



# ANNUAL REPORT 2009

L E A D I N G

P L A N N I N G

C O N N E C T I N G

**ARROWHEAD REGIONAL DEVELOPMENT COMMISSION**

221 W First Street Duluth, MN 55802 Phone 218.722.5545 1.800.232.0707 [www.ardc.org](http://www.ardc.org)

## ■ 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.

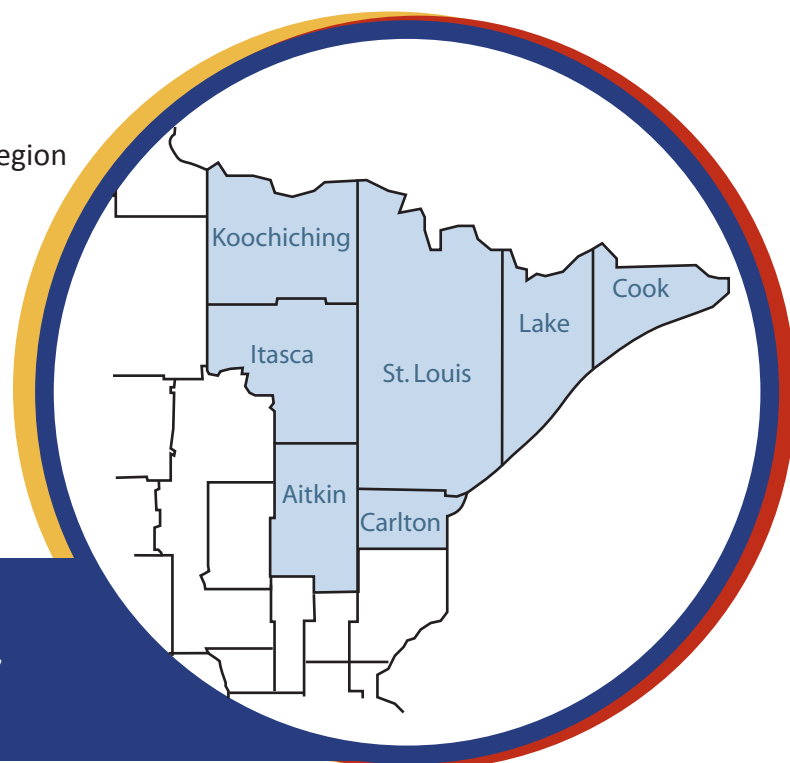
## ■ ARDC connects public and private interests.

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



### **Arrowhead Region of Minnesota:**

The seven counties of Cook, Lake, St. Louis, Carlton, Koochiching, Itasca and Aitkin

## 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.

<b>GOVERNMENTAL UNITS</b>	<b>NATIONAL/STATE PARKS AND FORESTS</b>
7 counties	1 national wilderness area—BWCAW
70 cities	1 national park—Voyageurs
180 townships	1 national monument—Grand Portage
3 reservations	2 national forests—Superior and Chippewa
<b>EDUCATION</b>	Other facts about the region
34 school districts	23% of Minnesota's land (19,496 miles)
1 university—University of MN—Duluth	23 county parks
1 private college—College of St. Scholastica	57% of Minnesota's commercial forest land
10 community/technical colleges	4,621 miles of shoreline
2 environmental learning centers	43% of Minnesota's peat land
<b>PUBLIC LAND OWNERSHIP</b>	25% of Minnesota's lake and river access
63% of the region's land is held in public ownership	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)

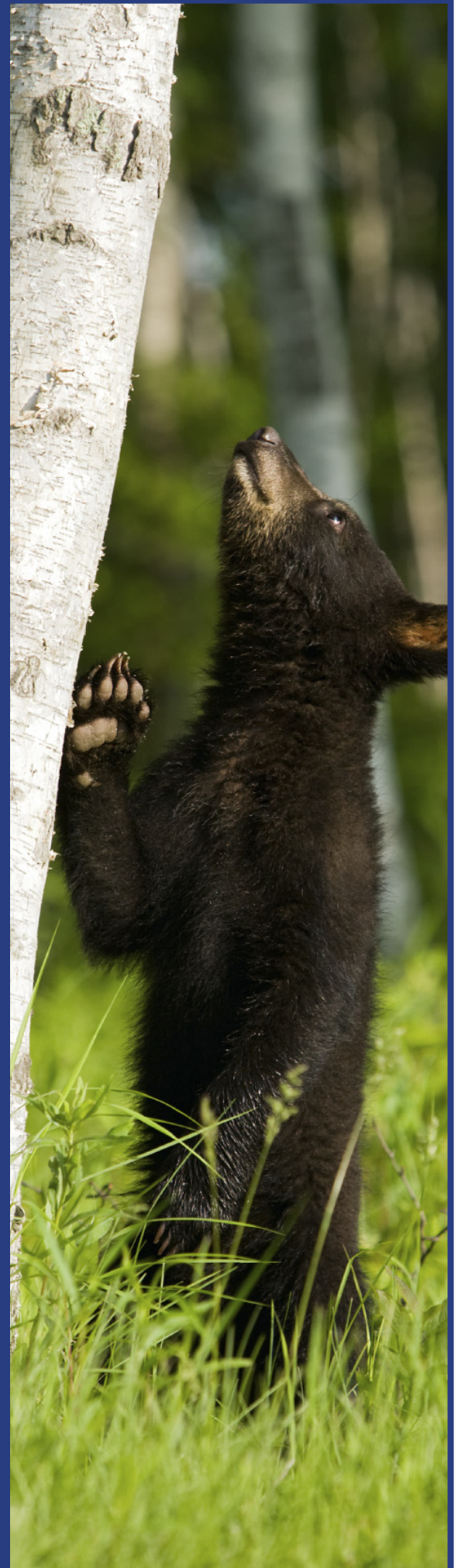
ABRC provides technical and training services to citizens interested in establishing or maintaining scenic byways in their states. ARDC houses the nationwide program.

