive director of ARDC.

The original Commission had 38 members and the Board consisted of 13 directors. Located in the Alworth and Lonsdale Buildings in Duluth, ARDC shared space with the Arrowhead Regional Planning Council for Health Facilities and Services (ARCH).

The Minnesota Regional Development Act required that the Governor designate geographic regions within the state, based on natural, social and economic factors. Thirteen regions were so designated (including the Twin Cities Metro Area) with the seven county Arrowhead Region being the largest. Regional Development Commissions were organized within each region by 1973. The regional commissions collectively formed the Minnesota Regional Development Organization (formerly Minn. Association of Regional Commissions) which continues to provide a forum for the RDCs to communicate and address common concerns and opportunities.

More History on next page...
In addition to providing a regional focal point for united efforts and action, ARDC was in part created to serve as a host agency for a variety of Federal and State programs. This concept was designed to avoid duplication of services and to strengthen the multi-disciplinary perspective of the regional planning organization. Designation as the region's Economic Development District in 1968 began a series of designations for ARDC, including:

**Regional Developmental Disabilities Council:** ARDC was designated as the coordinating entity for programs serving the developmentally disabled for ten years, ending in 1986.

**Metropolitan Interstate Committee:** through an interstate joint powers agreement between ARDC and the Northwest Regional Planning Commission of Wisconsin, the Metropolitan Interstate Committee was formed in 1975. It is the Federally designated "Metropolitan Planning Organization" and engages in a variety of metropolitan transportation, transit and coordinated planning functions. The members of the committee are appointed by local governments in the Duluth-Superior metro area.

**Forestry Coordination:** since 1973, ARDC’s Forestry Advisory Committee has provided the only forum where all public and private forestry interests meet regularly to discuss issues and opportunities.

**Emergency Medical Services:** from 1979 through 1985, ARDC was designated as the regional EMS planning agency. The program injected Federal funding for emergency medical services communications systems improvements, training, and upgraded services. After completion of the Federal assistance program, the Arrowhead EMS Association was founded as a continuing, independent association of emergency medical services providers.

**Area Agency on Aging:** through the Federal Older Americans Act, ARDC works with the Minnesota Board on Aging and the Federal Administration on Aging to plan for the needs of senior citizens in the region and to fund programs and services. Since 1973, ARDC’s Advisory Committee on Aging has developed a regional aging program second to none in the nation, spearheading new efforts in long-term care and independent living.

**Regional Criminal Justice Planning Agency:** from 1970-1981, ARDC worked with the Federal Law Enforcement Assistance Administration and the State Crime Control Planning Board to address criminal justice system needs. Significant efforts included assisting in the formation of the Juvenile Detention Center, the Northeast Regional Corrections Center and the Arrowhead Regional Corrections.

**Arrowhead Arts Council:** in 1976, ARDC was designated as the first Regional Arts Council in Minnesota. The Regional Arts Council is now an independent organization.

**ARDC Regional Revolving Loan Fund (RLF):**
This fund has been lending money to business persons in N.E. Minnesota since 1987. The fund was recapitalized in November 1992, and an initiative to recapitalize the fund once more began recently.

Since 1987, RLF projects have resulted in creation and retention of 209 jobs in the Arrowhead Region. The fund has stimulated $11,894,500 in non-governmental dollars, and provides small business loans which stimulate private sector investments. The loan fund has provided $1,526,595 in loans to businesses in our region to date.

**The Northspan Group, Inc.:**
In 1985, in recognition of the need to address economic development in a more business-like manner and to fill gaps in the region’s economic development capability, ARDC formed The Northspan Group, Inc. A private, non-profit, corporation, Northspan continues to provide an array of business and community development services, including the Arrowhead Business Connection program, and business loan packaging and administration of ARDC’s Revolving Loan Fund.

