

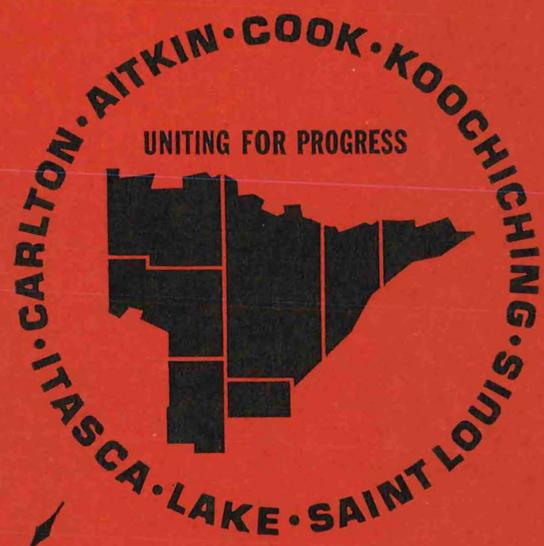
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ARROWHEAD REGIONAL DEVELOPMENT COMMISSION



Annual Report 1970

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This Annual Report of 1970 has been prepared to comply with The Regional Development Act of 1969, Section 13. It has been prepared through funds made available to the Commission from the Federal and State Agencies cited in the Annual Budget of 1970.

TO THE PEOPLE OF THE ARROWHEAD REGION.

It gives me great pleasure to present, on behalf of the Arrowhead Regional Development Commission, the 1970 Annual Report to the people of North-eastern Minnesota.

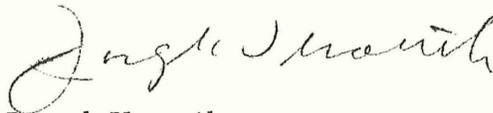
This report has been prepared to inform you of the activities that have taken place within the organization of the Commission.

This report will demonstrate to you that the success of the Arrowhead Regional Development Commission is your success.

As the Commission progresses so as to develop plans and projects that are consistent with the needs and desires of the people, it will be able to serve the people of the region by causing harmonious and cooperative development.

This Annual Report of 1970 provides a history of the past year and also a look into the years that are coming. I hope that you will see that through the efforts of the Commission the years ahead hold much promise.

Respectfully submitted,



Joseph Veranth
Chairman

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Introduction

The concepts of regional development, regional planning, regional decision making, and regional coordination have been a method of public service in the minds of public leaders, innovators, agents of change, and others for a considerable length of time. Public servants both elected and appointed, who have been interested in an efficient and economical approach to serving the public; solving economic, social, and environmental problems; and adjusting the method providing grants-in-aid to local units of government have seen the wisdom of a regional approach. The regional concept and the instruments and facilities designed to carry out the concept have been well understood by those who have been in positions of leadership and who have been the architects of the programs. The regional concept, program or approach is not understood by the public it is designed to serve. It is not understood by many public administrators and leaders. It is not understood beyond a theoretical design by some of the most knowledgeable leaders. It is the purpose of the Arrowhead Regional Development Commission to provide an understanding of "regionalism" through a demonstration of the regional concept theory in practice. The demonstration is this comprehensive annual report.

This annual report is prepared so that the activity of the Commission can be traced from its conception through the many difficulties encountered in organization to the completion of its first year of operation. Recording the developmental and organizational processes, it is the intention of the Commission to make the public aware of the effect and scope of the regional concept. It is the hope of the Commission to demonstrate that a regional development commission is a method by which the public will be served more efficiently and the tax dollar spent more wisely.

The Regional Development Act of 1969 requires that the Commission prepare an annual report for "the governmental units, the public within the region, the legislature and the governor." The Arrowhead Regional Development Commission has prepared this report to fulfill the legal requirement of the Act. However, the Commission is cognizant of the need to inform the public and the governmental units in the region in order to insure their understanding and subsequent cooperation. The Commission seeks to inform the legislature so as to allow that body to judge the wisdom and practicality of their enactment of the legislation which provides for the organization of a regional development commission. The Commission desires that the Governor of the State is informed since he is the "State Planning Officer." The Commission recognizes the preparation of this annual report as much more than legal requirement. It is a document which is an important part of the "orderly and harmonious coordination of state, federal and local comprehensive planning and development programs for the solution of economic, social, physical, and governmental problems of the state and its citizens."

This report allows the Commission and the Commission staff an overview of the many facets of the many programs which are active and on-going within the structure of the Commission. It demonstrates for practical purposes the correlation of several programs and gives a perspective which will cause better correlation and consequently greater efficiency. This report is part of the planning process for the development of an organization which will effect better planning and enable development for the region. Through this report the Commission will be able to look at itself and make the appropriate adjustments in total program procedures.

The bulk of this report attests in part to the comprehensive nature of the report. It has been the intention of the Commission to provide complete data on all of the operation of the Commission. It is expected that through a study of this report, local units of government and other agencies will be able to determine the role the Commission might play in their development process and visa versa. A perusal of this document will identify the fact that a regional development commission assists every person, unit of government, agency and authority in the region. For these reasons the Commission has taken pains to be comprehensive in its reporting process.

According to legal requirements the Commission is to report its fiscal activity, comprehensive plan development, studies, review activities, federal grants and loans applied for within the region, plans for local governmental units, and recommendations regarding federal and state programs, cooperation, funding and legislative needs. This report goes beyond those requirements and incorporates the requirements as facets of the total program which is comprehensively reported.

The Commission recognizes that this report has significant historical value. This is the first annual report of the activities of the first regional development commission organized under legislation which is unique in the nation.

The Commission is aware that the other regions of the State of Minnesota are carefully watching the activities of the Arrowhead Regional Development Commission to assess the success, the value and the probability of a similar endeavor. The Commission is also aware of the scrutiny being given to its activities by other parts of the nation for the purpose of enacting legislation which will enable comparable development.

It is probable that the organization of other regional development and planning commissions in the state and in the nation will depend in part upon the success of the Arrowhead Regional Development Commission. The Commission believes that this report demonstrates that we have not failed their expectations.

Moreover, the Commission believes that the first year of operation has shown to the people of the region that it has and will gain their success. It is for the people of the region that the Arrowhead Regional Development Commission was organized, it is for their good that the Commission will continue to work. Should the Commission decide to adopt an appropriate motto, it would have to be "Pro Bono Publico. . ." "For the Good of the People."

Brief Description of the Arrowhead Region

The Arrowhead Regional Development Commission territory includes the counties of Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis. (See Development Region Map, page six). The region was designed by Executive Order No. 60, issued on June 12, 1970 by Governor Harold LeVander. This Order was the implementation of Section 5, Subdivision 1 of Chapter 1122, Laws 1969, the Regional Development Act and United States Bureau of the Budget Circular A-80, Coordination of Development Planning for Programs Based on Multi-jurisdictional Areas and A-95, Evaluation, Review and Coordination of Federal Assistance Programs and Projects and Executive Order No. 37. According to the official order the Arrowhead Region is designated as Development Region No. 3. The Commission has, through the adoption of by-laws and in keeping with previous designations, accepted the official title of the region to be "Arrowhead."

Physical Characteristics

The region is the largest in the state. As a functioning Economic Development District (Division of Economic Development, Arrowhead Regional Development Commission) under the Economic Development Administration the region is one of the largest in the nation. The region has a land area of 18,292 square miles which is 23.2% of total land area of the state. There are 3,824 lakes in the region representing 25% of the lakes in the state. It borders Lake Superior and topographically consists of a series of heavy forests and rolling hills to a prairie-like area in the southwestern portion of the region.

Comparing the region as a geographic unit to the states in the nation, it would rank 41st among the 50 states. It is geographically larger than the combined land area of 5 states.

The region has a wealth of natural resources in the form of vast iron ore deposits, large timber (pulpwood) supply, an estimated 12 billion ton peat reserve, copper, nickel deposits, and an abundance of fresh water.

Population Characteristics

The bulk of the population of the region is in the south-central portion of the region. The majority of the land area is sparsely settled and large land areas have for all practical purposes no inhabitants. The densely populated areas are the metropolitan area of Duluth and the string of communities across the Iron Range. These concentrations have approximately two-thirds of the population of the region. Elsewhere in the region there are no other dense concentrations of population.

Population density ranges from 56.4 people per square mile for the United States to 31.8 for the West North-central states and 15.2 for the Duluth area. The percentage of population increase from 1950 to 1960 was 18.5% and from 1960 to 1970 was 11.7% for the United States. In the West North-central states, the population increase was 4.9% and in the Duluth area, 6.7%. This would indicate the loss of population in the region was intensified in the immediate area. This phenomenon is apparent too, by comparing the figures for net increase in the last decade. The United States as a whole, increased by nearly 21 million people. The Duluth area lost about 35% of this net loss -- or a total of 6,884 persons.

The percentage of people who lived in urban areas in the United States in 1960 was 69.6%. In the region, 14.5%, and in the Duluth area, the percentage was 29.6%. While the percentage of people living on rural farms was only 7.5% in the United States, it was 24.9% in the region and nearly the same in the Duluth area, 24.7%.

Actual population figures are listed under the tables; 1970 Census of Population on page 8 and Cities Villages and Townships in Arrowhead Region by County, 1960, page 9 .

1970 Census of Population

Population of Incorporated Places of 1,000 Inhabitants or More: 1960 and 1970

| Incorporated Places | 1970 Preliminary | 1960 | Percent Change |
|--------------------------|---------------------|-----------|-------------------|
| Aitkin | 11,031 | 12,162 | -9.3 |
| Aitkin Village | 1,538 | 1,829 | -15.9 |
| Carlton | 27,677 | 27,932 | -0.9 |
| Cloquet | 8,640 | 9,013 | -4.1 |
| Moose Lake | 1,409 | 1,514 | -6.9 |
| Scanlon | 1,142 | 1,126 | 1.4 |
| Cook | 3,346 | 3,377 | -0.9 |
| Grand Marais Village | 1,200 | 1,301 | -7.8 |
| Itasca | 35,060 | 38,006 | -7.8 |
| Coleraine Village | 1,088 | 1,346 | -19.2 |
| Grand Rapids Village | 7,122 | 7,265 | -2.0 |
| Keewatin Village | 1,370 | 1,651 | -17.0 |
| Nashwauk Village | 1,333 | 1,712 | -22.1 |
| Koochiching | 16,819 | 18,190 | -7.5 |
| International Falls City | 6,332 | 6,778 | -6.6 |
| So. International Falls | 2,126 | 2,479 | -14.2 |
| Lake | 12,860 | 13,702 | -6.1 |
| Silver Bay Village | 3,272 | 3,723 | -12.1 |
| Two Harbors City | 4,325 | 4,695 | -7.9 |
| St. Louis | 218,533 | 231,588 | -5.6 |
| Aurora Village | 2,506 | 2,799 | -10.5 |
| Babbitt Village | 3,031 | 2,587 | 17.2 |
| Biwabik City | 1,494 | 1,836 | -18.6 |
| Buhl Village | 1,285 | 1,526 | -15.8 |
| Chisholm City | 5,836 | 7,144 | -18.3 |
| Duluth City | 99,761 | 106,884 | -6.7 |
| Ely City | 4,848 | 5,438 | -10.9 |
| Eveleth City | 4,668 | 5,721 | -18.4 |
| Hibbing | 16,069 | 17,731 | -9.4 |
| Hoyt Lakes Village | 3,595 | 3,186 | 12.8 |
| Mountain Iron Village | 1,684 | 1,808 | -6.9 |
| Proctor | 2,999 | 2,963 | 1.2 |
| Virginia | 12,291 | 14,034 | -12.4 |
| Region | 325,326 | 344,957 | -5.7 |
| State | 3,767,975 | 3,413,864 | 10.4 |

Source: U. S. Department of Commerce, Bureau of the Census, Pc(Pl)-25 Minn.

