



HEADWATERS
Regional Development Commission
Leading the Way

ANNUAL REPORT
2018



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A LETTER FROM THE CHAIRMAN

Steve Newby



The Region benefits greatly from the leadership and dedication provided by the HRDC Board and staff.

It has been my privilege to serve as Chairman of the HRDC over the past several years. It is an honor to serve alongside leaders from throughout the region who care so deeply about its future. For all of the members who have served, and those who continue to serve, please accept my sincere appreciation!

HRDC has been involved in a variety of meaningful activities over the past year. The economic development team has helped facilitate improvements at the Bemidji Regional Airport, provided staff assistance to the Lake of the Woods County EDA resulting in increased child care, and closed several business loans increasing jobs and economic activity throughout the region. Housing activities have resulted in additional affordable mortgage activity, construction of new single family homes and apartment buildings, provision of home ownership education and financial coaching, and rehabilitation of housing throughout the Region and beyond. Community development staff have continued to support transportation activities in the region including Safe Routes to School planning and implementation and support for regional emergency communications work.

I look forward to working closely with the board and staff team to help improve the Headwaters Region in the upcoming year, and beyond.

COMMISSION MEMBERS

The HRDC is governed by a 25 member Commission, with a large majority of the members consisting of local elected officials.

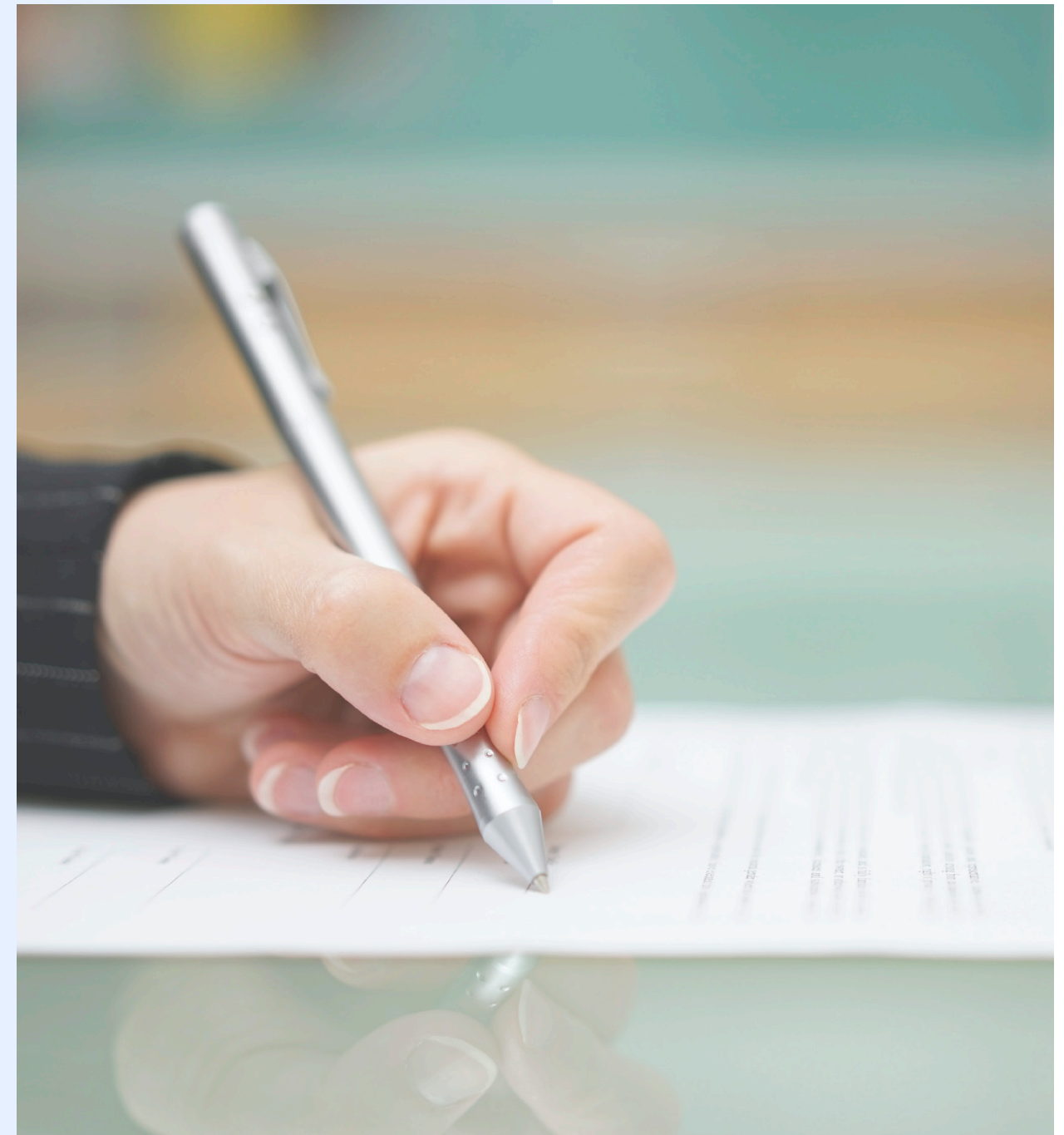
- 6 | County Commissioners
- 5 | Mayors or Councilpersons from Small Cities
- 4 | Township Board Members
- 2 | School Board Members
- 1 | Mayor/Councilperson from Cities over 10,000
- 3 | American Indian Tribal Council Representatives (one each from Red Lake, White Earth, and Leech Lake Reservations)
- 4 | Citizens representing public interests (business, higher education, natural resources, and labor)

Executive Committee:

- Steve Newby - Chair
- Cal Larson - Vice Chair
- Ron Johnson - Treasurer
- Vacant - Secretary

The present membership is as follows:

- Robert Aitken III – Leech Lake Reservation
- Brad Athmann – Mahnomen County
- Dave Bessler – Hubbard County Townships
- Peter Buesseler – Natural Resources
- Gary Gauldin – School Districts
- Kathy Grell – Business
- Cody Hasbargen – Lake of the Woods County
- Cal Johannsen – Hubbard County
- Ron Johnson – City of Bemidji
- Cal Larson – Clearwater County Small Cities
- James Lee – Mahnomen County Small Cities
- Brian Merschman- Beltrami County Townships
- Michael Meuers – Red Lake Reservation
- Kenneth Moorman – Lake of the Woods County
- Jean Nelson – Mahnomen County Townships
- John A. Nelson – Clearwater County
- Steve Newby – Labor
- Rudy Patch - Beltrami County Small Cities
- Tony Peffer - Higher Education
- Jay Pike – School Districts
- Erika Randall – Hubbard County Small Cities
- Rick Rone – Lake of the Woods County Small Cities
- Mike Triplett – White Earth Reservation
- Keith Winger – Beltrami County
- Vacant – Clearwater County Townships



FROM THE EXECUTIVE DIRECTOR

Tim Flathers

This Annual Report highlights some of the great work performed by the talented HRDC staff team over the past year. Each member of the team brings a unique set of interests, skills and abilities. All of the staff bring a commitment to serve the Region and a willingness to do whatever they can to bring about greater community prosperity. Once again, I'd like to thank the entire staff team for contributing to the HRDC's success in the past year.

Of course, none of the staff work could be successful without the strategic direction and strong leadership provided by a board of directors dedicated to the future of the Headwaters Region. Thank you for your service, and for your support!

I would also like to thank the HRDC Executive Committee, HHDC Board, HRFC Board and Loan Committee, Beltrami County HRA Board, Hubbard County HRA Board, Clearwater County HRA Board, and Northwest Regional Emergency Communications Board for providing the leadership needed to help make the Region a better place to live. Your leadership is appreciated!

All of the staff bring a commitment to serve the Region and a willingness to do whatever they can to bring about greater community prosperity.



