

ANNUAL REPORT 2008



Arrowhead Regional Development Commission

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Duluth, MN 55802

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ARDC'S Mission:

To serve the people of Minnesota's Arrowhead Region by providing local units of government and citizen groups a means to work cooperatively in identifying needs, solving problems, and fostering local leadership.

ARDC has been serving NE Minnesota for more than 30 years.

ARDC holds a notable place in Minnesota history. It was the first of 11 multi-county regional development organizations created in Minnesota following the Regional Development Act of 1969. This landmark legislation recognized that challenges related to growth and development transcend county lines. It encouraged local governments to cooperate in finding solutions for everything from transportation and natural resource issues to economic development and delivery of human services.

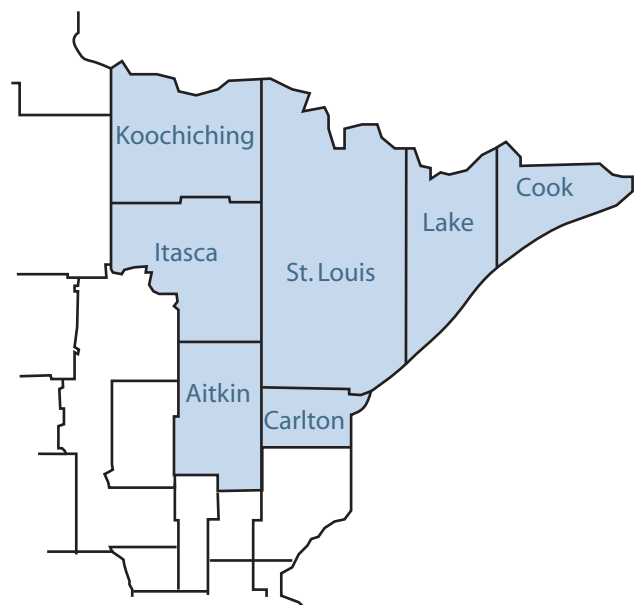
ARDC connects public and private interests.

Regional development commissions are complex relationships of interests from the public and private sectors. ARDC's membership includes both elected officials and citizen representatives from throughout the region. Programs are funded through the combination of federal and state dollars, grants, and fees paid for services. This unique structuring gives ARDC programming flexibility that other governmental agencies do not share.

The thirty member Commission meets quarterly to discuss regional priorities and to set overall policy. The twelve member governing board meets monthly to monitor programs, revise budgets, approve contracts and expenditure and to deal with other policy issues as they arise.

As outlined in Minnesota statute, ARDC Board and Commission membership ensures representation by a cross section of elected officials and regional interests:

- Communities over 10,000 in population
- Communities under 10,000 in population
- County commissioners from the seven county region
- Tribal councils
- School boards
- Township officials
- Advisory committees
- At-large positions



ARDC is the Arrowhead region's link to programs and services.

The Region

The Arrowhead Region is among the most beautiful and diverse areas of Minnesota. Bordered on the east by Lake Superior and Wisconsin and on the north by Ontario, Canada, it is blessed with a wealth of scenic beauty and natural resources. The people of the Arrowhead have built a resource-based economy around the four T's—timber, taconite, transportation, and tourism—while also developing high quality education, health care and human services. With a fifth T—technology—generating exciting opportunities and erasing geographic barriers to growth, northeastern Minnesota is poised to enter a new era of growth.

GOVERNMENTAL UNITS

- 7 counties
- 70 cities
- 180 townships
- 3 reservations

EDUCATION

- 34 school districts
- 1 university—University of MN—Duluth
- 1 private college—College of St. Scholastica
- 10 community/technical colleges
- 2 environmental learning centers

PUBLIC LAND OWNERSHIP

- 63% of the region's land is held in public ownership

NATIONAL/STATE PARKS AND FORESTS

- 1 national wilderness area—BWCAW
- 1 national park—Voyageurs
- 1 national monument—Grand Portage
- 2 national forests—Superior and Chippewa
- Other facts about the region
- 23% of Minnesota's land (19,496 miles)
- 23 county parks
- 57% of Minnesota's commercial forest land
- 4,621 miles of shoreline
- 43% of Minnesota's peat land
- 25% of Minnesota's lake and river access
- 5 commercial ports
- 13,650 miles of highway
- Major regional fiber optics transmission network
- Second largest metropolitan area in state—
Duluth, MN Superior, WI

ARDC Regional Planning Divisions

REGIONAL PLANNING

ARDC provides communities with professional planning and development services to meet long-term housing, infrastructure, environmental, economic and human needs.