Political Subdivisions

The region has an average number of political subdivisions as related to the population and as compared to the state and nation. The viability of the local units of government runs the full gambit from highly effective to mere administrative exercises. The degrees of effectiveness are found across all categories of units of government. Some municipalities are served by very efficient city governments and others by strong township boards. Contrarily, some populations are served by administrations which are hindered by lack of funds and consequently offer minimal service.

Listed here are the political subdivisions of the region and their populations.

Cities, Villages and Townships in Arrowhead Region by County, 1960Cities - 12

Carlton County:

| | |
|---------|-------|
| Cloquet | 9,013 |
|---------|-------|

Koochiching County:

| | |
|---------------------|-------|
| International Falls | 6,778 |
|---------------------|-------|

Lake County:

| | |
|-------------|-------|
| Two Harbors | 4,695 |
|-------------|-------|

St. Louis County: (9)

| | | | |
|----------|---------|----------|--------|
| Eveleth | 5,721 | Eveleth | 5,721 |
| Fraser | 95 | Fraser | 95 |
| Gilbert | 2,591 | Gilbert | 2,591 |
| Tower | 878 | Tower | 878 |
| Virginia | 14,034 | Virginia | 14,034 |
| Ely | 5,438 | | |
| Duluth | 106,884 | | |
| Chisholm | 7,144 | | |
| Elywabik | 1,836 | | |

Villages - 60

Aitkin County: (6)

| | | | |
|-----------|-------|----------|-----|
| Aitkin | 1,829 | McGregor | 283 |
| Hill City | 429 | Palisade | 180 |
| McGrath | 93 | Tamarack | 112 |

Carlton County: (9)

| | | | |
|--------------|-----|------------|-------|
| Barnum | 417 | Moose Lake | 1,514 |
| Carlton | 862 | Scanlon | 1,126 |
| Cromwell | 187 | Thomson | 179 |
| Kettle River | 234 | Wrenshall | 189 |
| | | Wright | 169 |

Cook County: (1)

Grand Marais 1,301

Itasca County: (17)

| | | | |
|--------------|-------|------------|-------|
| Big Fork | 464 | Calumet | 799 |
| Bovey | 1,086 | Marble | 879 |
| Cohasset | 605 | Faconite | 376 |
| Coleraine | 1,346 | Keewatin | 1,651 |
| Cooley | 37 | Nashwauk | 1,712 |
| Deer River | 992 | Squaw Lake | 129 |
| Effie | 195 | Warba | 162 |
| Grand Rapids | 7,265 | Zemple | 82 |
| LaPrairie | 243 | | |

Koochiching County: (7)

| | | | |
|-------------|-----|-------------------|-------|
| Big Falls | 526 | Northome | 291 |
| Island View | 13 | Ranier | 262 |
| Littlefork | 805 | So. International | |
| Mizpah | 140 | Falls | 2,479 |

Lake County: (2)

| | |
|------------|-------|
| Beaver Bay | 287 |
| Silver Bay | 3,723 |

St. Louis County: (18)

| | | | |
|------------|--------|---------------|-------|
| Aurora | 2,799 | Iron Junction | 187 |
| Babbitt | 2,587 | Kinney | 240 |
| Suhl | 1,526 | McKinley | 408 |
| Cook | 527 | Meadowlands | 176 |
| Brookston | 144 | Mountain Iron | 1,808 |
| Floodwood | 677 | Leonidas | 94 |
| Franklin | 45 | Orr | 361 |
| Hibbing | 17,731 | Proctor | 2,963 |
| Hoyt Lakes | 3,186 | Winton | 182 |

Townships - 17

Aitkin County:

| | | | | | |
|-------------|-------|------------|-----|------------|-----|
| Aitkin | 1,021 | Jevne | 225 | Salo | 157 |
| Ball Bluff | 358 | Kimberly | 231 | Seavey | 84 |
| Balsam | 28 | Lakeside | 311 | Shamrock | 381 |
| Beaver | 69 | Lee | 54 | Spalding | 253 |
| Clark | 174 | Libby | 87 | Spencer | 347 |
| Cornish | 46 | Logan | 301 | Tamarack | 112 |
| Farm Island | 467 | McGregor | 107 | Turner | 58 |
| Fleming | 216 | MacVillie | 247 | Verdon | 57 |
| Glen | 218 | Malmo | 221 | Wagner | 275 |
| Haugen | 135 | Morrison | 246 | Waukenabo | 275 |
| Hazelton | 385 | Nordland | 333 | Wealthwood | 158 |
| Hill Lake | 296 | Pliny | 161 | White Pine | 59 |
| Idun | 151 | Rice River | 181 | Williams | 134 |
| | | | | Workman | 191 |

Carlton County: (18)

| | | | | | |
|-----------|-----|-------------|-------|--------------|-------|
| Atkinson | 273 | Kalevala | 408 | Silver Brook | 458 |
| Automba | 168 | Knife Falls | 2,430 | Skelton | 365 |
| Barnum | 619 | Lakeview | 145 | Split Rock | 253 |
| Beseman | 150 | Mahtowa | 465 | Thomson | 2,582 |
| Blackhoof | 491 | Moose Lake | 1,577 | Twin Lakes | 879 |
| Holyoke | 198 | Silver | 407 | Wrenshall | 274 |

Itasca County: (41)

| | | | | | |
|------------|-----|-------------|--------|------------|-------|
| Alvwood | 71 | Feeley | 241 | Lawrence | 522 |
| Arbo | 632 | Good Hope | 140 | Liberty | 73 |
| Ardenhurst | 124 | Goodland | 413 | Lone Pine | 635 |
| Balsam | 351 | Gr. Rapids | 10,189 | Marcell | 286 |
| Bass Brook | 830 | Gratten | 62 | Max | 182 |
| Bearville | 101 | Greenway | 2,792 | Moose Park | 91 |
| Bigfork | 371 | Harris | 1,530 | Morse | 481 |
| Blackberry | 453 | Iron Range | 673 | Nashwauk | 2,653 |
| Bowstring | 111 | Kinghurst | 127 | Nore | 63 |
| Carpenter | 300 | Lake Jessie | 238 | Oteneagen | 177 |
| Deer River | 412 | Sand Lake | 137 | Pomroy | 45 |
| | | Spang | 187 | Sago | 205 |
| | | Stokes | 157 | Wabana | 208 |
| | | Third River | 52 | Wawina | 132 |
| | | Trout Lake | 719 | Wirt | 140 |

Lake County: (4)

| | | | | | |
|-------------|-----|-----------|-----|--------------|-----|
| Beaver Bay | 942 | Fall Lake | 242 | Silver Creek | 379 |
| Crystal Bay | 882 | | | | |

St. Louis County: (7)

| | | | | | |
|--------------|-------|--------------|-------|------------------|-------|
| Alango | 317 | Fayal | 1,722 | Ness | 141 |
| Alborn | 265 | Field | 353 | New Independence | 190 |
| Alden | 174 | Fine Lakes | 191 | Nichols | 1,909 |
| Angora | 261 | Floodwood | 1,077 | Normanna | 258 |
| Arrowhead | 151 | Fredenberg | 252 | Northland | 112 |
| Ault | 79 | French | 275 | Owens | 485 |
| Balkan | 830 | Gnesen | 507 | Payne | 53 |
| Bassett | 59 | Grand Lake | 1,055 | Pike | 426 |
| Beatty | 327 | Great Scott | 411 | Portage | 189 |
| Biwabik | 2,592 | Halden | 231 | Prairie Lake | 64 |
| Breitung | 877 | Herman | 5,192 | Rice Lake | 3,615 |
| Brevator | 672 | Industrial | 404 | Sandy | 355 |
| Canosia | 1,678 | Kelsey | 237 | Solway | 988 |
| Cedar Valley | 234 | Kugler | 159 | Stoney Brook | 166 |
| Cherry | 610 | Lakewood | 1,340 | Stuntz | 5,739 |
| Clinton | 896 | Lavell | 406 | Sturgeon | 204 |
| Colvin | 300 | Leiding | 412 | Toivola | 312 |
| Cotton | 341 | Linden Grove | 179 | Van Euren | 226 |
| Culver | 376 | McDavitt | 435 | Vermilion Lake | 275 |
| Duluth | 1,308 | Meadowlands | 396 | Waasa | 374 |
| Ellsburg | 70 | Midway | 1,445 | White | 1,716 |
| Elmer | 218 | Missabe Mt. | 145 | Willow Valley | 169 |
| Embarrass | 918 | Morcom | 162 | Wouri | 364 |
| Fairbanks | 106 | Morse | 1,204 | | |

Administration

Historical Development

The history of the development of the Arrowhead Regional Development Commission is significant in the process of development government has taken in the past decades. Federal and state programs have more and more become involved with a regional approach to development. Specific federal grant-in-aid programs and state grant programs designate the funding to be used for projects that have a regional impact or are of a regional nature. This trend was the motivating factor behind the enactment of the Regional Development Act of 1969. The Arrowhead Regional Development Commission is the experiment; the practical demonstration of this concept. For these reasons, the history of the ARDC development needs to be carefully traced. It is the testimony that upholds the regional concept. It is a guide for future similar developments in the state and nation.

A Significant Development

Place this item in a place of importance because it is evidence of the progress and success that the Commission has enjoyed.

The original Economic Development District numbered six counties, the original Executive order designating development regions allowed two counties an option to become part of one of two development regions. However, the Regional Development Act provided that the boundaries of an existing EDD would not be changed. Regardless of this condition the two transitional counties elected voluntarily to remain part of the region that came to be known as the Arrowhead Regional Development Commission.

In no case was a provision made to give an option for Aitkin County to be part of the Arrowhead Commission. However, Aitkin County recognized the success of regionalism and the success of the Arrowhead EDD and petitioned the Governor to designate the county as part of the Arrowhead region. The county petitioned Arrowhead for membership in the region and on the Commission. Both the Governor and the Commission agreed to the petition and Aitkin County became the seventh county in the Arrowhead region.