Tim has been with the HRDC since 1983. Prior to becoming Executive Director in 2013, Tim served as Community Development Director for more than 20 years. He continues to be involved in housing, community and economic development activities in addition to his leadership responsibilities.



TALENT & PROSPERITY

HRFC ACTIVITIES

MAHNOMEN COUNTY **EDA**

LAKE OF THE WOODS COUNTY **EDA**

NORTHERN MN **ENTREPRENEUR** ACADEMY

IMPACT 20/20

CERTS (CLEAN ENERGY RESOURCES TEAMS)

VISITOR PROFILE



Revolving Loan Fund Activity

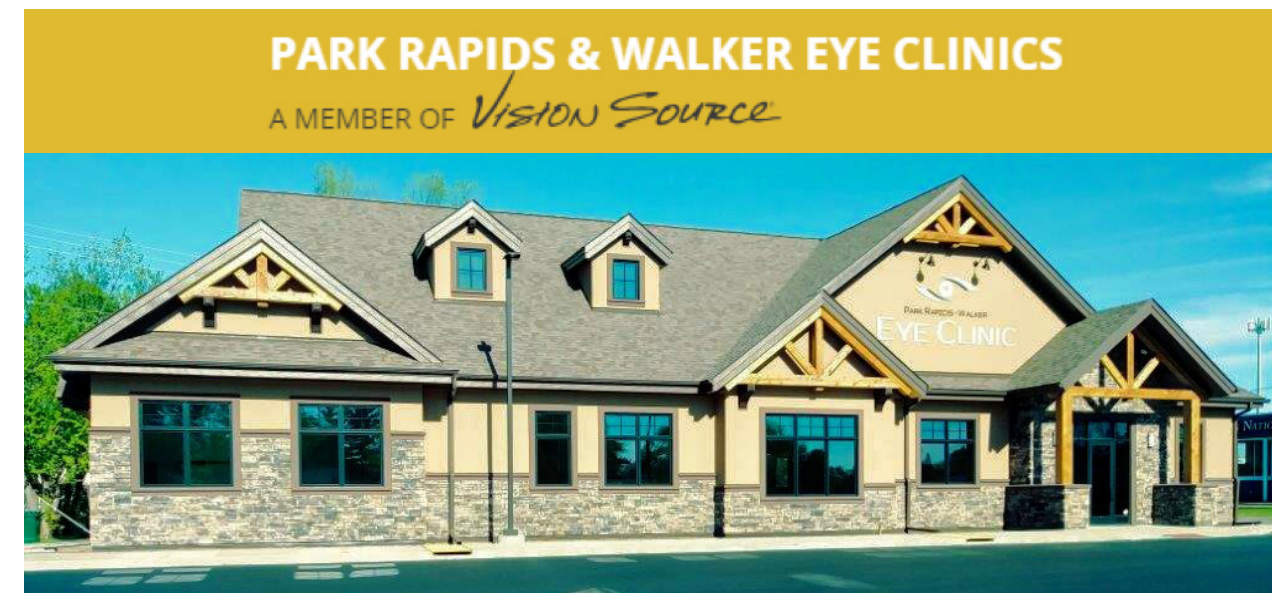
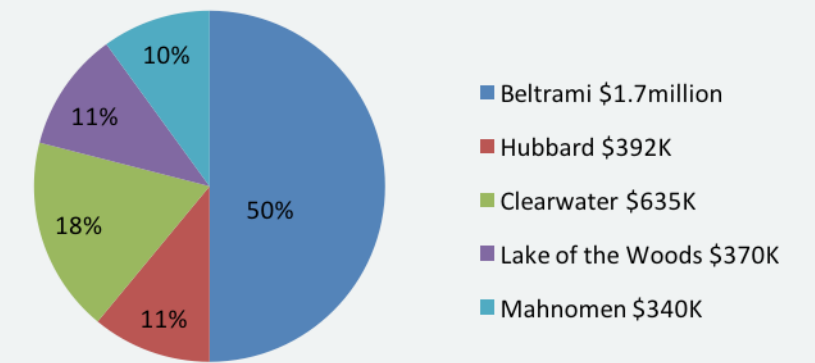
Headwaters Regional Finance Corporation continues to be a vital part of our economic development efforts providing financing through several revolving loan funds (RLF). The primary RLF is funded through the Economic Development Administration. The EDA revolving loan fund currently has \$1.9 million in principal outstanding among 25 active loans. This RLF helps to leverage other loan dollars in the Region, like public and private investments, with over \$20 million leveraged by the current loan portfolio. We have also aided in saving and/or creating 345 jobs through our active loans and 4,962 throughout the fund’s history. The HRFC also manages smaller pools of RLF dollars, including the Emerging Entrepreneurs Fund provided by Minnesota Department of Employment and Economic Development, which targets assistance to women- and minority-owned businesses. While no new monies can be loaned from this fund, as the program’s deadline was at the end of 2017, this fund has five active loans which the HRFC staff continue to monitor and support. Additionally, the HRFC manages the Federal monies previously lent out to businesses for flood recovery efforts in the early 2000’s. Such monies have revolved back to the HRFC and provide another financing option for valuable business projects in our Region. Currently there are nine active loans in this portfolio. Adding to the ‘gap financing’ options in the Headwaters Region are eleven City, County, and Utilities RLFs to which the HRDC provides administrative assistance. The strong growth across the Headwaters Region in recent years has contributed to a demand for financing options like our RLFs.

There are funds available for eligible projects across the region.
More information is available at www.hrdc.org/about-hrhc.

HRFC LOANS FUNDED AND/OR COMMITTED IN FISCAL YEAR 2018

Deer Lake Properties, LLC – Bemidji	\$160,000	Fully funded
GM Development, LLC – Bemidji	\$53,612	Fully funded
Prairiewood Products of MN, Inc. - Bagley	\$175,000	Fully funded
Watermark Art Center – Bemidji	\$42,000	Partially funded
Mac’s Café – Bagley	\$45,000	Fully funded
Baudette Floral & Gift, LLC – Baudette	\$10,000	Fully funded
Baudette Floral & Gift, LLC – Baudette	\$27,000	Fully funded
GDK Investments of Mahanomen, LLC	\$60,000	Approved; not funded
Park Rapids Walker Eye Clinic – Park Rapids	\$250,000	Approved; not funded
Stittsworth MSU, LLC – Bemidji	\$252,500	Partially funded

COUNTY DISTRIBUTION OF HRFC PORTFOLIO



Park Rapids & Walker Eye Clinic in Park Rapids recently built and moved into a brand new space. This expanded space will allow them to increase the number of patients they can see in a day while also smoothly transitioning patients through the eye care appointment. The owners of the clinic, Dr. Jennifer Keller and Dr. Murry Westberg, see patients on a daily basis, and the additional exam rooms allow an ophthalmologist to come on-site for specialty care appointments, rather than patients driving long distances to another clinic. The HRFC partnered with Citizens National Bank in Park Rapids and Northwest Minnesota Foundation for the financing package.

watermark art center

As of the printing of last year's annual report, the Watermark Art Center was under construction at its new location. In December 2017, Watermark opened in its new home at the corner of Bemidji Avenue and 5th Street in downtown Bemidji. The new space is home to four galleries, including the Lakeview Gallery, the Miikanan Gallery (to promote contemporary and traditional work of Indigenous artists), the Bemidji State University Harlow | Kleven gallery, and its signature gallery: The Marley and Sandy Kaul Gallery. In addition, there is an education suite for workshops/ classes and office space rented by Region 2 Arts Council. The project is the culmination of generous support from individual donors, foundations, and other community partners, including early support from the USDA Rural Development Community Facilities Loan Program. Recently, Bank Forward provided the primary financing for construction. The HRFC, in partnership with the Northwest Minnesota Foundation, assisted in the financing to make the package complete.



In December 2017, Watermark opened in its new home at the corner of Bemidji Avenue and 5th Street in downtown Bemidji.