DULUTH-SUPERIOR METROPOLITAN INTERSTATE COMMISSION (MIC)

ARDC administers and staffs the Duluth-Superior Metropolitan Interstate Comm (MIC) which is the federally designated Metropolitan Planning Organization (MPO) for the Twin Ports area. The MIC provides guidance and leadership on transportation and planning issues in the metropolitan area.

AREA AGENCY ON AGING (AAA)

As the designated Area Agency on Aging, ARDC promotes efforts and coordinates funding for programs that serve seniors and caregivers. The AAA is the regional agency for the MN Board on Aging.

AMERICA'S BYWAYS RESOURCE CENTER (ABRC)

ABRC provides technical and training services to citizens interested in establishing or maintaining scenic byways in their states. ARDC houses the nationwide program.



In addition, ARDC provides services pertaining to planning for:

- Geographic Information Systems (GIS)
- Federal Economic Development Administration Funding and Comprehensive Economic Development Strategy (CEDS)
- Federally funded Revolving Loan Fund administered by ARDC and serviced by The Northspan Group
- Natural Resource Planning and Management
- Livable community programs in the region
- Safe Routes to School programs
- Studies related to regional freight movements
- Wildfire Mitigation programs
- Planning for alternative energy in the region

ARDC is the place local governments and community-based groups can turn for programs, services, and staffing assistance. ARDC's professional planners and project coordinators help clients improve their communities by:

- Identifying and providing access to available resources.
- Encouraging inter-governmental cooperation
- Providing a forum for issues that cross jurisdictions
- Gathering, analyzing, and disseminating regional data
- Formulating and implementing regional strategies
- Analyzing and developing regional systems
- Facilitating decision making and strategic planning
- Identifying and instituting innovative practices
- Assuming a leadership role on regional matters
- Delivering technical assistance

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2008

COMMENTS by Dick Brenner, Chairman of the ARDC Board



In 2008 the ARDC Executive Director Search Committee solicited resumes and began the search for a new executive director. After several rounds of interviews, Pat Henderson was selected for the position. We look forward to working with Pat and the staff as we launch a new era at ARDC.

Board activity in 2008 included oversight of new compliance measures for the Federal Highway Administration Cooperative Agreement that is in place until reauthorization of the agreement in February 2010.

The Board and Commission were also involved in approving several new ventures including a contract for a study on wind energy, a new benefits program for staff, a contract on wildfire mitigation and new staff policies and procedures.

We launched a Case Study presentation at monthly Board meetings. These presentations give county representatives the opportunity to highlight challenges they are facing in their jurisdictions and to ask for input from Board members. It gives us all an opportunity to learn from each other. We also instituted personal introductions at quarterly Commission meetings. This gives everyone an opportunity to learn more about colleagues on the Commission and to learn about some of the challenges facing jurisdictions in the region.

Members of the ARDC Board and Commission are in place to provide oversight and policy to ensure that ARDC is living its mission in the region.



COMMENTS by Patricia Henderson, ARDC Executive Director



I am honored to have been selected to join ARDC as Executive Director in August of 2008. I came on board and found an experienced Board, Commission and staff, ready and willing to assist me in getting oriented.

Much had transpired in the first seven months of 2008.

Andy Hubley, Regional Planning Division Director, served as Acting Executive Director and he and Sister Mary Matthew, Finance Director, guided and steered the agency through uncharted water. Early in 2008 it became necessary to negotiate a new Cooperative Agreement with the Federal Highways Administration (FHWA) related to the future of America's Byways Resource Center, a division of ARDC. In addition, a new opportunity arose to undertake a contract for Wildfire Mitigation through establishment of homeowner sprinkler systems in Cook, Lake and St. Louis counties.

Regional Planning staff developed an excellent pilot plan to implement the program. Regional Planning also assumed the responsibility of undertaking a one year study of community based wind energy in the Arrowhead region.

Other challenges faced by staff in 2008 included reduced funding for senior meals which forced the Area Agency on Aging to negotiate alternatives for these critical senior services and a proposed Freight Study which necessitated the Metropolitan Interstate Commission's broadening its reach to include counties across the northern regions of the state.

Administrative staff, which includes Human Resources, Finance and Information Technology, streamlined procedures and services to staff and customers. This includes researching and implementing a new health insurance policy for staff as well as purchasing new technology equipment and training staff in the use of the equipment and instituting new procedures for division manager meetings. Our Finance Division achieved good reviews in the 2007 audit and continues to meet and exceed all expectations regarding serving our financial stewardship and fiduciary responsibilities.

We are on our way to facing future challenges while continuing the good work that ARDC has provided for thirty nine years.