Through its technical assistance programs in the past ARDC worked with almost every unit of local government and every local agency in the region. Projects have included community marketing strategies, consolidating government services, housing plans, setting development priorities and preparing grant applications.
EXECUTIVE DIRECTOR REPORT

When I became Executive Director of ARDC, one of my first realizations was that of the fine organization I was joining. Not only from a standpoint of serving the 300,000 plus residents of our seven-counties in Northeastern Minnesota, but more from a standpoint of the professional and dedicated staff. I soon realized that ARDC staff members are truly committed to the premise of serving people and producing programs that genuinely make a difference.

ARDC has historically been able to attract outstanding staff who are willing to put in tremendous amounts of time and energy to produce fine events and keep our Region on the “cutting edge” of regional planning. Over the past twenty-five years, ARDC has had well over 200 employees in every aspect of community, environmental, social and transportation planning. Many, if not all of these people move on to fill the ranks of leadership positions whether it be in the field of government, education, foundation, or private concerns. Past ARDC staff can be found throughout our Region.

The same premise holds true for our present staff. With our current force of approximately 30 professionals, we continue to meet the demands and expectations of our Region’s needs. For example, a few of the ARDC staff’s past year accomplishments:

Our Partners for Tomorrow project, which pairs senior members with youth to carry out community projects, was noticed by Generations United, a national coalition of intergenerational programs. The Partners project was awarded one of three national awards for exemplary intergenerational community service.

In April, we submitted three of our current Human Service Division projects to the National Association Development Organizations (NADO) for its annual awards program. We were notified that all three projects will receive awards for outstanding program results.

These are only two examples of what has been a historical parade of national recognition for ARDC. We have also had the distinction of having two past executive directors serve as president of NADO during their time at ARDC. The NADO organization represents all regional organizations in the United States. This kind of recognition only happens when an organization has the staff capable of producing results.

Of course, none of this could happen without dedicated and loyal Board and Commission which provides guidance and leadership to ARDC. These 51 individuals donate many hours each month to assist us with decision-making and to provide input on our many program ideas. Rarely do our Commission members get the recognition due to them.

ARDC is proud of its accomplishments during the past year! The Board and Commission along with the staff can all feel a sense of pride in providing a score of much needed programs for Northeastern Minnesota.

Sincerely,

Henry Hanka, Executive Director

Regional Development Commission
FROM THE PAST...

"It is for the people of the Region that the Arrowhead Regional Development Commission was organized, it is for their good that the Commission will continue to work."


THANKS TO ALL OF OUR PAST EMPLOYEES:

Joyce Allen
Robert Allen
Pamela Andler
Larry Anderson
Jane Ankrum
Katherine Ashby
Sheila Auto
Steve Balfanz
Janice Barden
Andy Bayless
Eric Bennett
Dianne Bastien
Barbara Benson
Holly Bergen
Sandra Block
Tracy Bodine
Lora Bouchard
William Bolander
Charles Bouschur
Mary Boyd
Edward Brockman
Mark Brugman
Gloria Brush
Laura Budd
Cheryl Carlson
Cindy Caven
Steven Cerkvenik
Jeffrey Chida
Michael Cochran
Cindy Conkis
Kirsten Cruikshank
Catherine Dahlgren
Lisa Daigle
David Danz
Thomas Davis
Martia Debeltz
Terry Donovan
Joseph Dougherty
David Downing
Cheryl Duff
Mary Durward
Barb Eaton