BAUDETTE Floral and Gifts



When the owners of Baudette Floral and Gifts, located on Main Street in Baudette, were considering adding a coffee and espresso bar to their shop, they approached HRFC to discuss financing options. The HRFC worked with Baudette Floral during the original purchase and start-up of the business, and has watched the company grow and expand its offerings, from the floral shop to gifts, embroidery, tuxedo rentals, and more. The HRFC helped finance the equipment and the drive-through window for the coffee shop.

CURRENT BOARD:

- Cal Larson, *Chair*
- Ron Johnson, *Vice Chair*
- Steve Newby, *Secretary*
- Nick McArthur, *Treasurer*
- Jason Funk
- Nate Haskell
- Kurt Knott

LOAN COMMITTEE:

- Jason Funk, *Chair*
- Nick McArthur, *Vice Chair*
- Steve Newby, *Ex-officio*
- Kurt Knott, *Member*
- Nate Haskell, *Member*
- Tim Flathers, *Non-voting member*

Tim Flathers, *Executive Director, non-voting*

MAHNOMEN COUNTY EDA

Mahnomen County consistently experiences higher unemployment rates than the rest of Minnesota. Coinciding with high unemployment rates are high poverty rates and low incomes. Adding to the complexity of the issues, Mahnomen is the only county in Minnesota located entirely within the boundaries of an Indian Reservation. This information illustrates a huge challenge, a need create alignment and to identify resources to work on these issues.

The City of Mahnomen, Mahnomen County, and the White Earth Reservation all have a stake in the future of the area and share the same challenges, yet there is no entity working on behalf of all three stakeholders. In early 2017, the three governments approached the HRDC for help in creating an economic development entity to serve the “greater Mahnomen County” area. They all saw a need for a local entity that could undertake multijurisdictional projects that encourage job creation and business development in the area. The HRDC led a group of County, City, and Tribal stakeholders through a planning process focused on identifying opportunities for partnership, reflecting on their mission, and outlining the organization’s approach to its work. Stakeholders agreed that there was a need to establish a county economic development authority which could work at these issues at a county level.

With a plan in place, and an operating economic development presence in Mahnomen County, the HRDC is excited about the potential of the EDA to create new economic opportunities and improve the quality of life in Mahnomen County. As the organization matures, the HRDC will continue to provide assistance to the EDA and bring our broad range of skills to help the organization become more effective in responding to economic opportunities.

LAKE OF THE WOODS EDA

HRDC continues to provide staffing support for the Lake of the Woods County EDA. Through a management contract, the HRDC helps the EDA implement its ongoing program activities, undertakes its management duties, and develops new initiatives to help the organization achieve its mission consistent with its business model.

Like many parts of the state, one of the most critical local challenges is the shortage of available workforce. There is a misperception that there is a lack of jobs in Lake of the Woods County; the reality is that there is a lack of available workers to take jobs. In response, in addition to the traditional EDA activities of business expansion and retention, infrastructure, loan making, etc., the EDA has prioritized efforts at retaining and attracting workers in Lake of the Woods County. As a result, the EDA has invested heavily in activities such as housing, child care, trails, and marketing the community both internally and externally.

The HRDC is committed to continuing the exciting work that is creating a more attractive environment for growth, new jobs, and a more successful Lake of the Woods.



NORTHERN MINNESOTA ENTREPRENEUR ACADEMY

During the HRDC’s most recent Comprehensive Economic Development Strategy planning process, youth entrepreneurial exploration was identified as a top priority. We received feedback from local business owners that the existing small business support network was adequate, but, for the most part, our schools and communities do a poor job of helping students understand the opportunities available through entrepreneurship. While a variety of things are done right now, such as aptitude testing, after-school clubs, basic finance classes, etc., there is at best only modest community involvement, little follow-up, and almost no integration of efforts.

In response, HRDC committed to developing a regional entrepreneurship program that enhances existing efforts, fills in gaps where no local programming exists, and connects emerging entrepreneurs with resources and networks. HRDC is proud to be offering a new program called the Northern Minnesota Youth Entrepreneur Academy (NMEA). NMEA is a week-long program that teaches area high school students how to start and run their own REAL businesses. The purpose of the Entrepreneur Academy is to help students discover their entrepreneurial skills, provide opportunities to connect with area entrepreneurs, network with other northern Minnesota students, and encourage students to return to northern Minnesota to pursue careers.

The purpose of the Entrepreneur Academy is to help students discover their entrepreneurial skills, provide opportunities to connect with area entrepreneurs, network with other northern Minnesota students, and encourage students to return to northern Minnesota to pursue careers.

NMEA will provide an entrepreneurial program curriculum that incorporates a variety of educational training techniques including classroom instruction, hands-on activities, computer lab, and field trips to local businesses. Over the course of the program, students will: brainstorm business ideas; write a business plan; learn business finance; network with likeminded peers; pitch their business plan to potential “investors;” learn how to obtain startup funding; and have the chance to win seed money to launch their own businesses! HRDC is committed to bringing youth entrepreneurship education to the region in a variety of forms that best serve the local needs.

Investing in youth entrepreneurship education offers the Region’s youth a new mindset where they are able to remain in their home communities and create their own business opportunities. When young people embrace the





IMPACT 20/20

Growing Tomorrow's Economy

Impact 20/20 Day at the Capitol

Impact 20/20 is an influential group of decision makers representing diverse interests and working together for economic prosperity in northwest Minnesota. The agenda for Impact 20/20 is set by its Leadership Council.



On March 7 of this year a contingent of members visited several legislators in St. Paul for the second annual Impact 20/20 Day at the Capitol. Several members boarded a bus graciously provided by the Northwest Minnesota Foundation, joining others who met us at the Capitol, and visited more than twenty legislators over the course of several hours.

Karen White, Vice President of the Northwest Minnesota Foundation stated, "Connecting with legislators to promote economic prosperity in Northwest Minnesota has been a worthwhile effort. Impact 20/20 enables us to speak to important issues with a single voice."

A Report entitled "Economic Priorities for Northwest Minnesota Leaders," compiled by Northwest Minnesota Foundation, highlights priorities in each of four priority areas set by the Leader Council. The Report was provided to legislators as part of the group visits.



A partial summary of the policy positions from each task force is provided below.

IN **BROADBAND**, IMPACT 20/20 SUPPORTS:

- The 2018 Governor's Task Force on Broadband legislative request of \$71.48 million in ongoing biennial funding for the Border-to Border Broadband Development Grant Program, until the state achieves its broadband speed goals.
- Providing the Office of Broadband Development with \$500,000 in ongoing biennial funding and maintaining the existing partnership with the Minnesota Department of Commerce, until the state achieves its broadband speed goals.

IN **HOUSING**, IMPACT 20/20 SUPPORTS:

- The 2018 Homes for All legislative request of \$150 million to provide Minnesotans with safe, stable, and affordable housing. Of particular importance within this legislative request is:
 - \$110 million in Housing Infrastructure Bonds (HIB) to create supportive rental housing, preserve housing with existing federal investments, and promote homeownership through community land trusts, including senior and manufactured housing as eligible uses.
 - \$2 million in matching funds for communities that create and resource a Local Housing Trust Fund.
 - Investment in the Workforce Homeownership Program, which seeks to double workforce homeownership opportunities in Minnesota.
 - Creation of a state housing tax credit to bolster affordable housing development.
- Impact 20/20 also supports the Greater Minnesota Partnership's position to provide at least \$20 million to address the critical shortage of workforce housing in Greater Minnesota.

IN **WORKFORCE**, IMPACT 20/20 SUPPORTS:

- Funding Northwest Minnesota's Workforce Centers with an additional \$360,000 to employ six (6) full-time Career Advisors. Increasing the number of Career Advisors will further the outreach and capacity of Workforce Centers so they may assist high school students in identifying careers in occupations in demand. Each Career Advisor would work with students in multiple school districts to identify the steps needed to enter careers with an emphasis on the needs of the region's employers.