ARDC REGIONAL PLANNING DIVISION

2008 ANNUAL REPORT by Andy Hubley, Division Director



The North Shore Management Board (NSMB) is a joint powers agreement among 10 local governments (counties, cities and townships) along Minnesota's Lake Superior coast. The NSMB was created in 1987 to develop a plan for uniform land use regulations for properties on and near Lake Superior which is a valued natural, recreational, economic and cultural resource. Due to varying concerns about how to use this resource, the NSMB also serves as a forum for land use and environmental discussion. The State of the Coast Conference is one such venue to learn about issues and actions that can be taken.



Sponsored by the NSMB with ARDC staff providing assistance, funding from the Minnesota Department of Natural Resources and held at the Environmental Protection Agency's conference center, a full day of events was planned. Randal Arendt, a nationally recognized landscape planner and author on conservation planning was the keynote speaker as well as an instructor. Nearly 100 participants attended the event to learn about existing conservation design efforts in the area and were led through a hands-on exercise that helped them to understand conservation design in planning. Attendees included elected officials, agency representatives, planning commissioners and interested citizens coming from areas throughout the region as well as from Wisconsin.



In 2006, the Arrowhead Regional Development Commission (ARDC) was awarded funding from the Blue Cross Blue Shield of Minnesota Prevention Minnesota Foundation to initiate a Northwest Minnesota Active Living Community Vision Assessment and Engagement (ALCV) project. The project was meant to address rising physical inactivity trends and associated costs. Obesity rates had warranted a new broader approach to work toward a permanent increase in physical activity. Throughout the Arrowhead Region, staff and partners visited with city administrators, school administrators, major employers and active living-related groups

to assess five key areas including activity levels and accessibility for activity.

The ALCV Project culminated in 2008 with the development of a Regional Vision Statement six principles and Active Living Toolkit. With these in place, local communities can now take steps to create safe and convenient environments that will enable an encourage people to be more physically active on a day-to-day basis. Recently the Town of Thomason in Carlton County has moved forward and adopted the vision and principles



Visitors and residents alike enjoy the many outdoor activities that are available in the Two Harbors area. Through the Planner-on-Retainer Program, ARDC has assisted the City of Two Harbors in their ongoing planning, engineering, and construction of the City's non-motorized trail system. ARDC's staff has been able to facilitate communication and decision making between the various entities, departments and agencies in an effort to improve trail experience and usage.

As with any project issues arise and ARDC's experienced staff worked with engineers, the Tree and trails Committee, the City Council and Lake County Highway Department to assist the City of Two Harbors address those issues and to establish a vision for the trails.

Residents and visitors will be benefitting from a successful grant application on behalf of the City by ARDC staff for an FY 2013 Enhancements Grant through the Northeast Minnesota ATP. The City was awarded \$343,000 to establish an important trails connection by constructing an underpass beneath the Canadian National Rail Road grade.

With the success of the Planner-on-Retainer Program in Two Harbors, ARDC staff have also contracted with the City of Eveleth for the 2008 fiscal year.



Kids and bikes go together, so do accidents. Named after the masked bicycle safety crusader, *HelmetHero* reaches out to second and third graders. Like *HelmetHero*, ARDC staff travel

to schools speaking to groups of children about the necessity of wearing a helmet and other safety issues. Training is conducted in the form of a dialogue where *HelmetHero* is leading the discussion and encouraging interaction from children.