■ In addition, ARDC provides services pertaining to planning for:

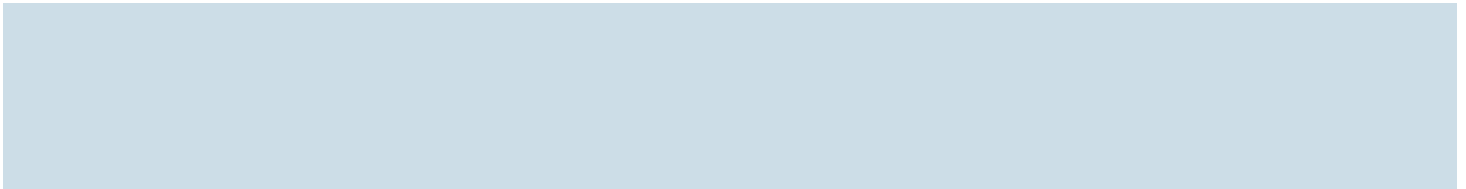
- Geographic Information Systems (GIS)
- Federal Economic Development Administration Funding and Comprehensive Economic Development Strategy (CEDS)
- Federally funded Revolving Loan Fund administered by ARDC and serviced by The Northspan Group
- Natural Resource Planning and Management
- Livable community 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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## ■ **COMMENTS by Dick Brenner, Chairman of the ARDC Board**

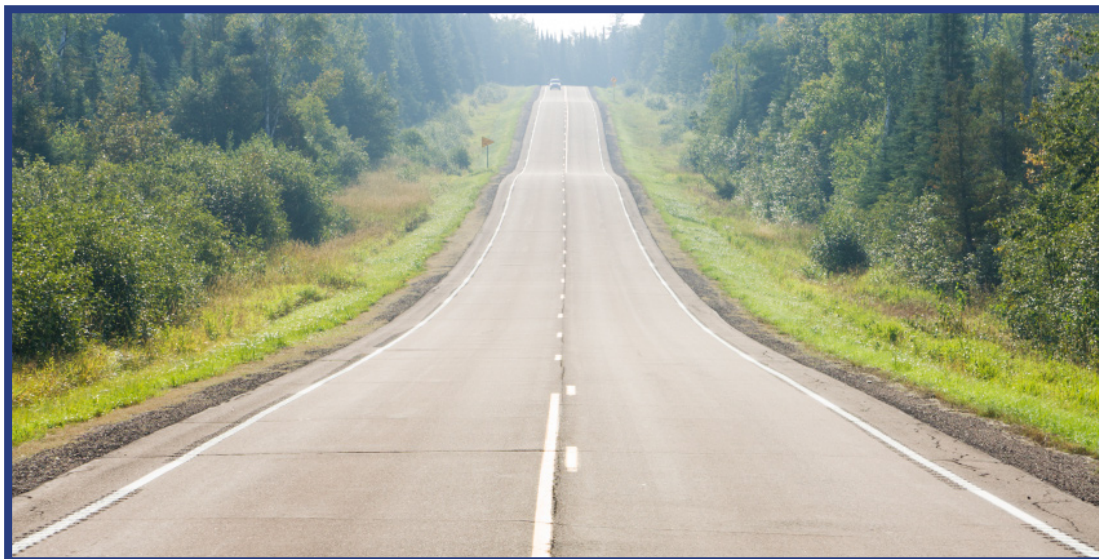
It has been my privilege to serve as Chairman of the Arrowhead Regional Development Commission since July, 2005. I have had the opportunity to experience firsthand the work of ARDC's qualified staff. Our region is stronger and more resilient as a result of the programs that have been put into place at ARDC to meet the needs of the citizens of the Arrowhead region, as well as the planning and community development projects completed by ARDC staff.

ARDC's 2009 Board of Directors has been involved in moving forward on many facets of building improvement, recapitalization of the ARDC's Revolving Loan Fund to provide greater opportunity for businesses in the region, and enhancement of opportunities to provide a state, federal and regional connection to the agency. The Board of Directors now includes more representation from economic development interests in the region. Look for the agency to take on a greater economic development role in 2010 as EDA's (Economic Development Administration) Northeast Minnesota Economic Development District.

As I continue to serve on the Board of Directors, I look forward to continued involvement with transportation interests and services for the region's senior population.



Dick Brenner  
Chairman of the Board  
Arrowhead Regional Development Commission





## ■ **COMMENTS by Patricia Henderson, ARDC Executive Director**

The title of this annual report is ARDC: Leading. Planning. Connecting. The phrase says it all with regard to the work of the regional planning commission. We connect to citizens in the region through local governments for the purpose of planning, community development, economic development, transportation planning and senior services. Our work is to listen to the people of the region and respond with planning and community development expertise.

ARDC's staff members are masters at making connections. Many of the connections we have in the region are long-established. The agency has a reputation for doing good work to meet the needs of citizens, organizations and local units of government. That reputation is a result of the work our staff do in connecting to constituents in the region.