IN **CHILD CARE**, IMPACT 20/20 SUPPORTS:

- Deliberating regulation 9502.0367 with regard to the number of children allowed to be cared for by two adults under the family-licensed child care regulation, which is currently a maximum of 14 children.
- Suspending the requirement scheduled to go into effect mid-to-late 2018 that required fingerprinting of minors (13 or older) living in the household (of the family-licensed child care provider) or that may have unsupervised access with the children in care (i.e. visiting grandchildren).
- Providing an additional \$210,000 to Northwest Minnesota through the DEED Minnesota Child Care Grant Program to seed community-led, community-driven child care solutions in 10 communities that are experiencing an identified gap of 100 or more child care slots (\$90,000 received in January 2018 through DEED Minnesota Child Care grant award, total needed \$300,000).

ENVIRONMENTAL DEVELOPMENT AT HRDC

The Headwaters Regional Development Commission, in its partnership with the Clean Energy Resource Teams (CERTs), is working to foster growth in renewables, energy efficiency, and environmental stewardship throughout the Region. In an effort to build a successful Region and cultivate unified communities, our mission calls for working with equally committed partners. This includes our strong relationship with CERTs, which includes projects assessing local renewable energy production capabilities, providing assistance to local communities pursuing “Green Steps” certification, and establishing PACE districts in our counties.

In the fall of 2017, longtime NW CERTs Regional Coordinator Anna Carlson took a full time position at Bemidji State University prompting an opportunity to continue our relationship with CERTs. Under the new staffing partnership, HRDC provides support to CERTs and the NW CERTs steering committee, where HRDC leverages the opportunity to engage in energy efficiency and renewable energy conservancy. Attention to clean energy can curb our carbon footprint, but the benefits of the projects also stimulate economic development through building investments, construction jobs, and providing additional capital to smaller businesses.



HRDC is confident in our ability to meet the expectations and mission of CERTs, while addressing the clean energy needs of Northwest Minnesota. The HRDC’s experience and strong relationships within local communities, coupled with CERTs’ passion for clean energy, allows the region to be well positioned to thrive in an ever-changing energy landscape, as well as bring new investments to the Headwaters Region.



Now, more than ever, there is the urgent need for fossil fuel reduction and addressing vulnerabilities in our communities as the shift to renewable energy and efficiency increases. Our presence at the 2018 CERTs Conference in March allowed us to facilitate a breakout session pertaining to the Property Assessed Clean Energy (PACE) program. Additionally, the HRDC will partner with the Bemidji Chamber of Commerce to host a lunch and learn workshop targeting area businesses, which will educate members on the PACE program and how it can fund energy efficiency. This supports our ongoing effort to expand the PACE program throughout the region. Lastly, as a member of the City of Bemidji Sustainability Committee, HRDC is helping drive local initiatives that contribute to solar development and renewable programs. Looking to the future, the HRDC will continue to focus on projects that propel the advancement of environmental development for the surrounding communities.



BEMIDJI AREA VISITOR PROFILE STUDY

Visit Bemidji is conducting a visitor profile study in order to clearly understand characteristics and travel behaviors of visitors to the Bemidji area. The study is being conducted by the University of Minnesota Tourism Center with financial support from Visit Bemidji, Northwest Minnesota Foundation, and the Northwest Regional Sustainability Program. The twelvemonth study, across all four seasons, will determine current and comprehensive information about the characteristics of visitors. This data will not only offer valuable insight for formulating marketing strategies, but also provide perspective regarding improved infrastructure needs and development, thereby maximizing tourism benefits to the community. The results from the [First Quarter Winter Survey](#). HRDC is serving as the fiscal host in order to support completion of the study.



“There’s a great interest within the community for current visitor trends specific to the Bemidji Area because a study of this magnitude has not been done in nearly 30 years. Therefore, the timing of a new study could not be better.” – SUSAN GOUDGE

LIVABLE COMMUNITIES

SUPPORTIVE HOUSING

WORKFORCE HOUSING

MULTI-FAMILY HOUSING

HUBBARD HRA

BELTRAMI HRA

CLEARWATER HRA

HOUSING **REHABILITATION**

NEUTRAL THIRD PARTY

MORTGAGE FINANCING

HOME OWNER EDUCATION



Application Submitted for Supportive Housing for Individuals with Behavioral Health Challenges

Headwaters Housing Development Corporation completed an application to Minnesota Housing Finance Agency under the Super RFP for resources to construct a 32-unit complex that will support individuals and families with behavioral health challenges that make it difficult to maintain housing.

The project will consist of two buildings of sixteen units each. They will include one, two, and three bedroom apartments in a townhouse style

building. A community room that will be available to residents and provide space for training and supportive services will be in the center of one building. The second building will house office space and meeting/group support space.

The partners for the project include: Beltrami County HRA, which supplied the land and provided the initial catalyst for bringing the development team together; Headwaters Housing Development Corporation, which is the developer and will be the owner of the project; Red Lake Housing Authority, which was a member of the development team and has agreed to provide rental assistance for four units; Bi - Cap, Inc. which will provide services and assist with rental assistance for units filled with their clients; Beltrami County, which will be the primary service provider; Sanford Bemidji Behavioral Health, which is supporting the service delivery and programming; Karvako, PA, which is the project architect; Kraus - Anderson, which is the construction manager at risk; Rippley Richard Real Estate Development Services, which is the development consultant; and DW Jones, which will be the property management company. Without the support and dedication of each of these organizations the creation and submission of this application would not have been possible.

Minnesota Housing is expected to make funding award decisions in late October or early November.



Addressing Workforce Housing Needs with Single Family Homes

The Headwaters Housing Development Corporation has been assisting two communities in the Region address workforce housing needs through the development of single family housing. In Blackduck, the Development Corporation provided two lots to the HHDC at a reduced rate to provide local match funds in support of an application to Minnesota Housing. The application requested resources through the Impact Fund for value gap. Value gap occurs when the cost to develop a house exceeds the amount that the home will appraise for. This happens most often in areas where there has been little or no new development. The application was successful and provided the necessary funds to allow the HHDC to construct two single family homes with a private contractor on the lots provided by the BDC. The homes were sold this spring.

Using a similar model, the HHDC worked with members of the community in Baudette to develop four single family houses. The project was split into two phases. The first was a partnership with the Lake of the Woods Economic Development Authority, the City of Baudette, and the HHDC. The City provided the lots at no cost, with a deferred loan for the value of the land that is forgiven over a seven year period. The EDA agreed to provide value gap for the project. The HHDC sought bids from local contractors and began construction on two houses last fall. Both of those homes have been sold. In the second phase of the project HHDC again applied to Minnesota Housing to secure value gap funding from the Impact Fund. That request was funded and construction on two additional single family homes was started this spring. One of those homes has already been sold.

The key component of both of these projects is the willingness of the local community to step up and provide necessary resources to make the projects work financially. Minnesota Housing is also a key partner in helping to bridge the value gap that prevents developers from entering into smaller communities that need a catalyst to spur new development.

BOARD MEMBERS:

- Cal Johannsen, President (Hubbard County)
- Joe Vene, Vice-President (Beltrami County)
- Rick Rone, Treasurer (Lake of the Woods County)
- John Nelson, Secretary (Clearwater County)
- Brad Athmann, Board Member (Mahnomon County)



Addressing Workforce Housing Needs with Multi-Family Housing

Headwaters Regional Development Commission was asked by the City of Baudette to address the lack of housing options available to support the workforce needed by local employers. The limited supply of housing has been a significant barrier to local employers in recruiting the workforce they need to sustain and expand business.