We believe that this action is evidence that regionalism is good and the Arrowhead Regional Development Commission is causing a success which other counties would like to enjoy.

Transitional Activities (Arrowhead Economic Development District History)

Arrowhead Regional Development Commission had its beginning as an organization called the Arrowhead Economic Development District. The District was designated by the Department of Commerce on April 23, 1968 and was

comprised of six counties. St. Louis, Itasca, Cook and Lake Counties were designated by the Department of Commerce as Redevelopment Areas. The incidents of unemployment, out-migration, median family income and poverty levels were such that they qualified to receive special assistance from the Economic Development Administration. The counties of Carlton and Koochiching were not designated as Redevelopment Areas but were included in the Development District.

The purpose of the Economic Development District was to allow the economic development projects of broader geographical significance to be planned and carried out. The overall purpose of the Public Works and Economic Development Act of 1965 was:

"Because some of the regions, counties, and communities are suffering substantial and persistent unemployment and under-employment; that such unemployment and underemployment cause hardship to many individuals and their families, and waste individual human resources; that to overcome this problem the Federal Government, in cooperation with the states, should help areas and regions to take effective steps in planning and financing their public works and economic development."

The objectives of the Arrowhead Economic Development District was to develop an Overall Economic Development Program, design a strategic approach and develop projects which would fulfill the goals and purposes. On May 24, 1967, the AEDD was incorporated as a private, non-profit organization by the State of Minnesota. In June of that year the organizational meeting was held for the District and the by-laws were adopted.

The Overall Economic Development Program was completed in February of 1968 and was accepted by EDA by April of that year. In the same time period, the City of Duluth was designated as the growth center for the region.

The next months were devoted to the development of an approach to problem solving and goal attainment. Some lesser projects were put into action while time was devoted to preparation of profiles, action papers, and strategy papers. These documents became the definition of direction for the District.

The District was organized with a Board of Directors representing the counties of the district, the major municipalities of the district, and public interest representation. Program development was the result of a "community approach."

This method was to have citizens with expertise or interest in a certain area of concern, e. g. recreation, labor, etc. , meet and discuss the needs and problems of their concern. They would then recommend for the Board of Directors' consideration possible means of solving the problems. This process proved to be effective, and in most instances, workable.

As programs were suggested from committees and projects were implemented, it became apparent to the District that it was not possible to concentrate its effort on purely economic aspects. Several other factors came into play in program and project development. Planning for projects outside of the realm of purely economic activity was not within the scope of responsibility of the District. The District attempted to find agencies within the area who were responsible for the planning in related activities and functions. In just a few cases were there functioning organizations or agencies who had such responsibilities. The larger metropolitan areas had planning commissions but only in the case of the City of Duluth was there a professional staff. St. Louis County had a planning staff that offered considerable assistance but was limited because of personnel and funds. It became apparent that regional or even local planning was not being done. If it had been done through HUD 701, funds it was not implemented or was not complete enough. The answer to the difficulty became obvious. What was needed was an agency that could do comprehensive planning and coordinate local planning activities and development. An alternative would be to organize a planning group for each aspect of development, e. g. housing planners, sewer and water planners, etc. Such a program would be difficult to coordinate and make cooperative. It was at approximately this point of development for the Arrowhead Economic Development District that the Regional Development Act of 1969 was being developed for presentation to the legislature.

The Regional Development Act of 1969

In addition to the need for coordinated planning and in many cases just plain planning, the Board of Directors of the Economic Development District recognized the need to find additional funding. The Economic Development Administration had provided 75% of the planning funds to the District but had also established a sliding scale to eventually bring their share to an even match. Facing the District was the problem of finding local matching money. During the two years, the Iron Range Resources and Rehabilitation Commission had provided the local match. It was indefinite if that agency could continue to make such a provision and funding availability became a critical problem to the District.

A need to stabilize the local share of funding the District was realized early in fiscal 1968. The avenue of approach to local funding was determined to be contribution through taxation by the counties in the District. The statutes of

Minnesota did not allow the counties to make levies for economic development. New legislation was needed. A few attempts were made to draw out of existing legislation items which might be empowered by amendment to give taxing power to the counties for economic development. All these attempts were aborted.

Progressive leadership in the legislature and state determined the need to provide legislation that would encompass the concept of Regional Development. The Governor's Executive Order No. 37 designated eleven (11) regions as planning regions. State and federal agencies were asked to comply with these regions. Legislation was introduced to set up regional development commissions. Included in that legislation was taxing authority by the commission to the counties of the commission.

During the 1969 legislation, the Regional Development Act of 1969 was passed. The legislation allowed that existing economic development districts were grandfathered into the act and would become the commission. The Arrowhead Economic Development District, through its Board of Directors by resolution requested that Governor LeVander designate the District as the Commission.

The law provided that a Commission would be considered designated when a Chairman had been named to the Commission by the Governor. Arrowhead Economic Development District applied to the State for planning and administrative funds as a Commission. The funds were to be used by the District as local share matching the EDA grant. In July 1969, a work program and reconnaissance study were submitted to the State Planning Agency. These documents were accepted and a grant of \$25,000 was made to the District.

The Regional Development Act of 1969 was precisely what the District needed to accomplish its task. The authority to be a comprehensive planning agency, to review applications for federal and state grants and loans, and to conduct research and study were the elements that would make the original regional concept a success. It was because of these available instruments that the District began to devote much of its time to reorganization from an economic development district to a regional development commission.

The District had received a grant of \$25,000 from the State which was allowed in the legislation. For all intents and purpose, the District was becoming a Regional Commission. At this point, the District could not be considered a legally constituted commission since the law provided that a Chairman be first named and then the commission organized. In anticipation of the naming of a Chairman by the Governor, by-laws for the commission were prepared. These were submitted to the State for their approval.

Reorganization Preliminary Activities

To reorganize from an Economic Development District to a Regional Commission entailed many considerations. The agreement to make the change had been indicated by the Board of Directors through the motion to allow a resolution for the Governor to designate Arrowhead as a regional development commission. There was no concern over the direction the membership of the District wished to go. Concern over the actual structure of the new Commission and the availability of positions on the Board was being expressed. The primary task before the District was to establish the structure of the Commission membership.

The undertaking of funding the Commission held some misgivings. What funds, besides those of EDA would be available to operate the Commission? The "work program" which had been prepared in compliance with the requirements of the Act did not indicate the availability of funding. The "work program" showed that the Commission had a large and difficult task to perform that would require considerable resources. To overcome this problem, it was necessary to seek help which could offer the expertise needed to make funds available. The Board of Directors of the District hired Mr. F. Robert Edman as a consultant. His firm provided the direction and information needed to acquire the funds that would make the Regional Commission a viable operation. This expertise was probably one of the most necessary ingredients to the development of a new concept and a new organization.

The interpretation of the Regional Development Act of 1969 was subject to much discussion, particularly in the area of some memberships on the Commission. It was not possible to determine just what was required by law. It became increasingly obvious that legal help would be required. Also, the by-laws for the Commission had been written using a series of comparable organizations' by-laws. The second draft of the by-laws were at best a "cut and paste" type document. It would require a legal hand to put the by-laws in order that might be workable.

Late in November, Governor Harold LeVander named Mr. Joseph Veranth as Chairman of the Commission. Mr. Veranth began a period of orientation so as to understand the function of the Arrowhead Economic Development District. In consultation with the State Planning Agency and the District staff, Chairman Veranth determined the procedure by which the Commission would be reorganized. The law provides that the Board of Directors of the Arrowhead Economic Development District shall be the Commission membership until July 1, 1970. It was decided to provide for the election of the appropriate membership in the interim.

Contracts had been made with various agencies to develop funding sources for the expansion of the Commission. The Commission received planning funds in fiscal 1970 from the Omnibus Crime Control and Safe Streets Act of 1968. Application for a grant from the Higher Education Act was pending. Work was being prepared to submit an application for Housing and Urban Development 701 funds. A Project Notification and Review System was prepared to be used as a guide in project and application review.

At this point the main organizational concerns and activities turned to the Commission structure. The Act spelled out the positions in most cases, however, in a few cases the structure was difficult to determine, particularly in regard to special districts. At this time no definition of a special district is available. For purpose of clarity a chart of the Commission structure was prepared and is re-printed on page 23 .

The Regional Development Act provides the following positions on the Commission:

1. One member from each county board of every county in the development region;
2. One additional county board member from each county of over 100,000 population;
3. One member of a town board of supervisors;
4. One mayor or councilman from a municipality of under 10,000 population from each county, selected by the mayors of all such municipalities in the development region;
5. One mayor or councilman from each municipality of over 10,000 in each county;
6. Two school board members;
7. One member from each council of governments;
8. One member representing special districts;
9. A chair man appointed by the state planning officer, pursuant to Section 9 of the Regional Development Act of 1969; and
10. Citizens representing public interests within the region including members of minority groups.

After considerable deliberation, the Commission determined that the citizens representing public interest should come from the following categories:

- | | |
|--------------------------|--|
| 1. Health | 8. Indian Reservations (3) |
| 2. Human Welfare | 9. Tourism and Recreation |
| 3. Crime Prevention | 10. Environmental Quality |
| 4. Labor | 11. Agriculture and Forestry |
| 5. Commerce and Industry | 12. Transportation and Communications |
| 6. Mining | 13. Community Action Boards (2) |
| 7. Minorities | |

The Commission has been structured so as to provide the most representation from those units of government that represent the largest population and tax base. Since the responsibility of the Commission is oriented toward regional activities, it is expected that counties, which are of course regions, should be well represented. Townships, having the smallest numbers of population and very small tax base in most instances, have the smallest representation.

The Commission allowed one representative from each of the three Indian reservations in the region. Although this is inequitable in regard to population, it is not inequitable in regard to problems and needs.

By-Law Development

In order to organize the Commission, it was essential that by-laws be developed which would satisfy the requirements of the Regional Development Act of 1969 and be workable for the day to day activity of the Commission. There were no suggested guidelines for the by-laws and by-laws for a comparable organization would have to be found.

The staff secured the by-laws of regional development corporations of the State of Missouri. By-laws for the Economic Development District had been developed and adopted. Using these two sets of by-laws, the staff designed a rough draft, which at best, was far from satisfactory.

The rough draft of the by-laws were presented to the Board of Directors of the Arrowhead Economic Development District for their consideration and comment. The response from the Board of Directors was light and the comments mostly pertained to policy questions. The development of by-laws was hung up at this point.

When Governor LeVander appointed Joseph Veranth as the first Chairman of the Commission, he recognized that the logical course for the Commission would be to secure the services of an attorney. The law firm of Harper, Eaton and

Gustafson was employed to assist the Commission on legal matters as they pertained to the reorganization of the Economic Development District to the Arrowhead Regional Development Commission. The attorney's first task was to re-write the by-laws. It was through a process of several drafts and consultation with the Chairman and the staff that the by-laws were finally put into proper form for presentation to the Board of Directors for their approval.