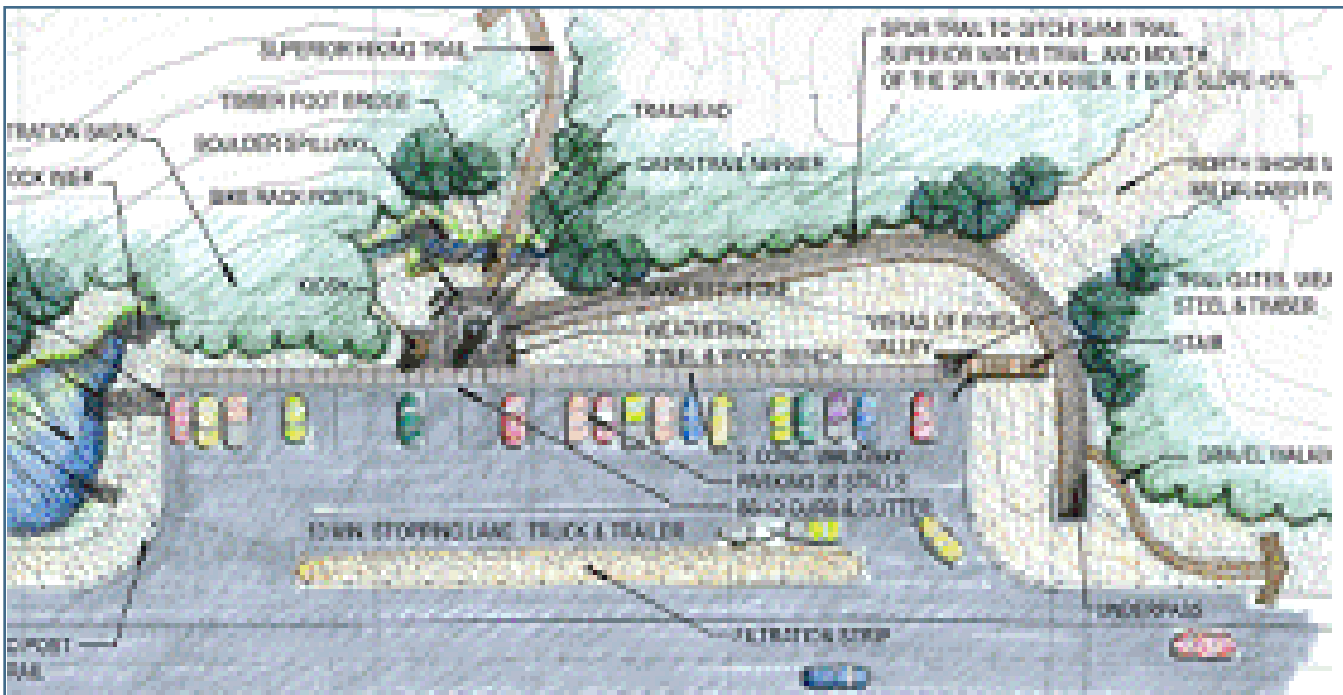
The program covers helmet safety and proper fit, rules for riding in the streets and sidewalks, basic bicycle maintenance, proper dress, hand-signals, traffic signs, signals, laws and choosing bicycle routes appropriate for individual skills. There is even a fun, but serious, demonstration dropping an egg. Over twenty schools throughout the Ar-

rowhead Region have had ARDC staff visit to present the *HelmetHero* program in 2007-08.

The North Shore Scenic Drive is visited by thousands every year. They come to view the gorgeous vistas, enjoy the trails, and play in the rivers that course downward to Lake Superior. The mission of the North Shore Scenic Drive Council (NSSDC) is to cooperatively enhance the economic benefit of travel along Lake Superior's North Shore and improve the quality of the route, while preserving its cultural, social and natural integrity.

This year the NSSDC, though ARDC, received over \$350,000 in funding to make several improvements along the North Shore Scenic Drive Byway. The Split Rock River Wayside improvement project was planned, designed, and awarded funding for construction. ARDC staff facilitated this process and worked with the Minnesota Department of Transportation to construct this facility during the 2010 construction season. The project will include a pedestrian underpass to the Gitchi-Gami Trail and access to Lake Superior. The site will also include byway information, increased parking, improved storm water management, and safety improvements.

With continued ARDC staffing for the North Shore Scenic Drive Council, there is the opportunity for additional improvements to enhance everyone's experience on this remarkable highway along Minnesota's Lake Superior coast.



Caption is entered here to describe photo above. The amount of room that this takes will depend on the amount of text in each caption.



ARDC's Area Agency on Aging serves as the designated Area Agency on Aging (AAA) for the seven counties – Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis – of the arrowhead region of northeastern Minnesota. The role of an AAA is to foster networks of organizations, units of government and service providers to cooperatively address the human services needs, especially of the elderly, in the region. Following its mission of serving as a “source of leadership in comprehensive planning, development assistance and grant funding”, the AAA annually distributes approximately \$1.5 million in Federal Older Americans Act (OAA) funding to agencies and organizations that provide vital services. In 2008, twenty-four (24) agencies received funding and served 9,816 persons.

The Division Engaged in Priority-setting Process for Older Americans Act Funding:

OAA 2008 was a year in which the AAAA administered a competitive grant making process for several Older Americans Act service categories and set funding priorities for each.

In the spring, the Arrowhead AAA issued a regional survey for senior consumers and aging services providers in an effort to best assess service needs. 634 seniors responded to the survey and indicated the following:

The top three problems reported by elderly in the arrowhead region:

- Getting heavy housework done (22%)
- Concerns about their physical health (16%)
- Concerns about financial problems (11%)

As a result of these findings, high priority services of chore, homemaker, and counseling were identified for the category of Older Americans Act **Title III B Supportive Services funds**.

Based on survey responses from family members caring for elderly loved ones, the services of in-home and out-of-home respite and one-to-one caregiver counseling were identified as funding Based on survey responses from family members caring for elderly loved ones, the services of respite and caregiver counseling were identified as funding priorities for.