In highlighting 2009 efforts by the Regional Planning staff, special attention is called to work in areas of the region where it was important to involve citizens from several jurisdictions in public/private partnerships to address a mutual challenge. Our staff helped the communities sort out their differences, develop local leadership capacity, achieve a focused effort and begin working together for the greater good.

Area Agency on Aging (AAA) staff advocate on behalf of older persons, serve a planning and development function for services to seniors and provide administration for a wide variety of funds to public and local providers for home and community-based support services. AAA staff play a critical role in connecting citizens to necessary services such as nutritional dining for seniors and counseling regarding Medicare and Medicaid.

The Metropolitan Interstate Commission (MIC) addresses the transportation planning needs of the Duluth/Superior metro area. MIC takes direction from two advisory boards comprised of a cross-section of organizations interested in the future of transportation in the region.

Every county in our seven county northeast Minnesota region has a representative on the agency's Board of Directors. Other organizations and jurisdictions such as townships, the three tribes in the region, and towns under and over 10,000 in population are represented on our Board of Directors. This provides an excellent opportunity for our staff to connect to elected leaders and to volunteer leaders from the entire region.

We will continue to be the agency that leads, plans and connects in the Arrowhead Region in 2010 and beyond.



Pat Henderson  
Executive Director  
Arrowhead Regional Development Commission



## ■ ARDC REGIONAL PLANNING DIVISION

### 2009 ANNUAL REPORT by Andy Hubley, Division Director

The Regional Planning Division at the Arrowhead Regional Development Commission (ARDC) continued its work of leading Northeast Minnesota and its communities forward in 2009. The Vision of ARDC's Regional Planning Division is to be the "Full Service Planning Resource" for the Arrowhead Region of Minnesota. We focus on helping communities with all facets of the community planning process from comprehensive planning and zoning ordinance development to specialty planning for specific community improvements. The Division also does planning on a regional basis with the intent to improve the quality of life for all residents and the quality of experience for visitors.

Regional Planning primarily works on a fee-for-service basis; additionally the Division receives funding for regional transportation planning. Regional Planning also administers the Northeast Minnesota Economic Development District (NEMEDD), which allows ARDC staff to provide economic development assistance free of charge. For more information about our work or to locate a specific project, visit our website: [www.arrowheadplanning.org](http://www.arrowheadplanning.org).

## 2009 Planning Highlights

### FOND DU LAC RESERVATION SAFE ROUTES TO SCHOOL PLAN

There is a new addition to the diversity of Safe Routes to School (SRTS) planning in the State of Minnesota: the Fond du Lac Band has become the first Indian tribe in the State to have completed a SRTS plan.

The Fond du Lac Reservation SRTS plan is ground-breaking planning also for Tribes across the United States. Nationally, only a small percentage of Tribes have completed SRTS plans or have received SRTS funding for projects. Indian Reservations commonly face the same bike/pedestrian challenges that non-native communities do, including lack of (or compromised) infrastructure such as sidewalks or bike trails, decline in student interest in physical activity, and real or perceived concerns for students to safely bike or walk to school. Safe Routes to School programs enable community leaders, schools and parents to improve safety in the vicinity of schools and help raise awareness, increase opportunities and reduce barriers for children to safely walk and bicycle to school. The program's many potential benefits, including reduced traffic congestion and improvements for both personal health and the environment, help make communities more livable for everyone. ARDC has also completed SRTS plans for Hill City, Ely, Hibbing, International Falls, and Greenway (Bovey).

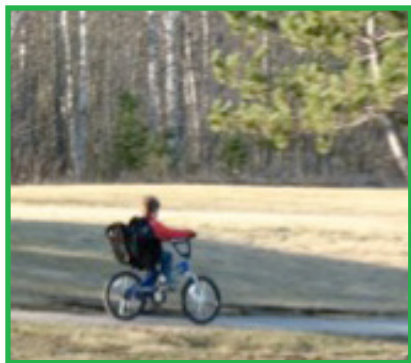


In January 2010, the Fond du Lac Reservation will undergo a comprehensive strategic planning process and will seek to incorporate key engineering of the SRTS plan - the completion of a paved trail from the local convenience store to the Ojibwe School, covering roughly a two-mile distance. The trail will be named "Gikinoon Inamon," which loosely translates into "Path to School." The trail will be a major asset to the community helping to create better connectivity between residential areas and the school, for students and residents alike. The trail will provide safe accommodation for walking and biking along a busy main road. Trail construction will be funded by federal Transportation Enhancement (TE) funds, and work is planned to commence in the fall of 2012 with expected completion in 2013. Jason Holliday, Reservation Planner, notes that the SRTS planning process was an important factor in being awarded the TE funding to work on this important trail project.

The Fond du Lac Reservation SRTS plan is also helping to leverage planning efforts for the Fond du Lac Human Services Division's participation in the Minnesota State Health Improvement Program (SHIP) Active Living Intervention. In this statewide health initiative, communities are working to increase opportunities for non-motorized transportation (biking and walking) in effort to fight obesity and improve the health and wellness of residents. Fond du Lac is one of seven Tribes in northeast Minnesota developing and implanting a SHIP program. Joining Fond du Lac are the Mille Lacs, Bois Forte, Grand Portage, Leech Lake, White Earth, and Red Lake Indian tribes.