The by-laws were adopted on July 1, 1970 at a regular meeting of the Board of Directors of the Arrowhead Economic Development District. Included at that meeting were additional members who had been appointed by their respective units of government or agencies to serve as members of the Commission.

Since the by-laws contained the procedures for the election of some of the members of the Commission, it was not possible to have the by-laws adopted by the entire Commission. Organization of the entire Commission would only be possible after the by-laws were put into force. The Regional Development Act of 1969 provided that the Board of Directors of the Economic Development District should serve as the Commission until July 1, 1970.

With the adoption of the by-laws, the time had come to restructure the organization to comply with the legal requirements.

Reorganization of the Commission

The official reorganization of the Commission should be set as of September 30, 1970. It was on this day that the first meeting of the entire Commission was held in the Walnut Room of the Duluth Arena Auditorium. Other dates may be set for the actual beginning of the Commission; November 20, 1969, Governor Harold LeVander appointed the first Chairman, Joseph Veranth. The Regional Development Act of 1969 states that a Commission "shall be established upon the appointment of a Chairman by the state planning officer and notification of all local government units within the region." Another date which might be cited as the date of organization would be July 1, 1970, the date the by-laws were adopted. The Act allows that the Board of the Economic Development District is the only constituted membership of the Commission until that date, after which it should be reorganized to conform with the requirements of the act.

Legal Responsibilities

The basic legal responsibilities of the Commission at its inception were to adopt by-laws, see to the election of the Commission membership and elect a Board of Directors. The structure of the Commission had been established by law (see

Commission Structure Chart page 23). Implementation of that election was described in the by-laws. Final organization could follow a natural course. A nominating committee was appointed to prepare a schedule of nominees for the officers of the Commission, members representing public interest positions, and for the Board of Directors. Through diligent work, the nominating committee selected those persons whom it believed were best qualified for the offices. Nominations from the floor were allowed and the results of the election established the Commission, its officers and its Board of Directors.

The next responsibility of the Commission under the Act was to prepare a review system and begin the workings of a comprehensive plan.

Early in the development of the Commission, the staff had begun the preparation of guidelines to implement the Commission and review authority and responsibility. Those guidelines were the first to be prepared in the state and some of the first in the nation. A long period of time elapsed before the State Planning Agency and the Arrowhead Regional Development Commission were able to determine the feasibility of the guidelines and procedures.

To begin the workings of a comprehensive plan, it was necessary to secure a staff member qualified to do comprehensive planning. After a considerable length of time a Planner in Charge was hired. His responsibility would be to assist in securing funds to make the development of a comprehensive plan financially feasible. He would, in consultation with the Commission, set the direction that the plan would take and determine the portions of the plan that would be given priority.

With these responsibilities under control, the Commission was ready to begin its day to day operation. Progress toward the implementation of the two important areas of responsibility, review and planning, had begun by early November 1970.

Commission Election and Changes

The basic structure of the Commission was not greatly different from that of the Economic Development District. Numerically, the change was an additional seven members. In regards to representation of the people, the change was slightly more equitable. The changes in personnel were actually few.

The procedures developed in the by-laws allow the positions on the Commission to be filled by election of the represented body in the cases of county commissioners,

Commission Structure

CHAIRMAN

Board of Directors
 11 members
 Max. 6 elected off.
 Elected by Comm.

| County | County Commissioner | County Commissioner over 100 M | Municipalities under 10 M | Municipalities over 10 M | Commission Region |
|--------------|---------------------|--------------------------------|---------------------------|------------------------------------|-----------------------|
| St. Louis | 1 | 1 | 1 | Duluth Hibbing Virginia 3 | Townships 1 |
| Aitkin | 1 | | 1 | | School Board 2 |
| Carlton | 1 | | 1 | | HOTL COG 1 |
| Cook | 1 | | 1 | | Special Dist. 0 |
| Itasca | 1 | | 1 | | Public Interest 16 |
| Koo-chiching | 1 | | 1 | | |
| Lake | 1 | | 1 | | |

mayors or councilmen from municipalities of over 10,000 population, and councils of government. The mayors of municipalities of under 10,000 population in each county elected their representative and, through a procedure of nominations by all townships and election by all townships in the region, the representative for those units of government were chosen. The representatives from school boards were elected in the same manner as the township supervisors. Since it was not possible to determine what a special district was, the Commission determined in the by-laws that no election would be held at this time for the position. All other members of the Commission were elected through nomination and election by the Commission. (These positions are indicated by an * on the list of Commissioners).

Arrowhead Regional Development Commission Membership

Officers

| | | |
|----------------|------------------|----------------------------------|
| Chair man | Joseph Veranth | Duluth, St. Louis County |
| *Vice Chairman | Marvin Marklund | Two Harbors, Lake County |
| *Secretary | Freeman Johansen | International Falls, Koochiching |
| *Treasurer | Art Barschdorf | Duluth, St. Louis County |

County Commissioners

| | <u>City</u> | <u>County</u> | <u>Term in Years</u> |
|-------------------|---------------------|---------------|----------------------|
| Clifford Gravette | Aitkin | Aitkin | 3 |
| Howard Ross | Cloquet | Carlton | 3 |
| Bev Johnson | Grand Marais | Cook | 3 |
| Lloyd Nesseth | Squaw Lake | Itasca | 3 |
| Marvin Marklund | Two Harbors | Lake | 3 |
| Earl Bolin | International Falls | Koochiching | 3 |
| Floyd R. Anderson | Duluth | St. Louis | 3 |
| Fred Barrett | Hibbing | St. Louis | 3 |

Mayors or Councilmen - Municipalities Under 10,000 Population

| | | | |
|-----------------|---------------------------|-------------|---|
| Lawrence Fulton | McGregor | Aitkin | 1 |
| Ludwig Anderson | Kettle River | Carlton | 1 |
| Henry Thomsen | Grand Marais | Cook | 1 |
| Truman Shoaff | Grand Rapids | Itasca | 1 |
| Phil Olson | South International Falls | Koochiching | 1 |
| David Battaglia | Two Harbors | Lake | 1 |
| Joseph Begich | Eveleth | St. Louis | 1 |

Mayors or Councilmen - Municipalities Over 10,000 Population

| | <u>City</u> | <u>County</u> | <u>Term in Years</u> |
|-----------------|-------------|---------------|----------------------|
| Henry Pappone | Virginia | St. Louis | 2 |
| Joseph Taubegia | Hibbing | St. Louis | 2 |
| John Sheedy | Duluth | St. Louis | 2 |

Township Supervisor Representative

| | | | |
|-----------------|-----|-----------|---|
| Henry Koistinen | Zim | St. Louis | 1 |
|-----------------|-----|-----------|---|

Head of the Lakes Council of Governments

| | | | |
|--------------|--------|-----------|---|
| Donald Solem | Duluth | St. Louis | 1 |
|--------------|--------|-----------|---|

School Board Representatives

| | | | |
|-----------------|----------|-----------|---|
| Sulo Walli | Cromwell | Carlton | 1 |
| M. George Downs | Duluth | St. Louis | 1 |

Special Interest Groups

| | | <u>City</u> | <u>County</u> | <u>Term in Years</u> |
|--------------------|-------------------------|-------------|---------------|----------------------|
| *Gaylord Bridge | Health | Alborn | St. Louis | 1 |
| *Arne Heikkila | Human Welfare | Duluth | St. Louis | 1 |
| *Douglas Bourgeois | Crime | Duluth | St. Louis | 1 |
| *Claude Titus | Commerce & Industry | Gr. Rapids | Itasca | 1 |
| *Arthur Barschdorf | Mining | Duluth | St. Louis | 1 |
| *Earl Stewart | Minorities | Duluth | St. Louis | 1 |
| *Isador Iverson | Tourism & Recreation | McGregor | Aitkin | 1 |
| *Arlene Harvell | Environmental Quality | Duluth | St. Louis | 1 |
| *William Marshall | Agriculture & Forestry | Gr. Rapids | Itasca | 1 |
| *Walter Norlen | Transportation & Comm. | Two Harbors | Lake | 1 |
| *Vincent Gentilini | Community Action Boards | Virginia | St. Louis | 1 |
| *John Radosevich | Community Action Boards | Duluth | St. Louis | 1 |
| *Earl Bester | Labor | Duluth | St. Louis | 1 |
| *Donald Hackey | Nett Lake Reservation | Nett Lake | St. Louis | 1 |
| *Sherman Smith | Fond du Lac Reservation | Cloquet | Carlton | 1 |
| *Lorraine Oberg | Grand Portage Reserv. | Grand Port. | Cook | 1 |

*Indicates Commission members elected to positions by the Arrowhead Regional Commission.

Board of Director Membership

| | <u>City</u> | <u>County</u> |
|------------------|---------------------|---------------|
| Joseph Veranth | Duluth | St. Louis |
| Jerry Jubie | Floodwood | St. Louis |
| Bert Ackerson | Hibbing | St. Louis |
| T. H. Shoaff | Grand Rapids | St. Louis |
| Freeman Johansen | International Falls | Koochiching |
| Earl Bolin | International Falls | Koochiching |
| Joseph Begich | Eveleth | St. Louis |
| Isador Iverson | McGregor | Aitkin |
| Walter Stock | Cloquet | Carlton |
| Bev Johnson | Grand Marais | Cook |
| Marvin Marklund | Two Harbors | Lake |

Ex Officio Members

| | | |
|-------------------|--------|-----------|
| Floyd Anderson | Duluth | St. Louis |
| Arthur Barschdorf | Duluth | St. Louis |

Staff Implementation

The need for staff to implement the goals, projects and responsibility of the Commission is a foregone conclusion. The method of transferring the responsibility of implementation and receiving the progress or results of that implementation must be so designed that the program is at no time bogged down because of lack of communication between the staff and Commission.

The responsibility of reorganization fell primarily on the staff under the direction of the Chairman of the Commission. Direction of reorganization was left in the hands of the staff, consultants, and the executive board of the Arrowhead Economic Development District. This, of course, was necessary because of the lack of a formally organized Commission.

Tasks assumed included the securing of certifications from local units of government concerning their elected representatives, organizing and conducting meetings for the mayors of each county to allowing the election of their representative, making the appropriate contacts with groups to secure their representation, preparing biographical sketches of those nominated to office, and consulting with the State Planning Agency concerning specific Commission organizational procedures.

It should be pointed out here that the staff had to maintain the activities of the several divisions of the Commission during the time the reorganization was being conducted. It was actively involved in developing methods by which to apply for federal or state funds to make the programs of the Commission financially feasible.

The number of persons on the staff was not large and in order to obtain the manpower needed to do the tasks, it was necessary to adhere to the requirement of the Act which provides that the Commission set up a merit system with state civil service. This matter is discussed fully under Personnel of this section.