Title III D Health Promotion and Disease Prevention funding priorities included health promotion programs, mental health screening/referral and nutrition counseling.

The competitive funding process resulted in the award of nearly \$500,000 for twenty programs serving the elderly and family caregivers throughout the region beginning January 1, 2009.

The result of the competitive funding process was the **award of nearly \$5000,000 for twenty programs serving the elderly and family caregivers** throughout the region, to operate beginning January 1, 2009.

Nutrition Services for Elderly – Title III-C funding Services for the Elderly – Title III-C:



In 2008, 245,166 congregate meals were provided to 5,094 elderly and 293,221 home delivered meals were delivered to 2,735 homebound seniors throughout the arrowhead region.

Total Older Americans Act and Minnesota state nutrition funding awarded by the Area Agency on Aging for 2008 was \$1,244,591.

After more than 30 years of providing nutrition services –congregate dining and home delivered meals - the City of Duluth and St. Louis County indicated mid-year they would discontinue their nutrition programs in Duluth.



In the fall of 2008, negotiations were completed with Arrowhead Economic Opportunity Agency (AEOA) to expand their service area into Duluth.

In 2008, 245,166 congregate meals were provided to 5,094 elderly and 293,221 home delivered meals were delivered to 2,735 homebound seniors throughout the entire seven county arrowhead region.

Total Older Americans Act and other nutrition funding managed by the ARDC-Area Agency on Aging awarded for 2008 for both the congregate and home delivered meals was \$1,244,591.

Dementia Care:

Dementia care program and service development continued to be a primary focus of the Arrowhead Area Agency on Aging in 2008. The work of 2008 was to improve the memory care competency among health care organizations and community care services throughout northeastern Minnesota. Memory Care competency training was provided to when the project ended.

- 90 graduated LPN students
- 282 health care professionals, residential care providers, home care providers, human service professionals and general public
- 26 MSHO Care Coordinators and County LTCC care managers in the arrowhead region
- 41 health care professionals including 5 physicians and 2 nurse practitioners
- 3 presentations to hospital and emergency room staff in 2 communities
- 120 home and residential care providers plus 12 care providers from Fond du Lac Health Center's Home care services
- 35 health and human services professionals

Senior LinkAge Line® Provides Information When Needed:



The ARDC-Arrowhead Area Agency on Aging is the region's Senior LinkAge Line® (SLL) provider. The SLL is a telephone information and assistance service that makes it easy for seniors and their families to find community services. The SLL is Minnesota's critical access point for beneficiaries seeking impartial information about Medicare, healthcare insurance, prescription drug coverage, patient assistance programs and many other services. Senior LinkAge Line® staff can help assess a situation and introduce the caller to resources available in their community. Senior LinkAge Line® is a service of the Minnesota Board on Aging and the Minnesota Area Agencies on Aging. In 2008, there were 147,006 SLL contacts statewide and 7,366 SLL contacts in the arrowhead region.

Other 2008 Accomplishments:

- Participated in the Federal Administration on Aging - Nursing Home Diversion Project grant pilot program (\$102,000) and supplemented those federal funds with a Northland Foundation grant (\$19,000) to support build capacity towards expansion of the service.
- Coordinated and facilitated a Falls Coalition in the City of Duluth with 18 different entities working together to address the issue of falls.
- Participated in A Matter of Balance (evidence-based falls prevention program) Master trainer training to more effectively expand the delivery of the Matter of Balance course in the arrowhead region including the City of Duluth.



- Worked interdisciplinary with the Regional Planning Division and the Metropolitan Interstate Commission of the Arrowhead Regional Development Commission (ARDC) to develop a "Livable Communities" toolkit for regional communities completing or updating comprehensive community plans.