## STATE HEALTH IMPROVEMENT PROGRAM (SHIP)- ACTIVE COMMUNITIES INTERVENTION



During the fall of 2009, ARDC partnered with the Carlton-Cook-Lake St Louis Counties Community Health Board to provide planning expertise to nine communities during the two-year

duration of the SHIP program (July 2009 – July 2011). ARDC will work with each SHIP community coordinator and their local coalition to implement policies and practices that create active living communities by increasing opportunities for non-motorized transportation (walking and biking) and access to community recreation facilities. The nine communities include: Aitkin, Moose Lake, Silver Bay, International Falls, Duluth, Grand Rapids, Grand Marais, Hibbing, and Thomson Township. To date, ARDC has assisted in the facilitation of kick-off information meetings in all nine communities and facilitated walkability workshops in Duluth, Moose Lake, Thomson Township, and International Falls to prepare for and begin the local assessment process. In addition, ARDC has provided technical assistance for the intervention by drafting evaluation tools and working with local SHIP Coordinators to develop meeting agendas. During 2010, ARDC will meet with local coalitions to assist in the determination of priorities for their respective local assessments and action plans.

### NORTHEAST MINNESOTA REGIONAL ENERGY SURVEY

During the fall of 2009, the Arrowhead Regional Development Commission (ARDC) and Iron Range Resources (IRR) worked in collaboration to survey local government and local community groups in northeast Minnesota and assess activity and needs related to energy efficiency, conservation, and renewable energy projects. The results of the survey are intended to guide efforts by IRR and ARDC to develop financial and planning assistance outreach programs for communities working on energy related projects. ARDC created a preliminary summary report in November, 2009 and sent this report with survey data to a group of regional energy-related experts in northeast MN. Feedback from this group will be compiled in later December, and a final

survey report and in-depth analysis will be completed and reviewed with IRR in early January, 2010.

### STAFFING SERVICES

The Regional Planning Division also provides staffing services to cities and organizations. Staff members have been working with the City of Two Harbors under our Planner-On-Retainer program, the North Shore Management Board (NSMB), the North Shore Scenic Drive Council (NSSDC), the Superior National Forest Scenic Byway Council, the Regional Transportation Advisory Committee (RTAC) and the Northeast Minnesota Area Transportation Partnership (NE MN ATP). ARDC staff members bring their expertise as planners and facilitators to these organizations as well as provide assistance in preparing grant applications and locating funding sources.

### ECONOMIC SERVICES

The Regional Development Division led ARDC's efforts in 2009 to reassess its role as the federally designated planning organization for the Economic Development District for Northeast Minnesota. In this role ARDC receives funding from the United States Economic Development District to assist the agency in evaluating the region's economic development needs and potential and working with regional stakeholders to improve the economy by providing planning, technical, and funding assistance to eligible projects. As part of its ongoing efforts to raise the profile of its role and available economic development services ARDC has began rebranding its economic development programs under the Northeast Minnesota Economic Development District (NEMEDD) moniker.

As a first step in the reassessment of its role, ARDC began by developing a new Comprehensive Economic Development Strategy (CEDS).

ARDC recruited a new CEDS Committee which included members from key regional industries and the ARDC Board and Commission. The CEDS Committee provided guidance to staff as they worked to assess the regional

economic development eco system and the agency's role within it. ARDC was able to work closely with the Northland



Works Regional Development Strategy, a group of economic development and workforce development stakeholders from Northeast Minnesota and Northwest Wisconsin, to analyze the regional economy. ARDC submitted a CEDS to the EDA in July. The CEDS proposes targeting future investments towards the region's leading economic clusters, entrepreneurs, and other initiatives that move EDA's economic indicators forward. The CEDS also included a listing of projects from the region that are eligible for EDA funding.

Additionally, ARDC also applied to EDA for a \$2 million recapitalization of the agency's revolving loan fund. ARDC helped secure match funding commitments from counties, cities, and non-profits in the region. The additional funds will initially be targeted to businesses in the region's aviation manufacturing cluster. ARDC is currently awaiting approval of the request.

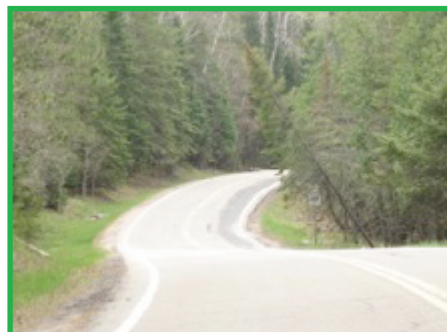
## EDUCATIONAL SERVICES

The HelmetHero program continued in 2009, educating third grade students about the importance of wearing helmets. The program consists of a 30-40 minute interactive bicycle safety program. At the end of the program students are each given a new bicycle helmet. During 2009 ARDC educated 1,417 third grade students in 24 elementary schools throughout Northeast Minnesota. The program will continue into 2010 and 2011.

Kids joining the 4H Geographic Information Systems (GIS) Program at Hartley Nature Center, Duluth will benefit from new software. The local nature center was assisted by ARDC staff to successfully write and win a grant from ESRI, a leading GIS software developer. The software was installed at the Center by ARDC staff and will enable kids in the program access to GIS software while learning basic cartography and Global Positioning System (GPS) to GIS transfer.

In the spring of 2009, ARDC was awarded a grant from the TH-38 Leadership Board to research, organize, and develop a TH-38 Vegetation Management Resource Guide for the existing byway road corridor between Grand Rapids and Effie, MN. Information gathered included: an inventory of existing vegetation, current vegetation management policies, invasive plant species issues, and recommendations for private land management. The application of information in this resource guide is to primarily address the visual integrity, continuity, and character of the byway corridor for the byway traveler.