On November 4, 1970, an adjourned meeting (from the organizational meeting of September 30, 1970) was held to conduct the business of the Commission. At that meeting it became apparent that, although the Commission was organized formally, it had not yet reached the point where it could be safely said that it was operational. There were many facets to the operation of the Commission that were incomplete or had not been resolved. A conservative estimate would be six months before the Commission could be considered as a good working body. These months will be filled with intensive procedural work.

Calendar of Activities for 1970

The listing which is in the Appendix indicates the day to day activity of the Commission. Categorized it does not show definite agencies or persons with whom the Commission had dealings but rather indicates the general area of endeavor.

This calendar of activities is the result of correlating the actual meetings, appointments, consultations, and visitations made by the staff or to the staff. This information is gathered on a daily basis and is recorded. All activities of the staff are recorded and result in the charts shown in the appendix.

FISCAL ACTIVITY

Essential to the operation of the Commission is the proper funding and proper budgeting. In order to insure that such activity is being properly conducted, the Regional Development Act of 1969 requires that statements, receipts and expenditures by category be included in the annual report. The budgets for the year of the report and the following year are also a requirement of the Act. These requirements are fulfilled in this section.

The fact that the operations of the Commission are funded by several agencies makes reporting these balance sheets and budgets essential in order that the public might better understand the relationships of the programs to each. Although these funds are planning funds, it is possible to discern the correlary to the action funds that reach the region. This determination allows the overview which is essential to understanding that the individual segments of the communities which are funded by action grants are related to each other. This portion of the report serves that additional purpose.

The fiscal matters of the Commission have not been fully developed for several reasons. The Commission has had less than one year of operation as a multi-funded agency. To develop budgets and bookkeeping systems for a multifunded agency, takes time and experience. There is no standard or guide that easily establishes budgets. The cost factors of the various operations in the different divisions and their need for the supportive services of the Division of Planning and of Research will be determined only after an extensive work program has been developed. Experience alone will allow the determination of a realistic overhead factor.

For the above mentioned reasons, the budgets set forth in this section must be flexible. They were developed from the detailed budgets of each application. These budgets, as detailed as they may be, are subject to change. The changing of details in the several individual budgets will be reflected by much larger amounts in the overall budgets contained here.

The Commission has contracted with a qualified consultant to develop a fiscal management program. This program is discussed in the latter part of this section.

Statement of Receipts and Expenditures

Commentary

The bookkeeping system for the Commission is presently so arranged that there is one general journal and individual ledger accounts for each grant. This system will be in use until such time that a final fiscal management program has been designated by the consultants hired to provide such a system. The system presently meets our needs but as the fiscal matters of the Commission to expand in categorical size and complexity, it will become necessary to institute other systems. These systems should be compatible to computerization. The first stage of computerization will be through the computer system used in the banking institution which is used as the Commission depository.

Internally, our expenses are considered assets on our balance sheets. Balancing these assets are the Commission's liabilities, capital and surplus accounts. This is a usual bookkeeping system and allows easy reporting and auditing.

In order to allow all accounts to be paid through one checking account, the individual ledger accounts of different grants are posted from one general journal. An example would be:

| | |
|-------------------------------------|---------|
| Travel expense charged to (EDA) | \$50.00 |
| Travel expense charged to (Justice) | 45.00 |

Both of these expenses are to be to the same person by one check. The entry would then indicate the total amount of the expense even though it came from two grants.

To avoid co-mingling funds, several safeguards have been established. All invoices must indicate which division and from which grant the purchase was made. Expendable supplies are kept physically separate and consumed only for specific grant programs. The same system is observed in the bookkeeping system for travel, wages, postage, etc. Strict adherence to these practices precludes the possibility of co-mingling funds.

To support a day to day surveillance of categorical budgets, journal entries are posted once a week. This allows the bookkeeping to show a current balance for each category of each budget of the Commission. The balances are checked against the allowed (budgeted) amount for each item of each grant.

(Text continued on page 34)

ARROWHEAD REGIONAL DEVELOPMENT COMMISSION

Annual Income, 1970

| | |
|--------------------------------------|------------------|
| Citizens Action Council | \$ 13,500.00 |
| Economic Development Administration* | 64,896.00 |
| Public Service Careers | 9,000.00 |
| Region B | 13,000.00 |
| State of Minnesota (Match to EDA)* | <u>25,000.00</u> |
| TOTAL INCOME | \$125,396.00 |

*Portions of these grants were received in 1969 for Fiscal Year July, 1969 to June, 1970. For this reason, the Income and Expenditure do not balance. For a further explanation, see the following Balance Sheet.

ARROWHEAD REGIONAL DEVELOPMENT COMMISSION

Annual Expenditures, 1970Citizens Action Council:

| | |
|------------------|-----------------|
| Consultants | \$ 1,510.00 |
| Equipment | 48.00 |
| Other | 932.76 |
| Personnel | 3,846.20 |
| Personnel Burden | 276.50 |
| Travel | <u>2,290.28</u> |

| | | |
|-----------|--|-------------|
| Sub-total | | \$ 8,903.74 |
|-----------|--|-------------|

Economic Development Administration:

| | |
|---------------------------|---------------|
| Consultants | 10,861.40 |
| Consumable Supplies | 860.17 |
| Miscellaneous | 1,607.05 |
| Personnel | 53,952.24 |
| Personnel Burden | 3,262.91 |
| Postage | 327.17 |
| Printing and Publications | 1,051.27 |
| Space Costs and Rentals | 6,044.79 |
| Telephone and Telegraph | 2,764.54 |
| Travel | 8,263.82 |
| Utilities | <u>310.57</u> |

| | | |
|-----------|--|--------------|
| Sub-total | | \$ 89,305.93 |
|-----------|--|--------------|

Public Service Careers:

| | |
|------------------|-----------------|
| Office Expense | 185.55 |
| Overhead | 910.14 |
| Personnel | 3,687.22 |
| Personnel Burden | 292.86 |
| Travel | <u>1,485.32</u> |

| | | |
|-----------|--|-------------|
| Sub-total | | \$ 6,561.09 |
|-----------|--|-------------|

Region B:

| | |
|------------------|-----------------|
| Equipment | 175.98 |
| Other | 1,252.27 |
| Personnel | 6,334.68 |
| Personnel Burden | 92.45 |
| Travel | <u>1,680.38</u> |

| | | |
|-----------|--|-------------|
| Sub-total | | \$ 9,535.76 |
|-----------|--|-------------|

TOTAL EXPENDITURES

\$114,306.52

ARROWHEAD REGIONAL DEVELOPMENT COMMISSION

Balance Sheet

December 31, 1970

ASSETS

| | |
|---|--------------------|
| Cash | \$14,018.07 |
| N. E. Minn. Juvenile Detention Center | 387.52 |
| Minn. Department of Manpower Services | 96.62 |
| <u>Citizens Action Council:</u> | |
| Consultants | 1,510.00 |
| Equipment | 48.00 |
| Other | 932.76 |
| Personnel | 3,846.20 |
| Personnel Burden | 276.50 |
| Travel | 2,290.28 |
| <u>Economic Development Administration:</u> | |
| Consultants | 5,030.00 |
| Consumable Supplies | 307.84 |
| Miscellaneous | 674.22 |
| Personnel | 27,387.21 |
| Personnel Burden | 1,703.68 |
| Postage | 172.13 |
| Printing and Publications | 671.61 |
| Space Costs and Rentals | 2,776.17 |
| Travel | 4,036.09 |
| Telephone and Telegraph | 1,371.70 |
| Utilities | 158.03 |
| <u>Public Service Careers:</u> | |
| Office Expense | 185.55 |
| Overhead | 910.14 |
| Personnel | 3,687.22 |
| Personnel Burden | 292.86 |
| Travel | 1,485.32 |
| <u>Region B:</u> | |
| Equipment | 175.98 |
| Other | 1,252.27 |
| Personnel | 6,334.68 |
| Personnel Burden | 92.45 |
| Travel | <u>1,680.38</u> |
| Total Assets | <u>\$83,791.48</u> |

Balance Sheet (Continued)

LIABILITIES AND CAPITAL

| | | |
|-------------------------------------|-------------|--------------------|
| Edman, F. Robert | \$ 2,130.00 | |
| Total Liabilities | | \$ 2,130.00 |
| Surplus | 2,565.48 | |
| Citizens Action Council | 13,500.00 | |
| Economic Development Administration | 31,096.00 | |
| Public Service Careers | 9,000.00 | |
| Region B | 13,000.00 | |
| State (Match to EDA) | 12,500.00 | |
| Total Capital | | <u>\$81,661.48</u> |
| Total Liabilities and Capital | | <u>\$83,791.48</u> |

The flexibility in grant budgets (usually ten percent) allows the Commission to work within the framework of a general budget. Only when the individual budgets are changed through proper authorization, does a discrepancy show up in the general budget of the Commission.

Annual Budget for 1970

Commentary

The budget outlined on the following page shows the categorized expenditures for the past calendar year. In some divisions the budget ran from July through December, 1970. This was due to budgets which are available through agencies operating on that fiscal year.

Definition of Funding Agencies and Method of Procurement

Funds to administer, plan and reorganize the Commission were available from six (6) different sources.

Economic Development Administration (EDA) These funds were received on a matching basis of 70% federal and 30% local share. They were matched with \$25,000 grant from the State of Minnesota which was made available through the Regional Development Act of 1969.

Citizens Action Council Program (CAC) A grant to conduct this program was obtained by application to the Governor's Commission on Crime Prevention and Control. The funds for this program were made available to Minnesota from a block grant of the Omnibus Crime Control and Safe Streets Act of 1968. The matching money was provided by the State, giving the Commission a one-hundred percent grant.

Public Service Careers Program (PSC) The grant received from the Economic Development Agency is allocated for the administration of the project and action funds to be used to train personnel enlisted in the program. The total grant was \$120,000 of which \$27,000 was for the grantee administration costs. This was a one-hundred percent grant and no local funding was required.

Planning Grant for Region "B" (Justice) The grant was given from the planning funds made available to the state under the Omnibus Crime Control and Safe Streets Act of 1968. The ten percent match for this grant was paid by the state.

Regional Development Commission Grant (State) The Act provides that "the state planning officer will make available to any commission created under this act a sum not to exceed \$25,000 a year for fiscal years 1970 and 1971."

Regional Juvenile Detention Project (Local) The Arrowhead Regional Development Agency staff member has been named in a contract between the Minnesota Department of Corrections and St. Louis County acting as the fiscal agent for the Juvenile Detention Board, to plan and implement the funding and program for the project. These funds are paid on a work-done basis and may vary from month to month.

Total of Budget

The final totals of the budget indicate that the federal share of administrative and planning funds were approximately seventy percent, however, more than \$3,500 of the local funds were not used as matching funds.