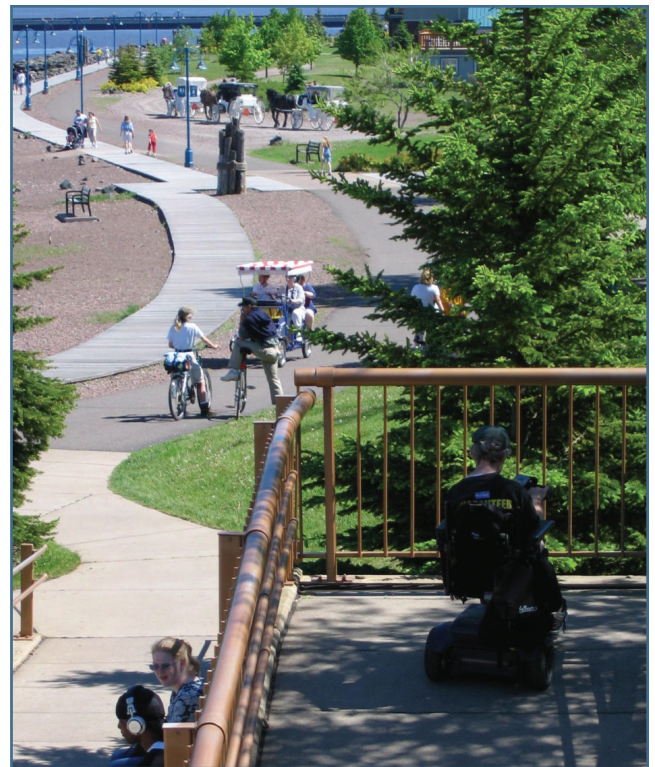


DULUTH-SUPERIOR METROPOLITAN INTERSTATE COUNCIL (MIC) 2008 ANNUAL REPORT by Ron Chicka, Division Director



Guiding the Future of Transportation for the Twin Ports Area Highlights of 2008 Plans & Studies

The MIC provides an inter-jurisdictional forum for issues of regional significance. General activities include neighborhood and corridor studies, regional impact studies, and involvement in harbor, transit and statewide planning initiatives. 2008 saw the completion of a couple of major projects, including:



Highway I-35 separates downtown Duluth from the popular Canal Park destination. The 2008 Downtown Duluth Modal Connections Study analyzes the available connections for pedestrians and cyclists to travel between the districts.

Downtown Duluth Modal Connections Study

In an effort to examine transportation connectivity and usage between Duluth's Central Business District, Canal Park and the Duluth Entertainment Convention Center (DECC)/ Bayfront area, MIC staff worked closely with the Greater Downtown Council, the City of Duluth, and the Duluth Transit Authority to provide a technical analysis of existing transportation interactions and barriers between these core districts. This analysis formed the foundation for a proposed federal grant application put forward in 2009.

Safe Routes to School (SRTS) Grant Applications for Duluth and Proctor



As a local example of how SRTS non-infrastructure grant funding could be utilized by the Proctor school district, the Superior school district developed age-appropriate bike safety curriculum and then partnered with a local retailer to purchase a fleet of bicycles for use by middle school physical education classes and assist in bike safety training events.

MIC staff wrote five grant applications on behalf of the Duluth and Proctor school districts in an effort to secure funding to implement the recommendations from our prior SRTS planning efforts. Two of the five proposed projects were awarded funds - \$156,000 for infrastructure improvements to the pedestrian facilities around Lester Park Elementary School, and a \$25,000 non-infrastructure grant to develop bicycle and pedestrian education programs throughout the Proctor School District.

Northwest Superior Traffic Circulation Plan

The goal of this traffic circulation study was to determine whether the current capacities of Winter Street, Susquehanna Avenue, Belknap Street and the design of the Bong Bridge ramps will be sufficient for increased traffic due to future industrial development in the area.



The industrial land uses in the northwest part of Superior generates a large amount of truck traffic each day.

Endion Neighborhood Transportation & Land Use Plan



Planners listen to business owners and neighborhood residents who attended a public meeting to participate in a future corridor visioning exercise for London Road.

The goal of this study was to build on the prior City planning efforts for the area to identify solutions to improve safety, multi-modal options and access along and across London Road and the adjacent roadways. Mitigation measures and design options, as well as their associated costs, are presented to support the scenarios considered in the study. An implementation timeframe is included with an action matrix outlining strategies to pursue funding sources.

Proctor Comprehensive Plan



MIC staff assisted the City of Proctor in the 5-year update of their Comprehensive Plan. As with the 1997 and 2002 versions, staff worked closely with the Proctor Comp Plan Group in this effort. Tasks involved compiling a citizen survey, creating a Proctor Comp Plan webpage, reviewing the previous Comp Plan, updating land use and other geographic

information, identifying recent trends and focus areas for this plan and identifying a public involvement strategy. One focus area of this plan is to identify the future land uses of property along the Kirkus Street corridor, which is a new road scheduled for construction in 2009.

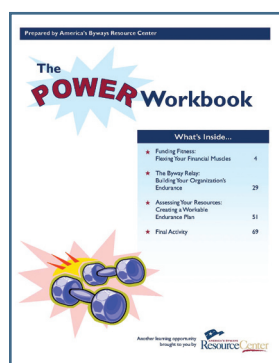


The America's Byways Resource Center is a division of the Arrowhead Regional Development Commission, in partnership with the Federal Highway Administration (FHWA). The Resource Center operates under a cooperative agreement with FHWA to help build successful America's Byways® through positive, proactive, hands-on assistance in planning, preserving, promoting and managing scenic byways.