The end goal of the TH 38-Vegetation Management Resource Guide is to help public and private landowners who own and manage property along the road to preserve and maintain the visual character of the scenic byway.



## STAFF HIGHLIGHTS

### BRYAN ANDERSON

Bryan Anderson is a Senior Planner for the Division and leads most of the Team's transportation planning efforts, including the North Shore Scenic Drive, the Edge of the Wilderness Scenic Byway, and the Superior National Forest Scenic Byway. He also is the main facilitator of the Regional Transportation Advisory Committee (RTAC) and assists Mn/DOT with the staffing of the Area Transportation Partnership (ATP).

### JOSH BERGSTAD

Senior Planner Josh Bergstad primarily focuses on economic development, land use, and comprehensive planning for the Regional Planning Division. He is completing an economic development plan in Mountain Iron and continues his role as administrative staff for the Northeast Minnesota Economic Development District. He also leads land use efforts in Two Harbors and trail planning in Mountain Iron. J

### ELLEN PILLSBURY

Ellen Pillsbury, Senior Planner, leads ARDC's efforts with Active Living and assists with other transportation and land use projects. Ellen leads the SHIP Active Living project, one of ARDC's largest planning efforts to date. She also leads Safe Routes to School projects in Esko and Grand Marais.

### BONNIE HUNDRIESER

Leading the Division's hazard mitigation and energy efforts is senior planner Bonnie Hundrieser. Currently she is implementing the Division's strategic plan for energy planning as well as a pilot project to add an energy section to a community's comprehensive plan. Her hazard mitigation efforts have resulted in ARDC being recognized as a leader in working with FEMA for wildfire sprinkler installations.

### ELIZABETH (LIZ) SARABIA

Liz Sarabia is the Regional Planning Division Secretary. In addition to administrative duties, she assists with nearly every project in the Division. Her expertise in layout and design is seen in the Division's various reports and publications. She has an enhanced role with the North Shore Management Board and the Regional Transportation Advisory Committee.

### KARA KENT

Kara Kent was a GIS Specialist with the Regional Planning Division in 2009. She led projects addressing Geographic Information Systems (GIS) and supported other projects with cartographic support. She was instrumental developing in the North Shore GIS Collaborative. Kara resigned from ARDC in January 2010.

### BEN VAN TASSEL

Ben Van Tassel was a Planner in the Regional Planning Division until August 2009. Ben was the key staff member for the North Shore Management Board during his time with ARDC. In June of 2009 he led the organization and holding of a water quality forum on the North Shore. He also completed the Eveleth Comprehensive Plan for the City of Eveleth.





## ARDC AREA AGENCY ON AGING 2009 ANNUAL REPORT

by Catherine Sampson, Division Director



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 \$1.6 million in Federal Older Americans Act (OAA) funding to agencies and organizations that provide vital services. In 2009, twenty (20) agencies received funding and served almost 10,000 persons.

### Nutrition Services for Elderly–Title III-C:

In 2009, 181,043 congregate meals were provided to 10,395 elderly and 140,722 home delivered meals were delivered to 6,178 homebound seniors throughout the Arrowhead Region.

Total Older Americans Act and Minnesota state nutrition funding awarded by the Area Agency on Aging for 2009 was \$1,237,575.



### Senior LinkAge Line® Provides Information When Needed:

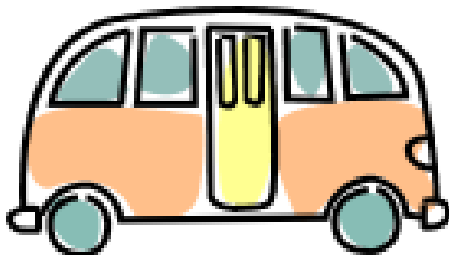
The ARDC-Arrowhead Area Agency on Aging is the region's Senior LinkAge Line® (SLL) provider. The SLL is a telephone information, assistance and counseling service that makes it easy for seniors and their families to find community services. The SLL is Minnesota's critical access point for beneficiaries 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 2009, 4,904 persons contacted the SLL in the Arrowhead Region and 55,950 were served statewide through the Senior LinkAge Line®.



## Other 2009 Accomplishments:

### ASSISTED TRANSPORTATION

Arrowhead AAA provides federal Older Americans Act funding to five assisted transportation providers in the region. The majority of the participants using this service are rural and frail elders unable to drive and without family or friends who can drive them to their medical appointments, which are sometimes at long distances. Almost 1,700 one-way rides were provided to over 150 persons aged 60+ in 2009.



### CAREGIVER SUPPORT

The AAA continued to support the development of caregiver consultant positions in the region. In 2009, four caregiver consultants implemented the New York University Spousal Caregiver Intervention under the umbrella of the Minnesota Memory Care Project and with the technical assistance of Cindy Conkins, Senior Planner in the AAA Division. The Minnesota Memory Care Project gives the consultants an opportunity to build skills and experience evidenced-based caregiver support programming that impacts the lives of families that are struggling with dementia.

### A MATTER OF BALANCE

In 2009, the Arrowhead AAA implemented the Matter of Balance falls prevention program throughout the region. A Matter of Balance is designed to reduce the fear of fall, stop the fear of falling cycle, and improve activity levels among community-dwelling older adults. The program includes eight 2-hour classes presented by trained coaches using a detailed training manual and two instructional videos. Five master trainers were trained in the region and 18 program coaches. The program was provided in eight communities with 147 participants.