ANNUAL BUDGET
1970
ARROWHEAD REGIONAL DEVELOPMENT COMMISSION

| | <u>Personnel</u> | <u>Consultant</u> | <u>Travel</u> | <u>Space & Equipment</u> | <u>Other Direct Cost</u> | <u>Action</u> | <u>Total</u> |
|-----------|------------------|-------------------|---------------|----------------------------------|----------------------------------|---------------|--------------|
| E. D. A. | \$60,213 | \$ 0 | \$ 0 | \$ 0 | \$ 4,683 | 0 | \$ 64,896 |
| C. A. C. | 5,250 | 1,189 | 2,200 | 373 | 988 | 0 | 10,000 |
| P. S. C. | 3,622 | 0 | 1,485 | 400 | 901 | 0 | 6,408 |
| Justice | 6,924 | 2,300 | 2,550 | 776 | 450 | 0 | 13,000 |
| Sub-total | 76,009 | 3,489 | 6,235 | 1,549 | 7,022 | 0 | 94,304 |
| State | 1,250 | 4,500 | 8,000 | 6,371 | 4,879 | 0 | 25,000 |
| Local | 3,056 | 0 | 199 | 0 | 276 | 0 | 3,531 |
| Sub-total | 4,306 | 4,500 | 8,199 | 6,371 | 5,155 | 0 | 28,531 |
| TOTAL | \$80,315 | \$7,989 | \$14,434 | \$7,920 | \$12,177 | 0 | \$122,835 |

State and Local \$ 28,531
Federal 94,304

\$122,835

Summary Prepared: January, 1971

Budget for 1971

The figures of the budget for the coming year are subject to change. This budget is composed of those funds that have been secured as of January 15, 1971. It is expected that additional funds will become available. Budgetary changes will occur from additional funds in relatively direct proportion in each category as the additional funds relate to the total budget. Changes that may affect the budget will be those that take place within the detailed budgets of each division as the work program changes.

Definition of Funding Agencies and Method of Procurement

E. D. A. (See Annual Budget for 1970, page 36).

Justice (See Annual Budget for 1970, page 36).

C. A. C. (See Annual Budget for 1970, page 36).

Farmers Home Administration (F. H. A.) This is a one-hundred percent grant award for the purpose of conducting a Water and Sewer Survey for the communities under 5,500 population in the region.

Housing and Urban Development (H. U. D.) Grants are provided for multi-jurisdictional planning under Chapter 701 of the HUD Act. This grant has been secured for the purpose of developing the overall program design providing technical assistance for and starting the initial housing element of the comprehensive plan. It is granted on a matching of 75% federal and 25% local. Some of the matching funds will be secured through in-kind contributions.

P S C (See Annual Budget for 1970, page 36).

State (See Annual Budget for 1970, page 36).

Local (See Annual Budget for 1970, page 36).

U. M. D. (University of Minnesota, Duluth) This in-kind contribution by the University will be used to match the HUD grant.

State Highway Department. Through technical assistance in developing the transportation study design, the Highway Department will make an in-kind contribution which will be used for match to the HUD grant.

It is essential to point out that although the budget shows a grand total of \$361,634, \$93,000 of that amount is to be used to train people under the PSC

ANNUAL BUDGET, 1971

ARROWHEAD REGIONAL DEVELOPMENT COMMISSION

| | <u>Personnel</u> | <u>Consultant</u> | <u>Travel</u> | <u>Space & Equipment</u> | <u>Other Direct Costs</u> | <u>Action</u> | <u>Total</u> |
|--------------|------------------|-------------------|---------------|----------------------------------|-----------------------------------|---------------|--------------|
| E. D. A. | \$ 50,583 | \$ 0 | \$ 0 | \$ 0 | \$ 8,499 | \$ 0 | \$ 59,082 |
| Justice | 19,869 | 2,400 | 4,000 | 331 | 900 | 0 | 27,500 |
| C. A. C. | 5,250 | 1,190 | 2,200 | 372 | 988 | 0 | 10,000 |
| F. H. A. | 17,000 | 70,000 | 2,000 | 4,000 | 2,000 | 0 | 95,000 |
| H. U. D. | 8,340 | 5,660 | 1,000 | 2,000 | 3,000 | 0 | 20,000 |
| P. S. C. | 15,058 | 0 | 357 | 1,200 | 3,977 | 93,000 | 113,592 |
| Sub-total | \$116,100 | \$79,250 | \$ 9,557 | \$ 7,903 | \$19,364 | \$ 93,000 | \$325,174 |
| State | \$ 2,000 | \$ 6,000 | \$ 8,000 | \$ 6,428 | \$ 2,572 | \$ 0 | \$ 25,000 |
| Local | 4,560 | 0 | 300 | 0 | 600 | 0 | 5,460 |
| U. M. D. * | 4,000 | 0 | 0 | 0 | 0 | 0 | 4,000 |
| Hwy. Dept. * | 2,000 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| Sub-total | \$ 12,560 | \$ 6,000 | \$ 8,300 | \$ 6,428 | \$ 3,172 | \$ 0 | \$ 36,460 |
| TOTAL | \$128,660 | \$85,250 | \$17,857 | \$14,331 | \$22,536 | \$ 93,000 | \$361,634 |

*Note: In-kind Contribution
Prepared: January, 1971

State & Local \$ 36,460
Federal 325,174

GRAND TOTAL \$361,634

Program. The actual administrative budget is closer to \$190,000 when the consultant services are also deducted. However, the Commission is responsible for the production of the work as contracted by each grant. Therefore, it could be said that the total budget is over \$360,000 if all factors are taken into consideration.

And "in-kind" contribution is the use of equipment, space and services which are available and are funded by local funds. This type of contribution is also referred to as soft match. The use of such funds in place of hard match (cash) are legitimate. Caution in using them is necessary since in many cases they may be partially funded from federal funds. It is not legal to match federal funds with federal funds.

Fiscal Projections, 1971

It is not possible to arrive at a firm budget at the beginning of each year. The reason for this is twofold: one, federal and state agencies do not all operate on the same fiscal year and secondly, during the year, the Commission staff is developing applications for grants which might be made at any time during the year.

The projected budget for 1971 is approximately one-half million dollars of funds. These funds will be represented by administrative costs, action programs, supportive studies by consultants, and demonstration grants which could possibly result in bricks and mortar. It would be a faulty impression to assure that the administrative and planning costs of the Commission were the total budget. It is important to peruse the budget in order to determine the categorical expenditures which are not administrative.

Finally, the results of the work of the Commission can mean beneficial expenditures in the Arrowhead region which may amount to several millions of dollars. As the planning and development became fruitful, the region will realize more federal dollars being spent to make the Arrowhead region a developing and progressive area. One project, the Duluth Airport, which was assisted by the Commission during 1970, may well result in a total expenditure of 7.5 million dollars. This project will greatly enhance the transportation facilities of the region and possibly provide hundreds of new jobs.

Fiscal Management Program

The multi-funded nature of the Commission develop a complexity that requires more than a simple bookkeeping system. The federal and state regulations

against co-mingling of funds makes it essential that a workable system be programed for fiscal matters.

Under a grant from EDA, the Commission has contracted with a consulting firm to develop management procedures for the Commission. Since similar organizations are in existence throughout the nation, the efforts of the consultants for the Commission and the consultants for a region in another state are being coordinated by EDA to arrive at a program which may be adopted by all multi-funded agencies using federal funds. The fiscal management portion of this program is being scrutinized by the Bureau of the Budget to determine whether or not it will be acceptable to federal fiscal policies and regulations. The Arrowhead Commission is the pioneer in still another area of "regionalism."

COMMISSION STRATEGY

The basic strategy of the Commission is to provide a visible plan and development system which will lead to harmonious and cooperative development in the region. We cite the plan and system as being "visible". The connotation of this term should be "a plan or system that is actually existing in written form and is available to all units of government and agencies in the region." We make this distinction as part of the strategy because we believe that there is in the minds of the agents of change plans and systems that would cause harmonious development. Our responsibility is to gather the various impressions from the leadership of the region and correlate it into a single "visible" plan and system.

To accomplish the basic strategy the Commission will utilize the provisions in the Act which allow the Commission to plan, review plans, review applications, and conduct studies and research. With these tools the Commission will accomplish the task set before it.

Approach to Planning

Fulfillment of the responsibility under the Act to "prepare and adopt, after appropriate study and such public hearings as may be necessary, a comprehensive development plan for the region", will require that the Commission follow a definite procedure. That procedure is based upon three factors which are: need, fiscal ability, and practicality. These are not listed in their order of importance, but rather are equal criteria.

To determine those areas of study which have the greatest need will require knowledge of the development trends of the region. If for instance in the region there is a need for communities to qualify as part of a regional plan for sewer and water facilities, such a study or plan should be started. Since such a study is a component of the comprehensive plan, it would be given high priority, if funding is available, and if it is a practical place to start or practically fits into the development of the plan at a given interval.

If funding becomes available in some area... for instance a grant is readily available for criminal justice system planning... if that component of planning is not predicated upon a component not already complete, it would be rational to proceed with that part of the plan.

For practical purposes comprehensive planning should begin with those components which will have the greatest effect on all other components of a comprehensive

development plan. It is with this rationale that the Commission has set its course of planning action.

Most significant in the "approach to planning" of the Commission will be the study and analysis of the several comprehensive plans that have been completed for individual communities and counties. Virtually all major communities and counties have such plans. It would be in the best interest of economy and cooperation to inspect these plans to find how they match up to the regional goals for development as set by the Commission. A method will be developed to correlate all or parts of the existing comprehensive plans into the regional plan.

To set our house in order will be the first and most practical aspect of the comprehensive plan. To plan the development or correction of the environment of the region through planning the proper uses of that environment will be accomplished through these components:

Water and Sewer comprehensive plan for communities under 5,500 population

Water and Sewer comprehensive planning for communities over 5,500 population

Multi-jurisdictional Solid Waste Management Program

Monitoring the Regional Waste Water Disposal System of the St. Louis River Basin

Assistance to Air Pollution Controls Studies

Primary to planning for the communities will be a housing study. This part of comprehensive planning is referred to as the "housing element." This will consist of review of existing comprehensive plans "housing element" for communities and supplementary field surveys in some area to update existing data and to collect data not furnished. It is expected that this field work will be done concurrently with the field studies to be made for the comprehensive sewer and water planning.

The next practical sets to take in comprehensive plan development will be an analysis of state plans that have been developed and include survey and projections for particular components in the Arrowhead region. The state has a recreation plan. It will be practical to use the base planning for recreation accomplished by the state and then add to that plan ingredients as they are viewed and desired on the local level. Similar procedures will be used for other components of the comprehensive plan.

Research Priority Setting

The division of research is the recipient of dozens of requests for supplementary and basic data. These requests come from divisions of the commission, public agencies, units of Government, private agencies, business and from industry. The manpower of the division of research and the fiscal ability does not allow that division to provide all data requested. As the number of requests continues to pyramidically grow it becomes necessary to place restrictions upon the amount of work done and consequently priorities must be set. Until recently the work was done on a demand basis, from now on the work will be done according to priority.