Christine Eck
Le Eickhof
Carole Elkanger
John Elden
Linda Engholm
James Erchul
Cheryl Erickson
Rudy Esala
Joe Everett
Heidi Falk
Gerald Fitzgerald
Mark Flaherty
Cynthia Fransen
Brian Fredrickson
Janis Fryar
Kristie Fuqua
Dianne Galeski-Foote
Kristine Gaston
John Gephart
Resa Gilats
Patrice Greuling
Nancy Gruver
Mark Gujer
Michael Hambrock
Lynelle Hanson
Nancy Hanson
Roshan Harms
Roy Harnish
Andrea Hart
Jim Heilig
Stephanie Heilig
Brian Helmken
Kathleen Hendrickson
John Henschud
Bob Hess
Robert Hess
Terry Hill
Karen Hofer
Jason Holliday
Richard Ise
Julie Ann Jahr
Kay Jennings
Catherine Johnson
Kathleen Johnson
Sheldon Johnson
Brian Jones
Judith Joos
Mike Jordan
Lisa Josleyan
John Judd
Brad Jurkovich
Stanley Kaitfors
Jeanne Ketteleson
David Knutsen
Jean Koepe
Valerie Kolejoski
Steve Krampton
Patricia Kruger
Edward Kuhlmey
Margaret LaForge
Randy Lasky
Rosemary Laver
Julie LeDoux
Bonnie Leksel
Robert Lenz
Charles LeRoux
Diane Levitt
Kris Liljeblad
Susanne Lindholm
Susan Logren
Richard Loraas
Robert Louiseau
Barbara Lucia
Robert Lundberg
Karen Lyons
Anita Mahaney
Les Maki
John Malone
Connie Mangan
Mike Majetich
David Martin
Michael Martin
Rob Marwick
Larry Matel
Clint Mattson
Sally Maxwell
Gregory McDonald
Teresi Meger
Thomas Meier
Marjorie Meyer
Mary Mize
Michael Morgan
Lynn Morris
Deborah Mostoller
Mark Munger
Thomas Mullins
William Narog
Linda Naughton
Edward Nelson
Patricia Newman
Charles Niska
Earl Nordstrand
Steven Novak
Thomas Nutting
Carol Nygren
Louise Nyholm
Karen Olesen
Kate Olson
Linda Ostrosky
Pamela Ovshinsky
Robert Paquette
Tracey Page
Thomas Patten
Julie Schubert
Carol Paulus
Katie Pelley
Pauline Pendaraki
Michelle Perraunt
Marjorie Pertu
Deborah Peters
John Peters
Daniel Peterson
Myrna Peterson
Tracey Peterson
Richard Pingry

Yvonnea Pinsonnault
Debra Pogorelec
Gary Pothast
David Popken
Sandra Poverud
Fred Post
John Powers
Robin Quigley
Donna Rameyale
Carol Redmond
Thomas Renier
Dee Ann Rasmussen
Randy Rennhardt
James Renier
Robert Reppe
Susan Robb
Mary Robillard
Evelyn Roche
David Ross
David Rubedor
Susanne Saetre
Holly Sampson
Greg Sandbulte
Marlene Schiburr
Toni Schmidt
Jeanne Schneuer
Karin Salo
West

Thanks to all of our Past Chairpersons:

Joseph Veranth
1969-1972
Jerry J. Jubie
1972-1976
Marvin Marklund
1976
Innis (Sonny) Nesbitt
1976-1980
Warren H. Youngdahl
1980-1984
James C. Thompson
1984-1985
Marilyn A. Krueger
1985-1990
Colleen Hardone
1990-1992

Pamela Soltau
David Somppi
Linda Spencer
Vicki Spragg
James Sullivan
Luana Sullivan
Julie Swanson
Judith Swenson
Kim Taylor
Barbara Taylor
Sandra Turcotte
Nikki Trotta
Kat Turnbull
Charles Tyson
Barbara Sommer
Kurt Ulrich
Maureen Undeland
Betty Ursin
Ann Vailant
Cindy Van Guard
Sharon Vargo
Kim Vavrina
Rick Wagner
Kevin Walli
Candace Wallin
Bart Wayman
Gregory Ward
Jeanne Weiss
Becky West
Laurence Whittaker
Pat Wier
Leah Williams
Heidi Wilson
Erica Winkler
Duane Winter
Karen Witzig
Michael Witzig
Mark Wizner
Angie Woodward
Barry Woodward
Pauline Young
Linda Zemotel
Sarah Zimmer