## DULUTH-SUPERIOR METROPOLITAN INTERSTATE COUNCIL (MIC) 2009 ANNUAL REPORT by Ron Chicka, Division Director

### Guiding the Future of Transportation for the Twin Ports Area

#### Highlights of 2009 Plans & Studies

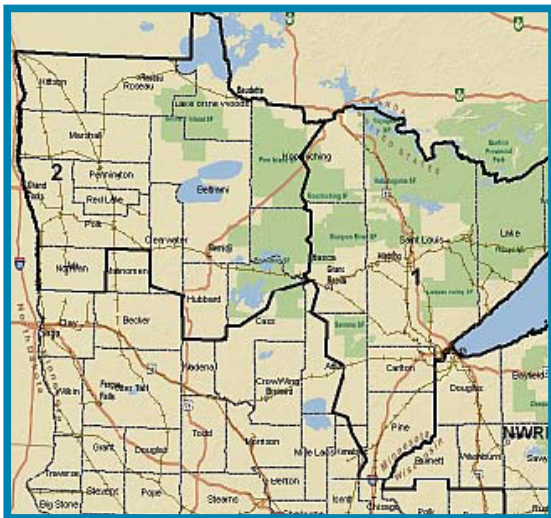
The MIC provides an inter-jurisdictional forum for issues of regional significance. Planning activities include neighborhood and corridor studies, regional impact studies, and involvement in harbor, transit and statewide planning initiatives. 2009 saw the completion of a couple of major projects, including:

##### FREIGHT PLANNING

###### NORTHERN MINNESOTA AND NORTHWEST WISCONSIN FREIGHT PLAN

The Northern Minnesota and Northwest Wisconsin Freight Plan was a multimodal transportation planning effort that included highway, rail, waterway, air cargo, pipeline, and intermodal transportation. The plan was sponsored by MnDOT, MIC, ARDC and WisDOT. The study area for this plan encompassed MnDOT Districts 1 & 2 and the 10 counties of northwest Wisconsin (see map).

This planning effort built upon prior planning activities throughout the study area and its purpose was to increase the understanding of the demands from freight being placed on the regional transportation infrastructure.



The Freight Plan can be viewed at [www.dot.state.mn.us/planning/freightplan/resources.html](http://www.dot.state.mn.us/planning/freightplan/resources.html)

In October 2009, the MIC was awarded a 2009 Excellence in Regional Transportation Award from the National Association of Development Organizations (NADO) for their involvement in this planning effort.

##### CORRIDOR PLANNING

###### UMD-CSS TRANSPORTATION ASSESSMENT

The goal of this study was to develop a strategy to improve access to both (UMD and the College of St. Scholastica campuses and to decrease traffic impacts on surrounding neighborhoods by determining the best mix of pedestrian, bike, transit, carpool commuters and single occupant vehicles.

The final plan was approved in August 2009 and MIC staff continued to work with the City of Duluth and University stakeholders to implement recommendations of the plan.

##### COMPLETE STREETS

Complete Streets is a fast-emerging movement across the United States. The goal of Complete Streets is to implement policies which will create a more balanced transportation system. States, counties, cities and towns are asking their planners and engineers to design and operate their roadways with all users in mind -including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities. The MIC participated in a variety of planning initiatives in 2009: "Laying the Foundation for Complete Streets" Policy Development Workshop. The MIC, with sponsorship from Blue Cross/Blue Shield of Minnesota, hosted an all-day, two-part Complete Streets Workshop, attended by 45 engineers, planners, health officials, and



citizens from Duluth, Superior and the North-east Minnesota region. The workshop was designed to introduce Complete Streets concepts and in turn begin



the process of implementing these concepts. The goals of the workshop were to bring together key, diverse stakeholders, compare current policies and practices, identify specific next steps, and introduce the four steps to effectively implement a Complete Streets policy.

#### MN/DOT COMPLETE STREETS ADVISORY COMMITTEE

MIC Planner James Gittemeier was invited to participate on MnDOT's Complete Streets Advisory Committee. The Minnesota legislature tasked the committee with undertaking a feasibility study for the implementation of a statewide Complete Streets policy. Committee members participated in a year-long process that concluded with a report to the legislature, focusing on the benefits and costs of adopting a statewide policy. The draft Report in its entirety is available on the MN/DOT website: [www.dot.state.mn.us/planning/completestreets](http://www.dot.state.mn.us/planning/completestreets)

#### CITY OF DULUTH COMPLETE STREETS TASK FORCE

Two MIC staff members, Andy McDonald and James Gittemeier, were invited to join the Mayor's Task Force on Complete Streets. The Task Force's mission is to develop a comprehensive streets policy that addresses design and usability of streets for bicyclists, walkers, bus riders, motorists, and wheelchair users. The mission of the Task Force is to educate administrators, planners, engineers and other key players about what's involved with Complete Streets and to recommend internal City policies and processes to implement Complete Streets within Duluth.