Priority setting will be done according to the following criteria: supportive research to planning being conducted or to be conducted; research which is responsive to the requirements or suggested in the Act; and research which will give support to action programs of the commission. Priority rating will follow the order of the above criteria.

In the coming year the division of research will first devote its efforts to compiling populations data to be used in the sewer and water component of the comprehensive plan. Second priority will consider the tax structure of the region. This study has been requested by the Commission and will be worked through contract with the University of Minnesota Duluth. The third priority for research will be consideration of mutual use of facilities by local governments.

It is necessary that the above approach be taken by the division of research. If there is a pressing need by other units of government or agencies it may become mandatory that a contractual arrangement be made in order to provide necessary manpower and resources.

Implementation of the Objectives of Federal and State Related Commission Programs

To accomplish the three main objectives of the Commission of planning, research, and review will be the thrust of the Commission staff. However, funding agencies which provide the funds which will allow the accomplishment of the three main objectives require certain actions and developments. In addition to these obligations the Regional Development Act does not limit the Commission to non-action or non-implemented programs. It does encourage the Commission to engage in programs that are of a regional nature since the Commission alone has

the ability to coordinate activity in multi-jurisdictional situations. It is true that units of government could exercise joint powers but would not have the flexibility they do have through a regional commission. It is therefore incumbent upon the commission to undertake procedures which will fulfill the objectives of some of the programs.

Economic Development Administration

Programs which will provide opportunity to employ the unemployed, and raise the standards of the under employed will be given Commission attention and resources. The Commission will engage in studies which will demonstrate the possibilities of future industrial development. Such a program is under consideration and could result in an application for almost \$200,000 to conduct an economic impact study.

Not limiting itself to study the commission will continue to assist local units of government in application preparation and action program development. At the present time the Commission is assisting an Indian reservation in application preparation for a grant which may result in a tourist complex for that reservation.

The strategy of the Commission will be to continue to up-date economic data but also to engage in action oriented programs which will fulfill the goals of the Overall Economic Development Program.

Housing Urban Development

The primary objective of this program is to provide a better environment for people in urban places. Of particular emphasis is to provide housing to low income families and senior citizens. Along with the housing is the need to renew the deteriorating parts of communities.

Developing plans for sewer and water systems, studying the condition of housing and with these products making communities eligible for funding from HUD, is the main thrust of Commission strategy.

The Commission staff will continue to assist communities in the formation of Housing and Redevelopment Authorities. Such legal entities are required before a community is eligible for funding from certain grants by HUD. The Commission

staff will also be of assistance to communities in preparation of applications for HUD funds. This work will be a secondary part of strategy of the Commission.

Criminal Justice System

There is a great need for comprehensive planning for the criminal justice system. There is a greater need to obtain funds which will provide material, personnel and programs to the system. The Commission will support the use of funds in these areas to assist in application preparation and conduct action programs.

Region B - A designated region of the Governors Crime Commission is administrated by the Commission in so far that the Commission provides staff for that purpose. The Commission strategy requires that the staff be primarily engaged in administration and planning of functions of the Region B Advisory Council and in assistance to local units of government in application preparation.

The Commission seeks means to provide for comprehensive planning in the area of criminal justice. A possible avenue would be an action grant which would be used to accomplish such planning under contract with the Criminology Center of the University of Minnesota Duluth.

C. A. C. - The Citizens Action Councils on Youth Problems and Drug Abuse Program must be conducted as outlined in the grant. The Commission will continue to employ a coordinator for this program to work with the communities named as target communities. This work requires a minimum use of the services of the divisions of planning and of research.

Regional Juvenile Detention - The Commission will continue to direct this program through staff resources. Such direction and planning will continue until the program is ready for actual operation. Phase out will begin at the construction stage of the program.

Farmer Home Administration

The primary objective of this program as it relates to Commission activity and strategy is the development of a comprehensive sewer and water plan for the rural area and communities of the region. Strategy will be to administrate this

program and use private consultant and engineering agencies to the maximum. Final plan preparation will be accomplished by the Commission. The overall objective through implementation of the program is to provide the necessary qualification for communities requesting funds from FHA or other agencies, as well as complete this particular component of the comprehensive plan. A secondary benefit will be the use of data collected during the conducting of this study.

Manpower Programs

This program known as "Public Service Careers" is action oriented. It requires a minimum amount of input from Commission supportive services. The Commission hopes to develop a complete Division of Manpower Services through the experience gained from this program. Since the program is subject to regulation by EDA the Commission does not have any specific strategy other than to supply appropriate staff. Of a strategic nature will be recommendations from a committee delegated to study the problems inherent to the region as they relate to the program. These recommendations will be submitted to EDA for their consideration.

Title I - HEW

This program is based at the University of Minnesota Duluth and is being conducted by a board composed of University personnel and Commission members. The main thrust of this program will be to establish information dissemination which will give the leadership and citizens in the region a better understanding of the functions and goals of the Commission. Strategically the Commission will seek to utilize the resource of this program and subsequently the resources of the University for the purpose of developing a working understanding with the regions population.

Other Programs

As other programs arise they will be brought to the attention of the Commission for their advise concerning procedure and strategy. In addition to federal or state programs , the Commission will strategically engage in specific programs within the region. It is expected that the second population concentration in the region, the Iron Range, will be considered for special attention through the establishment of a sub regional office on the Iron Range, to be staffed with a qualified planner. This would give the Iron Range professional planning capability.

Information Dissemination and Public Relations

Essential to the development of a working relationship between the Commission and the region is an informed public. The process of information dissemination and public relations has been carefully studied. The public relations director for the State Planning Agency has been engaged to advise the Commission on procedure it should establish to assure success in this area. Such expert advise was considered necessary by the Commission because of the importance of this particular endeavor. Programs which have been developed or are being developed are outlined in this section.

Title I Program Relationship

In cooperation with the Commission the University of Minnesota Duluth received a grant under Title I of the Health, Education and Welfare Act. This grant was to be used to establish a relationship which would allow the use of University resources by the Commission. The rationale for this program was based on the concept of a Commission with a small staff using the existing expertise and resources in the region. The first part of the Title I program will be to provide information to the region about the Commission. The University can best inform the public about the Commission activity and the public's relationship to Commission as a third party with no bias. The interpretation of the act under which the Commission operates is best expressed by an academic institution because its credibility is in no way questioned. The first project under this program will be to introduce the Project Notification and Review System to all local units of government. Meetings and workshops to accomplish this have been held and several are planned for the early part of 1971.

The University will continue to be an agent of information dissemination for the Commission as well as begin to engage in research input for specific problems of the region.

Use of Media

It goes without elaboration that the Commission will make use of all media for information dissemination and publicity. The experience of the Commission to this point has been one of great cooperation from the media. However, the Commission has from time to time felt that it should have much more coverage but it is also mindful of the fact that what is news worthy is a value judgment which rests with the media. As the Commission becomes active in some decision making it will receive coverage of proper proportion. Fortunately, the media have given favorable coverage to the Commission and have checked information

with the Commission before it has gone into print.

News releases are made available to over thirty (30) daily and weekly newspapers in the region, to three (3) television channels, and to 10 radio stations. The major newspapers and television channels have covered all the meetings of the Commission and have given good fair coverage.

It has become more and more apparent that some staff assignment will have to include that of public relations. A defined scheme of approaches to public relations will have to be developed in the near future. It is incumbent upon the Commission to set a publicity policy as it relates to use of the media.

It is just to say that the media of done much to enhance the image of the Commission and to make clear to the public the function of the Commission.

Reporting System

Under careful development is a method to provide regular information to the Commission concerning the day to day developments of Commission business. The Commission has expressed to the staff the need to have information for the purpose of study before advise and consent. The staff is responsible to develop the reporting system and will do so primarily through preparation of background information of items which will appear on the agenda of Commission meetings.

Equally important is a reporting system to the region. Two items are in the development stage. One will be a regular news letter to be distributed generally and the second is a cue-sheet which will inform local units of government concerning availability of federal and state programs and priorities of such programs. These two tools should begin to appear about the middle of 1971.

All studies and reports prepared by the Commission shall be distributed to members of the Commission their respective bodies and units of government and agencies to whom they may pertain. In addition the Commission staff will collect and study any and all reports of studies made by agencies within the region and report to the Commission concerning these studies or reports. As well as having an informed public it is most desirable to have an informed Commission.

Implementation of Review Systems

An important charge of the Commission is the review and comment on all applications for federal and state grants and loans. This responsibility actually gives the Commission the ability to cause harmonious and cooperative development. The provision of "review authority" extends also to review of plans made by agencies and local units of government. Again this responsibility gives the Commission the tool that will lead to good development through intelligent planning. Being able to coordinate the planning in the region will allow the Commission the ability to create a plan which will tie the region together and make development cohesive. "Review Authority" as it pertains to applications does not give the Commission "veto power" but it does allow the Commission to make an expression concerning any particular project as it relates to planning. This expression will be noted both by the grantee and grantor, and may result in avoiding projects which are not harmonious to good development.

Review of Applications of Grants and Loans

Over one year ago the Commission began to develop "guidelines" for review. These guidelines were developed along the lines set forth in Bureau of the Budget Circular A-95. A-95 gives a regional clearing house the authority to review applications for funds in some fifty (50) federal programs. To implement such authority it was necessary to devise a standard system of reporting, reviewing and commenting. The guidelines included (in part) in this section accomplish the establishment of a standard system.

The guidelines of Project Notification and Review System go beyond the requirements of BOB Circular A-95. The Regional Development Act of 1969 gives the Commission review over all applications for all federal and state grants and loans. To implement such review the guidelines have been appropriately broadened.

In December of 1970 the Governor of Minnesota designated ARDC as the regional clearinghouse for A-95. After a public hearing in early 1971 the Commission will begin to implement "review authority" as allowed in the Act.

Review will be accomplished through appointment of a "review officer" who will be a regular member of the staff and will be assigned this additional responsibility. He will be responsible to receive all Notifications of Intent to Apply and assign the review to the appropriate division. It will be his responsibility to notify any local units or agencies of the pending applications

and request their comment. After the proper procedures have been accomplished within the staff of the Commission the comments will be considered by the Board of Directors of the Commission or any appropriate Committee and if necessary by the Commission. It is important to point out that a total screening of each notification by the Commission in session would be ineffective insofar that it would cause unnecessary delay. All notifications under categories and programs cited in A-95 are subject to response within 30 days. This practically eliminates screening by the assembled Commission.

The Commission will take precautions to insure that comments are not merely responses from Commission staff members but rather are the consensus of the Commission and a reflection of any plans which pertain to the project.

The section following is an abbreviation of the guidelines which have been completed and comply to the advise of the State Planning Agency.