The following are 2008 highlights of the America's Byways Resource Center's technical assistance and training and education program.

Technical Assistance

The America's Byways Resource Center provides customized technical assistance to byways, states and tribes in person and via phone and email.



Notably, the Our Native Pathways: Byway Opportunities for Indian Tribes workshop series was developed to conduct effective and comprehensive outreach to Tribal governments throughout the nation. The well-attended workshops effectively engaged tribal representatives seeking to learn

more about opportunities within the National Scenic Byways Program.

Resource Center staff actively participated in conferences, including: Preserving the Historic Road Conference; National Association for Interpretation's Annual Workshop;

Colorado State Byways Conference; Florida State Byways Conference; Utah State Tourism Conference; and Wisconsin's Historic Roads Gathering. Staff also facilitated a NADO Conference mobile workshop on Minnesota's North Shore Scenic Drive, provided assistance to Nebraska for planning the 2009 Heartland Byways Conference, and delivered the keynote presentation focusing on the America's Byways® collection and an overview of what makes successful byways at the Byways and Heritage Routes Conference in Michigan.

Other facilitation efforts included, but were not limited to: Iowa's Byways Corridor Management Planning Workshop; the 2008 Minnesota State Byways Meeting; and a session on corridor management planning and intrinsic qualities at the Indiana State Byways Meeting.

Strategic planning assistance continued to be an important service provided by the Resource Center. Staff facilitated strategic planning sessions for groups such as: the Historic National Road Alliance (multi-state); Copper Country National Scenic Byway (MI); Northwest Passage Scenic Byway (ID); Coulee Corridor Scenic Byway (WA); Payette River Scenic Byway (ID); Western Heritage Byway (ID); Illinois River Road (IL); and Indian River Lagoon Scenic Byway (FL).

Other assistance included: facilitated discussions on Authentic Experiences via conference call with invited list of participants to the Authenticity Book Club; continued efforts to develop a byway focused explanation of road design and Context Sensitive Design practices in conjunction with the AFB40 committee of the Transportation Research Board and various State coordinators and practitioners across the country; discussions with the Yurok Tribe of Northern California regarding guidelines on submittal of grants and nomination applications and how to coordinate with the State of California; conference calls and webinars with State byway coordinators and tribes to discuss state and tribal byway programs; observation and analysis of Iowa's statewide wayshowing planning initiative; training sessions with the new State coordinators (AL, KY, WV and TN); statewide conference call regarding grants process in Michigan; and a statewide conference call regarding signage policy in New Jersey.



Illinois River Rd (IL)

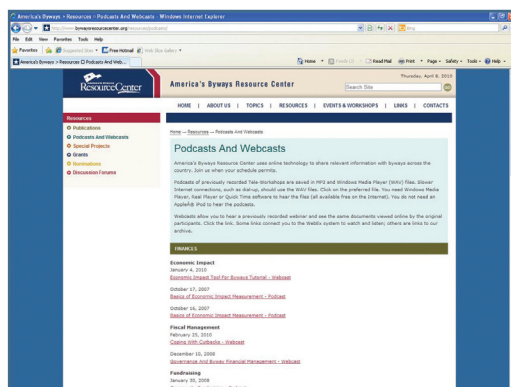
Training and Education

Through its training and education program, the Resource Center provides the byway community with a spectrum of distance learning courses and byway-specific resources to help them manage their byways.

Traditional Workshops offered in 2008 included: Power Workshops I (AZ); PR 101 Training (ME, ID, TN, NY, KS, OR); Our Native Pathways (CA, TN, OR); Grassroots Hospitality Train-the-Trainer (CO); and Scenic Conservation workshops (FL, CO, NY, NM).

A number of Tele-Workshops and webinars were recorded in 2008. Podcasts and webcasts of those sessions continue to be available on-demand at www.bywaysresourcecenter.org. Topics include: The Basics of Economic Measurement; Developing and Marketing Plan; Community Fundraising; Developing and RFP for Projects; 501(c)(3), (c)(6), Etc., and the Law; Volunteer Retention Programs; Outreach and Community Involvement Techniques; Interpretive Wayside Development and Design; Assessing Historic Roads; Tribal Involvement with Byway Planning; Basic Corridor Management Planning; Audio/Video Podcasting for the Byway Visitor Experience; Developing Interpretive Themes; Organizational Self-Assessment; Travel Trends; Governance and Byway Finances; and Two-Dimensional Design Module I, II, and III.

Finally, for the tenth year, the Resource Center continued to produce the bimonthly publication, *Vistas*, and distribute it to approximately 4,700 readers nationwide. PDF and .txt versions of each issue are available on www.bywaysresourcecenter.org.