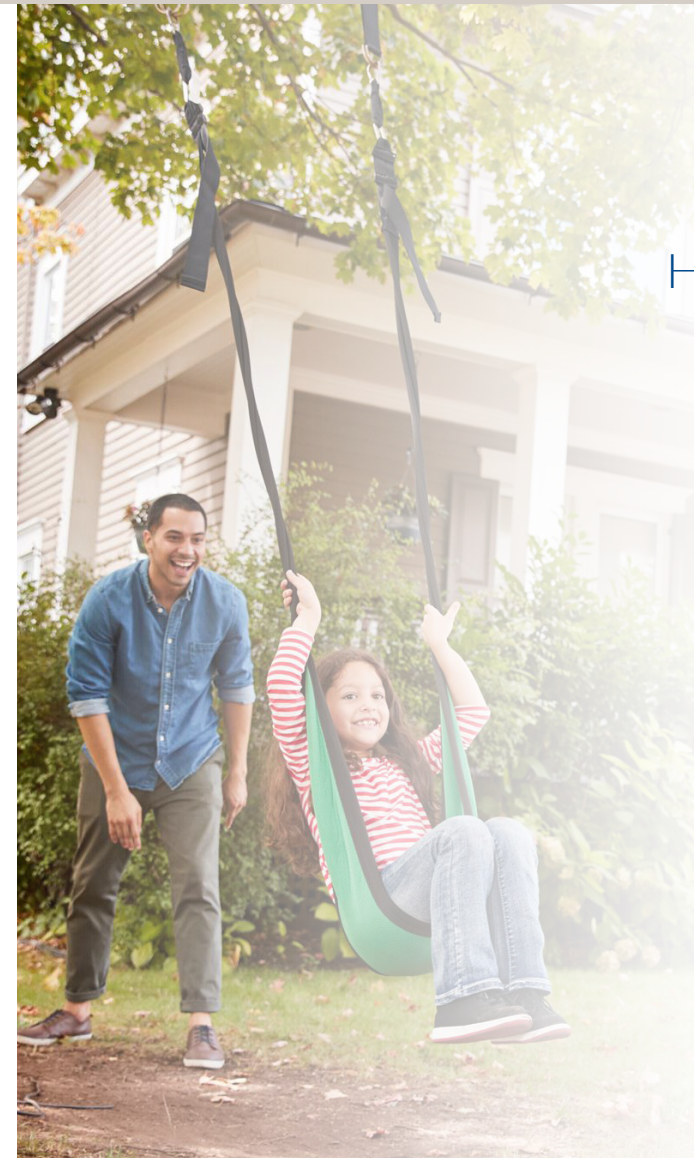
Several meetings were held with community members to answer three key questions:

- Who is the housing intended to serve?
- What rent can that market afford?
- What type of housing is desired?

Based on the results of these meetings a developer was selected that was willing to consider a project for the community. However, the community would be required to find local resources to mitigate the risk for the developer. Another key factor was that the developer was not interested in long term ownership of the property, so a local organization needed to be willing to take on the project upon completion.

The Housing & Redevelopment Authority of Baudette was selected as the organization that would own the building because of their experience with ownership and management of rental property. An application was submitted to Minnesota Housing under the Workforce Housing Development Program. The application was funded, and provided a deferred loan to the City that will be forgiven after a period of ten years. In addition, the City agreed to support the project by providing a parcel of land, covering the costs of the utility connections, and other supports that can be used as in-kind match for the State funds. Lake of the Woods County also agreed to provide a cash match to the project. In addition, both the City and County EDA are providing loans to the HRA to provide the equity and commitment the lender needed to provide the mortgage loan to the HRA.

After several months of negotiation and packaging the final financing, the project broke ground on June 19th. The building will provide a total of 24 units containing one, two, and three bedroom apartments. It is expected to be ready for occupants in early November.



HUBBARD COUNTY HRA CONTINUES TO EXPAND AFFORDABLE HOUSING OPTIONS

Hubbard County Housing & Redevelopment Authority purchased a 15-unit apartment complex in Park Rapids in order to maintain the affordable rents to residents of the property. Regency Apartments was constructed under the Minnesota Low Income Housing Tax Credit Program more than fifteen years ago. The previous owner of the property was looking to sell and, because of the covenants, was required to locate an owner that would continue to operate the project as intended. There are income requirements for the residents and the rents are set within HUD rental payment standards. Hubbard HRA completed some much needed updates to the building and it is fully occupied.



BELTRAMI COUNTY HRA BEGINS OFFERING RENTAL HOUSING OPTIONS IN THE COUNTY

In order to address a wide range of needs for households in the County, Beltrami County Housing & Redevelopment Authority has purchased two single family houses located in Bemidji. The two households are eligible for Section 8 Housing Choice Vouchers, which are used to make the housing more affordable to the tenants. Historically these households have had a difficult time in securing rental units due to the lack of adequate units. Beltrami HRA also owns a rental property in Kelliher.

CLEARWATER COUNTY HRA CHARTING A PATH FORWARD

The Clearwater County Housing and Redevelopment Authority found itself in a challenging situation as its long-time Executive Director retired. Finding a new executive director proved daunting and implementing the Section 8 Housing Choice Voucher Program was impossible without qualified staff. The HRA ultimately transferred the responsibility of managing the Section 8 Program to the HRA of Bemidji, which helped maintain the availability of the important housing subsidy in the County. Unfortunately, the transfer of the Section 8 Program also diminished the only revenue source of the organization. Additionally, the Clearwater County HRA owed money to the HRA of Bagley and did not have sufficient cash or potential revenue to retire its debt.



“We are very happy to be able to work with the HRDC so that we can tap into their experience and expertise with affordable housing in general, and specifically related to work with county Housing Authorities.” JOY WALBERG, BOARD CHAIR

With assistance from the Clearwater County Attorney the HRA negotiated a settlement with the HRA of Bagley to settle all financial obligations at a reduced cost. The HRA has extremely limited funds but is currently debt-free and searching for an opportunity to have a positive impact on the substantial housing needs in the County. The primary direction of the HRA is to seek partnerships and possible collaboration to address issues of housing affordability, housing quality, home ownership education, and developing technical and financial capacity to address the unique needs of the County.

BOARD MEMBERS: Joy Walberg
Cheryl Grover
Marilyn Sundberg

HOUSING REHABILITATION

Demand for preserving housing supply fuels Owner-Occupied Rehabilitation Actives in the Region

There are several initiatives underway to help build new housing stock, both single family and multi-family as well as the gamut of affordable housing, workforce housing, and market rate housing. However, we cannot build our way out of the housing shortage if we continue to lose existing housing stock. The Headwaters Regional Development Commission is playing a very large role in preserving the existing housing stock through a variety of owner-occupied rehabilitation programs. Funding sources for owner-occupied rehabilitation vary from year to year, and some of the most active programs are highlighted below.



Headwaters RDC is Gold Level Producer for MN Housing Fix-Up Program

The Fix-Up Loan Program loans money to eligible households for general remodeling, energy efficiency, and accessibility repairs. The Minnesota Housing Top Producing Lender Program awards outstanding Fix-Up lenders annually at three levels: Platinum, Gold, and Silver. Lenders meeting the threshold for each level based on regional production are recognized as top producers, and demonstrate a deep understanding of Minnesota Housing's Fix-Up Loan Program. For 2017, the Headwaters RDC received the Gold Level Annual Achievement Award for MN Housing's Fix-Up Program!

HOUSING REHABILITATION

(Continued)

Rehabilitation loan program proving to still be in high demand

The Headwaters RDC has been a lender of MN Housing's Rehabilitation Loan Program (RLP) since 2012. This program reaches the extremely low income households across the region and provides up to \$27,000 in deferred loan financing. This financing is made available to make basic improvements that directly affect the safety, livability, or energy efficiency of owner-occupied homes. The Headwaters RDC continues to see high demand in 2017/2018 for both the regular Rehabilitation Loan Program and the Emergency Loan Programs and has been a key player administering these programs in our Region.