### MULTI-MODAL PLANNING INITIATIVES

In addition to traditional corridor and roadway planning efforts, MIC staff participated in many planning efforts that addressed multiple modes of transportation throughout the Duluth-Superior area, including:

#### HARBOR PLANNING

The MIC's Harbor Technical Advisory Committee (HTAC) is made up of 30 port and harbor stakeholders representing state, federal, county, city, environmental and industry interests. Its mission is to provide a forum for the discussion of harbor related issues and concerns, to promote the harbor's economic and environmental importance to the community and to provide sound planning and management recommendations to the MIC. It meets four times a year, in March, June, September

and December. The HTAC also includes several ad-hoc working groups to address specific issues identified by the member stakeholders, which included:

#### RAIL PLANNING – NORTHERN LIGHTS EXPRESS (NLX) FEASIBILITY STUDIES

MIC staff participated in aspects of the statewide planning initiative intended to re-establish passenger rail service between the Twin Cities and the Twin Ports. The MIC was requested to serve on the year-long Environmental Assessment (EA) phase of the NLX planning efforts. This phase of the project is under contract to SRF out of Minneapolis. The EA component of the plan will involve a detailed look at the alignment and costs for the proposed route and mitigation efforts that may be required. Further reports will continue into 2010.

#### TRANSIT PLANNING - DTA INTERMODAL PASSENGER TERMINAL

The MIC participated in the planning process for the development of a downtown Duluth multimodal passenger terminal for the Duluth Transit Authority (DTA). The station would serve instead as a central transfer point for DTA buses and as a large centralized multi-modal transportation hub. The goal of the project is to create a stronger downtown presence and image for the DTA, with better downtown bus circulation, improved connectivity with Canal Park, and more effective multi-modal options (inter-city coaches, trolley, taxi cab, rental car, car share, bike storage, and parking for local and visitor vehicles). It is envisioned that the facility would coordinate with the proposed passenger rail service at the downtown Depot facility and could provide economic development opportunities by including small retail outlets.

#### BIKE AND PEDESTRIAN PLANNING

Building on the momentum of the Complete Streets initiatives, MIC staff researched the feasibility of initiating a Bike and Pedestrian Advisory Committee (BPAC) to provide a stakeholder forum for discussing bike and pedestrian issues which face this region. In addition, this committee will provide direction as well as hands-on assistance with bike and pedestrian work tasks. Staff presented background information to the MIC committees, including possible membership, structure and organization. The MIC Policy Board intends to approve a resolution early in 2010 to formally establish this committee.



## AMERICA'S BYWAYS RESOURCE CENTER 2009 ANNUAL REPORT by Michelle Johnson, Division Director

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 list includes 2009 highlights from Resource Center projects, technical assistance and its training and education program.

### Project Highlights

#### 2009 SCENIC BYWAYS AWARDS

America's Byways Resource Center and the Federal Highway Administration (FHWA), in cooperation with the American Association of State Highway and Transportation Officials (AASHTO), proudly recognized eight outstanding byway projects for selected categories and a byway leader. Winners were announced and celebrated at the 2009 National Scenic Byways Conference and showcased at poster discussion sessions. Award-winning projects will also be included in the upcoming Byway Projects Database, which is searchable by project category, project type, State and more. View the 2009 award-winning projects at:

<http://www.bywaysresourcecenter.org/resources/specialprojects/2009awards/>.

#### "COME CLOSER TO AMERICA" PARTNERSHIP MARKETING CAMPAIGN

America's Byways Resource Center has embarked on an innovative partnership marketing initiative comprised of public and private organizations from the transportation industry, financial services, hospitality, beverage, food services, tourism, and car rental sectors partnering together to encourage consumers to discover or re-discover unique and authentic experiences via America's Byways.

Resource Center staff and consultants have begun to approach potential partners who may leverage the America's Byways property and weave it into a component of their marketing plan to help differentiate their brands and sell their products. By marketing with America's Byways, partners can directly relate to the values and

desires of their target consumers. They can also take advantage of the multiplier effect and benefits of partnership marketing to achieve greater presence, critical mass and return on investment. Working together with compatible companies presents the opportunity to leverage each other's distribution channels, communications tools, websites, databases, events and promotions.

#### TECHNICAL ASSISTANCE

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

Byways specialist facilitated a number of meetings in 2009, including, but not limited to: remote meetings and implementation of strategic planning process for the Ohio River Scenic Byway (IL); strategic planning efforts/organizational restructuring for Copper Country National Scenic Byway (MI); ongoing meetings and discussions with Woodward Avenue All-American Road (MI) and MDOT regarding the placement of byway logo signage on Woodward Avenue; discussions at the Maine Byways Workshop, which focused on creating partnerships with the Maine Tourism Department and how to integrate byway websites into the tourism websites; the Illinois Byways Workshop, which included presentations focused on byway fundraising and developing byway websites; the annual Vermont Byways Summit, which focused on creating organizational self assessments based on the Power Workshops (2004); Corridor Management Plan Workshops for Wind River Canyon SB, a tribal byway developed by the Shoshoni and Arapaho tribes, and a separate workshop for the Centennial Scenic Byway; Scenic Conservation Workshop for Historic Rt. 66

(AZ) and A1A Scenic and Historic Coastal Byway (FL); workshops for the Navajo Nation on Sustainability; and a fundraising workshop for Coulee Corridor Consortium (WA).

Some other assistance to byways included, but was not limited to: assistance and opinions on various independent byway websites through personalized training sessions, review of websites, and offering general feedback from a visitor's perspective to New Hampshire Byways, Illinois Byways, Maryland Historic National Road, Route 66 (IL), Ohio River National Scenic Byway; work with Iowa DOT and their statewide byway plan to develop coordinated byway images for individual byways and to develop a policy manual outlining the responsibilities of road management authorities; work with Ashley River Road (SC) to plan the development of a visitor assessment of their byway; assistance to the Arkansas State coordinator in developing interest in a new State byway; a webinar for Dalton Highway (AK) concerning their Corridor Management Plan and national scenic byway designation; and work with Brandywine Valley National Scenic Byway (DE) to begin planning for the final scenic conservation workshop.