Byway leaders, local groups, volunteers, organizations and State coordinators responsible for the planning and marketing involved with nationally designated byways look to the America's Byways Resource Center for the training, information and expertise that paves the way to better byways.

America's Byways Resource Center, established by Congress originally as the National Scenic Byways Resource Center, opened in January 1999 as a division of the Arrowhead Regional Development Commission. Funding is provided through an agreement with the Federal Highway Administration.

The Federal Highway Administration leads and manages the National Scenic Byways Program as a community-based program.

Together, the America's Byways Resource Center and the Federal Highway Administration share a strong commitment to the success of America's Byways.

**SUMMARY OF REVENUE, EXPENDITURES & CHANGES
IN FUND BALANCE - UNAUDITED
YEAR ENDED DECEMBER 31, 2008
by Mary Matthew, Finance Director**

	General Fund	Revolving Loan Fund	Grants & Contracts	Total
Revenues				
Tax Levy	\$477,400			\$477,400
Grants & Contracts			\$6,336,858	\$6,336,858
Program Income		\$242,145		\$242,145
Interest Earned	\$4,782			\$4,782
Miscellaneous	\$17,901		\$139,146	\$157,047
Total Revenue	\$500,083	\$242,145	\$6,476,004	\$7,218,232
Expenditures	\$127,318	\$294,881	\$6,674,066	\$7,096,265
Revenue Expenditures Over/Under	\$372,765	(\$52,736)	(\$198,062)	\$121,967
Other Financing Sources (Uses)				
Local Match	(\$198,002)		\$198,062	
Revenue and Other Sources (Uses)				
Local Match	\$174,703	(\$52,736)		\$121,967
Fund Balance 1/1/2008	\$516,043	\$446,323		\$962,366
Fund Balance 12/31/2008	\$690,746	\$393,587		\$1,084,333



**ARDC Revolving Loan Fund
Loans Approved and Disbursed in 2008**

	New Loans
Blocker Incorporated	\$100,000.00
Aitkin Machine & Manufacturing, Inc.	\$50,000.00
Superior Thermowood of Brainerd, Inc.	<u>\$100,000.00</u>
Total	<u><u>\$250,000.00</u></u>

2008 ARDC BOARD AND COMMISSION MEMBERSHIP



County Commissioners

Paul Bailey, Aitkin County
Dick Brenner, Carlton County
Bob Fenwick, Cook County
Catherine McLynn, Itasca County
Wade Pavleck, Koochiching Cty
Scott Larson, Lake County
Steve Raukar, St. Louis County
Peg Sweeney, St. Louis County

Communities Under 10,000 Population

Eric Howe, Sr., Aitkin County
Dave Limmer, Carlton County
Bill Lenz, Lake County
Tom Sampson, Itasca County
Randy Bolen, Jr., Lake County
Marlene Pospeck, St. Louis County

School Boards

Harlan Tardy, ISD #319, Itasca County
Martha Lentz, ISD #2, Aitkin County

Township Officials

Clayton Kauppila, Carlton County
Diane Parker, Cook County
Bob Norgord, Itasca County
Kevin Adee, Koochiching County
Michael Hoops, Lake County
Steve Kniefel, St. Louis County

Communities Over 10,000 Population

Bruce Ahlgren, Cloquet
Jim Stauber, Duluth
Frank Bigelow, Hibbing
Louis Russo, Virginia

North American Tribal Council

Jason Hollinday, Fond du Lac
Lorraine Wipson, Grand Portage
Andy Datko, Bois Forte

At Large Members

Allen Rasmussen, International Falls
Kelly S. Cooke, Hermantown
Wayne Dupuis, Cloquet
Margaret Sherman, Palisade
Thomas Wagner, International Falls
Kevin Downey, Two Harbors
Lars Kuehnnow, Duluth
Bogdan Zjalic, Chisholm

Advisory Committees

Earl Elde, MIC
Lowell Bartel, Aging
Catherine McLynn, RTAC

Board of Directors

Paul Bailey, Aitkin Cty
Dick Brenner, Carlton Cty
Robert Fenwick, Cook Cty
Catherine McLynn, Itasca
Wade Pavleck, Koochiching
Scott Larson, Lake
Steve Raukar, St. Louis
Peg Sweeney, St. Louis
Jason Hollinday, NATC
Margaret Sherman, At Large
Allen Rasmussen, At Large
Rev. Bogdan Zjalic, At Large
Earl Elde, MIC Advisory
Lowell Bartel, Aging Advisory



www.arrowheadplanning.org



Arrowhead Area
Agency on Aging

www.arrowheadaging.org



www.dsmic.org



www.bywaysresourcecenter.org

Arrowhead Regional Development Commission

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