Impact Fund Successful throughout Region

In 2017, the Headwaters RDC competed against other organizations statewide for funding through the Minnesota Housing Impact Fund (formerly known as the Community Revitalization Program, or CRV). The Impact Fund is used to maintain and/or increase the supply of affordable, owner-occupied, single family housing in neighborhoods and communities throughout Minnesota. HRDC has now received \$250,000 in owner-occupied rehabilitation funds for 2017/2018 to be utilized for single family rehabilitation. We were also awarded another \$50,000 to continue providing reduced interest rates under the Fix-Up program. The impact fund continues to be an asset in helping households whom might not otherwise qualify for housing programs move forward with needed home rehabilitation.

Region Well Served by Small Cities Development Funding

The [Small Cities Development Program](#) is administered by the [Minnesota Department of Employment and Economic Development](#) (DEED). DEED awards HUD community development block grant funds to smaller communities in Minnesota through a competitive grant process. The SCDP program funds various activities including rehabilitation of owner-occupied housing, rental housing, and commercial buildings, as well as development of infrastructure, primarily in support of low and moderate income households. Over the past several years the Headwaters Regional Development Commission has been an administrator of the Small Cities Development Program for various cities and counties throughout the Region.

We are pleased to report we have two active SCDP owner-occupied rehabilitation initiatives now in process. The City of Baudette was awarded \$282,000 and Blackduck \$270,000 for their respective rehabilitation projects. Both cities have programs underway to complete owner-occupied rehabilitation. Applications are being accepted for rehabilitation funding for eligible households within the city limits of both communities.

Westwood Acres Mobile Home Park Closure



In spring 2018 HRDC agreed to be a Neutral Third Party and facilitator for the closing of the Westwood Acres mobile home park in Bemidji. **The park, which is set to close September 1, 2018, has approximately 40 homes (and their residents) that need to be relocated.** Acting as intermediary HRDC has been working with MN Housing and their Manufactured Housing Trust Fund program to help residents submit applications and then disburse funds to help with their move. The Manufactured Housing Relocation Trust Fund provides funds to displaced residents to help them with the costs associated with move of the mobile home to a new location.

HRDC SUPPORTS AFFORDABLE MORTGAGE FINANCING THROUGH MINNESOTA HOUSING

HRDC continues to access affordable mortgage financing in partnership with Minnesota Housing. The Minnesota City Participation Program (MCP) offers affordable mortgages to first-time home buyers through the Start Up loan program. HRDC has helped access affordable mortgage financing options for the Region for the past twenty five years. Minnesota Housing has been a great partner to help ensure successful home ownership opportunities throughout that time. Last year MHFA allocated just over \$1.3 million of affordable mortgage financing in the Headwaters Region through the Start Up loan program. Lenders in the region utilized the entire allocation plus an additional \$800,000 in funds unutilized in other areas.



Starting this spring the HRDC was allocated an additional \$1.4 million in MCP mortgage financing. A total of just under \$250,000 has been utilized to date. These funds will be available until November of this year.

Start Up loans offer fixed interest rates and down payment and closing cost loans up to \$15,000 for eligible first-time home buyers. Buyers can purchase homes in the Headwaters Region that cost up to \$253,800.



"Security Bank USA is committed to helping first time home buyers be successful in the home ownership process by providing affordable lending options and loan programs."

SECURITY BANK USA VICE PRESIDENT ANNE KEHOE

Minnesota Housing is a state agency that provides access to safe and affordable housing and builds stronger communities across the state. Minnesota Housing offers purchase, refinance, and home improvement loans, as well as financing for affordable rental housing throughout the state.

Eligible households throughout the entire region can access financing through a network of local lenders. First-time buyers can get started by contacting participating lenders in the Headwaters Region. Visit www.mnhousing.gov for a full list of approved lenders, current interest rates, and program eligibility.

HRDC PROVIDING A FOUNDATION FOR SUCCESSFUL HOME OWNERSHIP

Studies have shown that individuals who participate in pre-purchase education and/or coaching are significantly less likely to experience delinquency, which can lead to foreclosure. Participants are also more likely to improve their credit score, increase their savings, and improve their purchasing power. As a commitment to successful home ownership, the HRDC provides these services to households throughout the Region through funding provided under the Homebuyer Education Counseling and Training (HECAT) grant program. This program is funded on a competitive basis each year with funds supplied by Minnesota Housing Finance Agency, Minnesota Home Ownership Center, Greater Minnesota Housing Fund, and Family Housing Fund. Local support is provided by the Beltrami County HRA and the Hubbard County HRA. The HRDC is also a sub-recipient of HUD funds received by the Minnesota Homeownership Center.

Pre-Purchase Coaching

HRDC offers pre-purchase coaching throughout the Region. Coaching consists of one-on-one sessions with a certified professional to help individuals prepare for the home buying process. Topics include budgeting, reviewing credit reports, correcting potential errors in those reports, and mortgage qualification. The HRDC provided pre-purchase coaching to 12 households in this past year.



Home Stretch

Utilizing the same funding source as pre-purchase coaching, HRDC also provides an interactive workshop called Home Stretch. The Home Stretch workshop is based on seven steps designed to assist individuals with the home buying process. The workshop covers: Becoming a Homeowner; Money Management; Credit; Mortgage Loans; Real Estate 101; Loan Closing; and Life as a Homeowner. The HRDC offers workshops on a monthly basis. Individuals who are unable to attend in person have an online option called Framework. 70 households completed Home Stretch classes offered by the HRDC this past year, a large increase from the previous year.

"For potential first time home buyers, education is key and gives the buyer the tools they need to understand not only the process of purchasing a home, but also setting them up for long term success. I have been honored to partner with this organization - both as a presenter for their Home Stretch program and also as a lender that has been able to make the dream of home ownership a reality by referring buyers to the programs available to them through the HRDC."

GAIL DOCKENDORF, DEERWOOD BANK

TRANSPORTATION, HEALTH & SAFETY

MNDOT ACTIVITIES

SHIP

BUSH GRANT START-UP

MAHNOMEN **PUBLIC SAFETY**

NORTHWEST REGIONAL **EMERGENCY**
COMMUNICATIONS BOARD

HAZARD MITIGATION



TRANSPORTATION ACTIVITIES

The Minnesota Department of Transportation (MnDOT) contracts with the HRDC each year to support transportation-related activities and targeted projects to be implemented with a focus on improving the overall quality of life of individuals in the communities HRDC serves. HRDC staff worked on a wide variety of transportation projects this past year with MnDOT support. Following are some examples of this work:

Safe Routes to School in Mahnomen

The HRDC regularly authors Safe Routes to School (SRTS) plans requested by local school districts and funded by MnDOT. The plans offer strategies and suggested improvements to make walking and biking to school safer and more convenient. SRTS plans also emphasize active living to improve the health of students. This past year, HRDC assisted in the Mahnomen School District's application for a multi-school planning assistance grant. HRDC received grant funds to assist Mahnomen Elementary and St. Michael's schools with the planning assistance grant. This plan will seek to create strategies that will encourage the students, teachers, and the entire community to walk and bike



"People are healthier and visibly more active in the community. They bike to work, they walk to school and the grocery store, and they use the local streets and trail system for exercise."

- VISION OF A HEALTHY AND ACTIVE MAHNOMEN



Free Bikes 4 Kidz warehouse in Minneapolis

Free Bikes 4 Kidz

Mahnomen has recently held several active living events within their community, including bike rodeos and a Grand Opening Parade encouraging the use of the new HWY 59 multi-use trail that was just finished this summer. Through these events, community members recognized that many Mahnomen area children do not have access to a bike.