## 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.

### BYWAYS 101

In Spring 2009, America's Byways Resource Center launched Byways 101, an online self-study tutorial that introduces volunteers, leaders and coordinators to the basics of byways. It's also a terrific refresher for experienced byway supporters. Each part covers essential information and includes Skill Builders and Resources. To date, there are 311 registered users, 2,070 visits, and over 14,000 page views. Visit Byways 101 on the web at [www.bywaysresourcecenter.org](http://www.bywaysresourcecenter.org) or [www.Byways101.org](http://www.Byways101.org).

### 2009 NATIONAL SCENIC BYWAYS CONFERENCE

The 2009 National Scenic Byways Conference was held in Denver, Colorado, on August 23-26. More than 500 participants from the byway community gathered to learn and network. The new format featured five interactive formats, including classroom workshops, field workshops, best practices, round-table discussions and research sessions. The conference provided opportunities to explore the latest strategies and best practices in: fundraising; organizational

development; corridor management; visitor experience; and marketing. Special pre-conference tours presented by the Colorado Scenic and Historic Byways Program invited byway practitioners to learn more about the State's program and enjoy exceptional peer-to-peer workshops.

View the conference program, presentations and photos at: [www.bywaysresourcecenter.org/events/conferences](http://www.bywaysresourcecenter.org/events/conferences)

### "VISTAS" PUBLICATION

The Resource Center continued to produce the bimonthly publication, Vistas, and distribute it to approximately 4,700 readers nationwide. Subscribers may opt-in to receive printed versions, while all others receive HTML versions of the publication by email. Additionally, PDF, .txt and HTML versions of each issue are available on

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

### WORKSHOPS AND WEBINARS

Traditional workshops offered in 2009 included: 2009 National Scenic Byways Conference (Denver, Colorado); Our Native Pathways (Carlton, MN); Annual Alaska Heritage & Cultural Tourism Conference; Great Plains Tribal Tourism and Scenic Byways Meeting (Catoosa, Oklahoma); Scenic Conservation Workshop for A1A Scenic & Historic Coastal Byway (Florida); and Scenic Conservation Workshop for Arizona's Historic Route 66; Scenic Conservation Workshop for Brandywine Valley National Scenic Byway (Delaware).

A number of webinars were recorded in 2009. Podcasts and webcasts of those sessions continue to be available on-demand at [www.bywaysresourcecenter.org](http://www.bywaysresourcecenter.org). Topics include: Basics of Two-Dimensional Design; Geographic Information Systems (GIS) Basics and Applications for Byways; Scenic Byway Interpretive Planning; Conducting a Visual Assessment I; Conducting a Visual Assessment II; Interpretive Writing for Scenic Byway Media; Assessing Visitor Impacts; Designing for Interpretive Media; Wayside Exhibits, Signs and Frames; and Section 106 of the National Historic Preservation Act.







## SUMMARY OF REVENUE, EXPENDITURES & CHANGES IN FUND BALANCE - UNAUDITED YEAR ENDED DECEMBER 31, 2009

by Sr. Mary Matthew Morrisroe, Finance Director

	General Fund	Revolving Loan Fund	Grants & Contracts	Total
<b>Revenues</b>				
Tax Levy	\$488,786			\$488,786
Grants & Contracts			\$6,117,499	\$6,117,499
Program Income		\$208,858		\$208,858
Interest Earned	\$2,625			\$2,625
Miscellaneous	\$15,557			\$15,557
Total Revenue	\$506,968	\$208,858	\$6,117,499	\$6,833,325
<b>Expenditures</b>	\$210,176	\$187,443	\$6,381,165	\$6,778,784
Revenue Expenditures Over/ Under	\$296,792	\$21,415	(\$263,666)	\$54,541
Other Financing Sources (Uses) Local Match	(\$273,039)		\$273,039	
Revenue and Other Sources (Uses) Local Match	\$23,753	\$21,415	\$9,373	\$54,541
Fund Balance 1/1/2009	\$716,835	\$393,587	\$47	\$1,110,469
Fund Balance 12/31/2009	\$740,588	\$415,002	\$9,420	\$1,165,010

**SR. MARY MATTHEW MORRISROE,**  
FINANCE DIRECTOR

**LINDA ANDERSON,**  
ACCOUNTANT

**JOSH HALVORSON,**  
NETWORK ADMINISTRATOR

### ARDC Revolving Loan Fund Loans Approved and Disbursed in 2009

	New Loans
Hummingbird Inc.....	\$100,000.00
KMDA Inc.....	\$36,000.00
	<u>\$136,000.00</u>
<b>Total</b>	<u><u>\$136,000.00</u></u>

# 2009 ARDC BOARD AND COMMISSION MEMBERSHIP

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Paul Bailey, Aitkin County  
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Bob Fenwick, Cook County  
Catherine McLynn, Itasca County  
Wade Pavleck, Koochiching County  
Brad Jones, Lake County  
Steve Raukar, St. Louis County  
Peg Sweeney, St. Louis County

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## COMMUNITIES

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Lars Kuehnow, Duluth  
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## BOARD OF DIRECTORS

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



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