MnDOT reached out to the State Health Improvement Partnership and HRDC to discuss the number of children who were not able to take part in the Grand Opening Parade due to their limited access to bikes. Together, these organizations took the opportunity to apply for bikes through Free Bikes 4 Kidz (FB4Kidz), a nonprofit organization geared toward helping all children access bicycles, especially those most in need. HRDC contacted the Boys and Girls Club in White Earth, and together the three groups prepared and submitted the application. In late October, great news came: even though the Boys and Girls Club requested 75 bikes, they were awarded 120!



Children from the White Earth Nation enjoy the new, safe bike trail that runs along Hwy 59 in Mahnomen. Due to the Free Bikes 4 Kidz program, 120 White Earth Nation's Boys and Girls Club members will soon be able to join them on this trail. (Photo by Jane Butzer)



"These bikes will support the health and well-being of our youth across the reservation and we cannot wait to give the kids the opportunity to get out there and enjoy,"

- TERRI DARCO, BOYS AND GIRLS CLUB CEO

OTHER TRANSPORTATION ACTIVITIES

Statewide Bicycle Plan

HRDC established a Technical Advisory Committee (TAC) for completion of a District 2 Bicycle Plan. This Plan is one of eight District-level plans that will align with the Statewide Bicycle System Plan. The overarching goal for this project is to create a solid foundation to advance MnDOT's bicycle planning work while identifying opportunities where we can invest to improve infrastructure for people who bicycle.

Some specific project goals have included:

- Defining local bicycle routes on existing or planned facilities that will develop the interconnection of biking within the state, and;
- Developing regional priorities and identifying local projects that will fill gaps that support local and regional bicycle networks.

For the District 2 Plan, HRDC was able to partner and work collectively with Bemidji State University (BSU) Advanced GIS students, creating county-specific maps. This provided the Advisory Committee with more local, user-based input into the mapping process. The TAC will be meeting in August to go over regional projects as well as next steps on possibilities to develop county-specific bike plans.



D2 Bike Plan Classroom Setting with Bemidji State University Students



The overarching goal for this project is to create a solid foundation to advance MnDOT's bicycle planning work while identifying opportunities where we can invest to improve infrastructure for people who bicycle.



Transportation Equity Study

MnDOT District 2 has been selected to lead efforts within Northwest Minnesota on a Transportation Equity Study. The first phase of the study has focused heavily on gathering information from organizations and agencies that represent or work with diverse groups of people. The purpose of the study is to better understand transportation equity in Minnesota. HRDC has been interviewed and will continue to work closely with MnDOT to identify organizations and agencies to reach out to for further information.

Transportation Alternative Projects (TAP)

HRDC assisted the cities of Akeley, Bemidji, Mahnomen, and Lady Slipper Byway apply for Transportation Alternative Projects (TAP) funding for the year 2022. The TAP is a federal program that is administered jointly between the MnDOT Central Office and the Area Transportation Partnerships (ATP) as part of a competitive application process. Bemidji's project was selected for funding within District 2. The scope of the project will be to build a multi-use paved trail to connect Bemidji City Park to Bemidji Middle School. The City of Mahnomen, which is in District 4, did not receive funding for the year 2022. However, the committee will be submitting an application next year that, if funded, will address safety concerns within their downtown area.



SHIP and Active Living Activities

RDC has provided staff assistance to the North Country Community Health Board to support health and active living activities. This work will continue in the upcoming year. The primary activity will be to implement the school strategy of the SHIP grant. In August 2018, HRDC plans to host a Food Service Training for regional school districts' Food Service Directors and head cooks. The purpose of this training is to educate food service workers on both how and why using locally sourced produce is beneficial for schools. We hope to connect schools with local growers to create new partnerships that can be used to help educate and nourish school children.

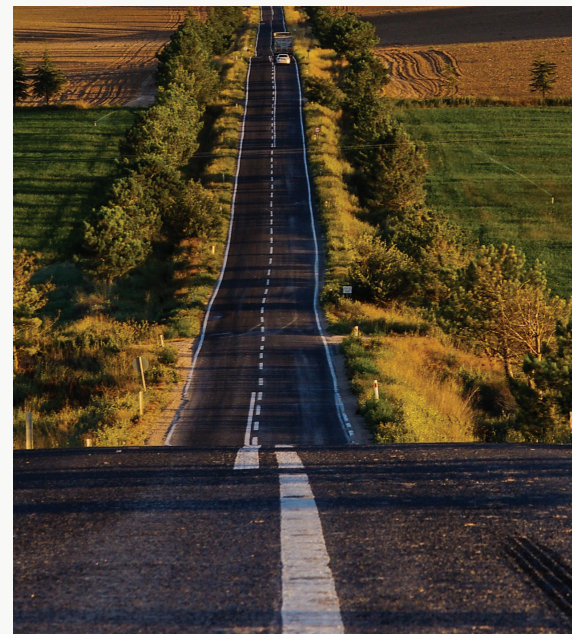
IMPROVING TRANSPORTATION FOR VULNERABLE PEOPLE

HRDC was awarded a Bush Foundation Community Innovation Grant of \$112,000 to coordinate local transportation services for vulnerable people within the Headwaters Region. The approach was created to support those who have limited transportation options and lack viable transit choices within the Region.



Lack of reliable transportation is a barrier for people to get or keep employment, access child care, keep medical appointments, access healthy food, and participate in community life. This is a challenge for seniors, people with disabilities, children, and low income families. HRDC's approach is to bring a regional perspective to local processes that will support people and groups collaborating to create viable strategies to address local transportation needs.

HRDC has established local task forces in each of our five counties in order to gain common understanding of existing transportation services and to identify opportunities to share resources in order to better serve people, especially low income, elderly, and those with disabilities. The approach is designed to more fully understand the existing resources, the gaps that exist, and opportunities to coordinate resources to better meet the needs of vulnerable people in the region. HRDC intends to help communities more effectively utilize the wealth of resources that exist in the Region.



"Lake of the Woods County has ongoing issues with a shortage of transportation options for residents. We look forward to participating in the Transportation Task Force and appreciate that the meetings are being held in the communities themselves."

– AMY BALLARD, DIRECTOR OF SOCIAL SERVICES, LAKE OF THE WOODS COUNTY



Local Task Force members include elected officials, nonprofit leaders, public staff, private transit providers, transit users, and vulnerable people who face challenges with access to transit options. The planning process is currently underway and includes the following steps, which will be completed over a two-year period:

1. An inventory of existing transit resources will be completed in each county;
2. A local task force consisting of local stakeholders will be created and convened in each county;
3. Opportunities for collaboration and coordination of resources will be explored in each county;
4. A regional task force that includes members of the local task forces will be created and convened;
5. A range of strategies will be drafted by task forces in each county. Strategies will be identified as high, medium, or low priority;
6. At least one strategy in each county will be piloted, beginning with those where willing collaborative partners are identified;
7. A small amount of the project budget has been set aside to provide seed money that may be needed as a catalyst for initiating a new collaborative effort that would be sustained with existing resources.

MAHNOMEN JOINT PUBLIC SAFETY FACILITY



Mahnomen County, the White Earth Nation, and City of Mahnomen have been exploring options to collaborate on the construction and operation of a public safety facility designed to serve area residents. The proposed project would be anchored by a County jail, but the scope of the facility would be defined through a collaborative process including representatives from each of the three entities.

Mahnomen County agreed to be the fiscal sponsor of the project. Each of the three entities provided financial resources to support the planning phase of the project. The Northwest Minnesota Foundation provided financial support. Mahnomen County asked the HRDC to provide staff support for the planning activity. One of the initial steps in the process was to convene a task force comprised of representatives of each of the participating jurisdictions. HRDC then prepared a Request for Proposals for completion of a feasibility study which was designed to refine the scope of the project and provide estimated cost of completion.

Several architectural firms responded to the Request for Proposals. Ultimately the task force selected BKV to lead the development of the feasibility study. BKV and HRDC helped the task force determine the proposed scope of the project. BKV developed cost estimates for the project while HRDC prepared a request for state bond funding. Ultimately the proposed cost for the facility as initially proposed was \$57,750,000. Without substantial external funding the project cost was too great for the partners to seriously consider. Outside funding opportunities without debt service requirements have not been identified.

Of note, the County transports and houses 15 to 20 inmates every day. The costs for these activities include both the per bed price the County pays other facilities and the cost for transporting inmates back to the County for court proceedings. Transport takes up a significant amount of law enforcement's time. In 2016, 32,000 man hours were spent transporting inmates. The County spends almost \$1 million annually transporting and housing inmates.

BKV has agreed to remain engaged in the process beyond their contracted responsibility. Recognizing that the jail portion of the facility is of primary importance, the project was re-scoped with that in mind. By focusing on the jail and limited ancillary facilities, BKV has reduced the construction cost to approximately \$14 million. The County is considering financial options which include applying for a USDA loan and, possibly, supplementing the loan with state bond funds if possible.

"We have been working hard trying to find ways to collaborate in order to construct and operate a new public safety facility in the most cost-effective way possible. The County is currently exploring financing options. We're also exploring contracting with White Earth for dispatch services in order to reduce operating expenses."

COUNTY COMMISSIONER BRAD ATHMANN

NORTHWEST REGIONAL EMERGENCY COMMUNICATIONS BOARD



The Northwest Regional Emergency Communications Board (NWRECB) and Advisory Committee (RAC) consist of fourteen counties, two Tribal nations, and the City of Moorhead. They work together to improve public safety communications throughout the Region and across jurisdictions. Over the past year, the NWRECB has made great strides in increasing communications capabilities for communities in northwest Minnesota. The Northwest Region is close to reaching its goal of complete transition onto the ARMER Network, a public safety communications system used throughout Minnesota. Transition onto this network allows public safety personnel to reliably and efficiently communicate within and across jurisdictions throughout the state.

The NWRECB is able to improve communications in large part through grants provided by the Minnesota Department of Public Safety- Emergency Communications Network. Over the past year, the NWRECB has received funding to implement projects, purchase equipment, contract with planning consultants, and send members to training.

Following is a list of some of our accomplishments over the last year:

- Twenty members attended the Minnesota Public Safety Communications Conference in St. Cloud;
- The Region hosted trainings to educate members in radio programming and usage;
- Three counties fully transitioned onto the ARMER system;
- Six counties received funding for firewall protection in their dispatch centers;
- Red Lake Nation completed their ARMER Participation Plan; and
- The region hosted a three-day training and exercise at the Northwest Angle.

The members of the NWRECB and RAC are deeply committed to improving public safety in northwest Minnesota. They work to stay current on rapid advances in technology and new training practices with the overall goal of sustaining reliable communications networks, even in the most remote parts of our state. As they complete the full transition to the ARMER Network, the NWRECB is looking forward at adopting recent advancements in 9-1-1 capability, response, and dispatch.

RIGHT: Portable tower assembly exercise

BELOW: NW Angle exercise participants.



HAZARD MITIGATION PLANNING

As part of HRDC's effort to make our communities safer, staff form partnerships with local jurisdictions to develop plans for hazard mitigation and resilience. Hazard mitigation plans are a vital tool in analyzing specific natural and man-made threats to an area, understanding a community's capacity to respond to those threats, and developing strategies to improve that response and mitigate potential damage. Resiliency plans take on a variety of forms based on communities' specific needs and concerns.

Red Lake Nation Hazard Mitigation

Over the past year, HRDC has been working with Red Lake Nation to develop an All Hazards Mitigation Plan for the Reservation. The development of this plan was made possible through a grant from the Federal Emergency Management Agency. In addition to reducing potential damage as a result of natural and man-made disasters, having a plan in place will qualify the Tribe to receive certain types of disaster assistance from federal agencies.

While in the beginning stages of the process, this plan will ultimately seek to address the unique needs, concerns, and values of Red Lake Nation as they relate to community protection and resilience. As a sovereign Tribal nation, Red Lake places great importance on safeguarding their communities and resources for current and future generations.



FEMA

Lake of the Woods Community Wildfire Protection

HRDC staff have been working with Lake of the Woods County Emergency Management to create a Community Wildfire Protection Plan. This plan was funded through the Minnesota Department of Natural Resources Firewise program.

As a largely rural county, particularly vulnerable locations are in the wildland-urban interface where denser concentrations of people meet natural areas. In Lake of the Woods, this consists of the cities of Baudette, Williams, and Roosevelt. Specific strategies to reduce wildfire risk in the County include the removal of vegetative fuels through Public Works Chipper Days, improvement of Emergency Management's E-911 system, and educating the public on reducing fire risks to homes and communities.



THE HRDC STAFF



TIM FLATHERS
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Tim has been with the HRDC since 1983. Prior to becoming Executive Director in 2013, Tim served as Community Development Director for more than 20 years. Tim continues to be involved in housing and community/economic development activities in addition to his leadership responsibilities.



MARY THOMPSON
Operations Director
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Mary has been with the HRDC since 1992. She is responsible for ensuring organizational effectiveness by providing leadership for the operational and financial functions, as well as partnering with the Executive Director to develop and implement the organizational strategies, policies and practices. Mary also provides the lead staff services to the Beltrami County HRA and the Headwaters Housing Development Corporation.



MEGAN FITZGERALD
Development Specialist
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Megan joined the HRDC in November 2014. She primarily focuses on Community Development and Natural Resource Planning and well as assisting with Transportation Planning activities. Megan also provides the lead staff services for the Northwest Regional Emergency Communications Board.



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Ryan has been with HRDC since 2008. Ryan primarily focuses his time on economic development projects, but also provides development assistance within various functional areas including leadership development, natural resources, community development, and transportation planning.



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Sarah joined the HRDC in December of 2015. She primarily focuses her time on managing the loan portfolio for the Headwaters Regional Finance Corporation.



ASHLEY SHONGO
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Ashley joined the HRDC in May 2014. Her main duties include administering the Homebuyer Education and Counseling program. Ashley also provides various marketing and administrative services to the HRDC staff team.



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Naomi joined the HRDC in January 2017. She primarily focuses on transportation, health, and community development planning.



NIKKI CLANCY
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Nikki joined the HRDC in May 2010 then subsequently transitioned to a contracted consultant in January 2018. Nikki provides management services for the various rental properties owned by the Hubbard County HRA and Beltrami County HRA.



NICOLE MCKINNON
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Nicole joined the HRDC in December 2017. She focuses her time on the day to day accounting duties as well as various administrative tasks.



JOEL ANASTASIO
Environmental and Development Specialist
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Joel joined the HRDC staff team in March 2018. He provides planning support in the areas of natural resource and environmental management, community development, and transportation. In addition, he is the Coordinator for the Northwest Clean Energy Resource Teams (CERTs).



LEVI HAAR
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Levi joined the HRDC in March 2017. He primarily focuses his time on administering a variety of owner-occupied rehabilitation loan programs as well as assisting with the day-to-day accounting activities.



TIFFANY FETTIG
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Tiffany joined the HRDC as a consultant in early 2006. Tiffany manages the Headwaters Regional Finance Corporation (HRFC) and its Revolving Loan Fund. She also manages several additional loan funds on behalf of local customers.



SARA SLAUBAUGH
Intern
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Sara is an intern at the HRDC for the summer of 2018. Her internship is made possible through Nielsen Foundation grant. Sara is a social work student at Bemidji State University and will graduate spring of 2019.

ONIKA WHELAN
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Onika Whelan joined the HRDC staff team in April 2018 through a partnership with the Bemidji High School Career Academies program. She primarily focuses on secretarial and administrative duties. She is a member of the National Honor Society and she plans to attend college to attain her Masters degree in Psychology.