GUIDELINES FOR PROJECT NOTIFICATION AND REVIEW

Introduction

These guidelines are set forth to assist local units of government, independent commissions, boards, or agencies operating within the jurisdiction of the Arrowhead Regional Commission in the processing of project notification and review system forms prior to making applications for federal or state grants and loans. It is the purpose of these guidelines to allow the most expedient manner for the processing of the notifications of projects and processing of applications for loans and grants from federal and state agencies.

The guidelines interpret the method and procedure to be exercised by applicants in fulfilling the mandatory Project Notification and Review System as described in the Bureau of the Budget Circular A-95 and the Review of Federal and State Aid Programs as described in the Regional Development Act of 1969 (State of Minnesota) Section 11, Subdivision 3. (See Appendix A1 and A2.)

These guidelines shall be used as the initial step for processing all applications for federal and state grants and loans. The review procedure will be followed whether or not such review is required by the federal government since the Regional Development Act of 1969 prescribes a comprehensive review of applications for loans and grants. The Head of the Lakes Council of Government shall be the Regional Clearing House for federal aid programs described by the Bureau of the Budget Circular A-95. All applicants within the geographic area of HOTL COG (See Appendix C1) are subject to review by the Head of the Lakes Council of Government. (See Appendix C1a)

Purpose of Project Notification and Review Systems

The purpose of the system herein described is to create added cooperation with state and local governments in the evaluation, review, and coordination of federal and state assistance programs and projects. The review system, which shall be coordinated by the Arrowhead Regional Development Commission, shall facilitate coordinated development planning on an intergovernmental basis.

The system has been instituted pursuant to Section 401 (a) of the Intergovernmental Cooperation Act of 1968, which provides, in part, that:

"The President shall . . . establish rules and regulations governing the formulation, evaluation and review of federal programs and projects having a significant impact on area and community development . . ."

and the President's Memorandum of November 8, 1968, to the Director of the Bureau of the Budget ("Federal Register," Vol. 33, No. 221, November 13, 1968) which provides:

"By virtue of the authority vested in me by Section 301 of Title 3 of the United States Code and Section 401 (a) of the Intergovernmental Cooperation Act of 1968, (PL 90-577). I hereby delegate to you the authority vested in the President to establish the rules and regulations provided for in that section governing the formulation, evaluation, and review of federal programs and projects having a significant impact on area and community development, including programs providing assistance to the states and localities, to the end that they shall most effectively serve these basic objectives. :

This system has also been instituted to satisfy the Regional Development Act of 1969, Section 11, Subdivision 3, which provides for review by the regional commission of all applications for grants and loans from federal and state agencies.

Area Covered by Project Notification and Review System

Geographic Area

All the area of the Counties of Aitkin, Carlton, Cook, Lake, Itasca, Koochiching and St. Louis, excepting for the area covered by the Head of the Lakes Council of Governments, (See Appendix C1 and C1a) shall correspond to the review procedures of the Arrowhead Regional Commission.

Agencies

All agencies in the above described geographic area shall adhere to the review procedures of the Arrowhead Regional Commission. These agencies shall include but are not limited to:

Government units -- city, village, borough, county, township,
and boards or agencies of these units.

Independent agencies -- commissions, boards and agencies,
both private and public.

NOTE: Hereinafter "agency" shall be interpreted to mean any general unit of government, and division of any unit of government, any commission, board, or official group, both private and public, or any organization which qualifies to apply for federal or state grants or loans.

Application Activity Categories

All applications for grants or loans, for public facilities, studies, or any other purpose, if the activity of the applicant or application is related to the region, shall follow the review procedure of the Arrowhead Regional Commission.

Project Notification System

All agencies within the Arrowhead Regional Development Commission applying for a grant or loan from a federal or state agency will notify the Regional Clearinghouse (Arrowhead Regional Development Commission) by filing with the Regional Clearinghouse a PNRS form 100. The agency shall also notify the state clearinghouse using an appropriate form or letter.

Filing PNRS Form 100

The form "Project Notification by Applicant" (See Appendix B1) is a mini-form which does not entail a great deal of information. The form simply serves to describe in general the type of project under consideration, the public interest in the project, the cost and source of funds, and the date that applicant may file for formal application. The information should be as comprehensive as possible at an early date of development. Detail is not expected. These forms are

available from the Commission office or from the clerk of the local government unit. Instructions for filing the form are attached to the form and should be followed as closely as possible.

The filing of notifications should take place at least sixty days prior to the date of the formal filing of the application, or the earliest feasible time in order to assure maximum time for effective coordination and so as not to delay the timely submission of the application, when completed, to the appropriate agency.

Where to File PNRS Form 100

When completed, the notification form should be sent to the Regional Clearinghouse. Three copies of the form are required by the clearinghouse. Send appropriate forms to the regional and state clearinghouses:

PNRS Review Officer
Arrowhead Regional Development
Commission
Regional Clearinghouse
900 Alworth Building
Duluth, Minnesota 55802

PNRS Review Officer
State Planning Agency
Office of Local & Urban Affairs
603 Capitol Square Building
550 Cedar Street
St. Paul, Minnesota 55101

Clearinghouse Function

The Arrowhead Regional Development Commission is the clearinghouse for all project notification within the region of the Commission. It shall:

1. Acknowledge receipt of the notification within twenty-four (24) hours.
2. Forward the project notification, within forty-eight (48) hours reception, to any other regional and local unit of government or agency that might be effected by the project or have an appropriate comment to make concerning the project.
3. Prepare a comment concerning the project or take any other appropriate action.
4. Receive appropriate responses to the project from the notified agencies. This response shall be filed not later than ten (10) days after reception of notification of the project by the Regional Clearinghouse unless an extension is requested. An extension shall be no longer than fifteen (15) days. This response will be filed on PNRS Form 102.

5. Notify the applicant of all comments from all regional or local units or agencies in addition to a comment from the Regional Clearinghouse.

Additional Clearinghouse Functions

In addition to notifying other effective units or agencies, and making appropriate comments, the Regional Clearinghouse will arrange consultations, if needed, between regional, or local units of government and agencies and the applicant.

The State Clearinghouse and the Regional Clearinghouse shall have additional thirty (30) days period (prior to the date on which the application is expected to be filed) to submit any comments to accompany the application, provided the clearinghouses have notified the applicant of the intent to do so.

Comments

The comments made by or through the clearinghouses with respect to any project are for the purpose of assisting the federal and state agency from whom assistance is being sought by the local agencies. The comments shall also serve to assist the local agency in obtaining assistance. The comments address themselves to or include information about:

1. The extent to which the project is consistent with the comprehensive planning for the state, region or locality.
2. The extent to which the project contributes to the achievement of state, regional, and local objectives as specified in Section 401 (a) of the Intergovernmental Cooperation Act of 1968.
3. In the case of a project for which assistance is being sought by a special purpose unit of government, whether the unit of general local government within the jurisdiction of which the project is to be located has applied or plans to apply for assistance for the same or similar type project.

Issues

When the project is reviewed by the clearinghouses and by other effected or interested agencies, it may develop that issues concerning the project may arise. These issues will be considered in consultations with the applicant and the clearinghouses or the agencies concerned.

With the advice and assistance of the clearinghouses, by the time the application is completed either all the issues will have been resolved or any remaining issues will be clearly indicated. In the latter case, a clearinghouse will have thirty (30) days in which to file comments to accompany the application.

Application Addendums

The application will be accompanied either by comments made by or through the clearinghouses or a statement that required procedures have been followed and no comments received. Federal agencies will not approve applications unless such procedures are followed.

General Comments

--The Project Notification and Review Procedure is an expeditious method to insure coordination of intergovernmental assistance activity. It provides for the implementation of comprehensive plans by promoting projects that serve the purpose and goals of the planning and retarding the developments that may not be compatible to the planned program of development.

--The PNRS does not serve as a veto. The comments may advise against a project but cannot serve as a definite means of stopping the success of the application.

--It is highly advisable that applicants make appropriate inquiries from the federal or state agency from whom they seek assistance for a project prior to compiling with the PNRS.

--Although the guidelines are drawn up according to procedures under Bureau of the Budget A-95, they do not exclude projects not covered by these regulations. All projects which require federal or state assistance within the Arrowhead Regional Development Commission shall follow the PNRS procedures.

--The thirty (30) day period allowed the clearinghouse after project notification and the thirty (30) day period prior to the filing of the application will not necessarily be exercised by the clearinghouse. Only in those cases where the project is questioned by other local agencies or by the clearinghouse concerning its compatibility to local and comprehensive planning will the allowable thirty

(30) day periods be exercised. It is the intention of the clearinghouses to expedite the procedure. This will allow for an adjustment in the date for submitting the application.

--The period of time after thirty (30) days after notification and the thirty (30) days prior to the application is not determined. Consultation over issues may take considerable time and it is therefore necessary that this time period remain indefinite. Thus, there is no assurance that the maximum time period for PNRS will be sixty (60) days. On the other hand, it is likely that the time period would be considerably less than sixty (60) days.

Brief Outline of Project Notification and Review System Procedures

- Step 1. Potential applicant desiring federal or state assistance makes inquiries of the federal or state agency.
- Step 2. Applicant files PNRS Form 100 with the Regional Clearinghouse and files an appropriate form or letters with the State Clearinghouse.
- Step 3. Regional Clearinghouse notifies the appropriate regional and local units of government or agencies.
- Step 4. Regional Clearinghouse is notified by regional or local units of government or agencies, of interest, if any.
- Step 5. Regional Clearinghouse arranges conference with applicant within thirty (30) days of notification pursuant to its own or other interest.
- Step 6. Conferences are held to:
 - A. Explore project in greater detail.
 - B. Identify possible conflicts or mutual interests.
- Step 7. If continuing interest, applicant and clearinghouses cooperate in developing application to:
 - A. Resolve conflicts
 - B. Strengthen project
- Step 8. If conflicts are not resolved, Regional Clearinghouse notifies applicant that it will have comments to accompany the application.

- Step 9. Applicant submits application to Regional Clearinghouse for comment, if requested.
- Step 10. Regional Clearinghouse submits any formal comments of its own, or of particular agencies, including those of the State Clearinghouse to the applicant.
- Step 11. Applicant submits application to federal or state agency, including comments or PNRS Form 108.
- Step 12. Federal or state agency considers application and comments and informs clearinghouses of action taken thereon.

It is possible for the process to come to a satisfactory conclusion at the completion of steps 4, 6, or 7. At any of these earlier points, clearinghouses can inform applicant of general satisfaction with the project. In such cases, the applicant completes the application and submits it with PNRS Form 108.

Exemptions to Project Notification Review System

Review under the Bureau of the Budget Circular A-95 clearly specifies certain program categories (See Appendix C2) which are subject to the procedures. The Regional Development Act of 1969 states that the Commission shall review all applications in the region for a loan or grant from federal or state aid programs (See Minnesota Laws of 1969 Chapter 1122 Section 11 Subdivision 3).

Since the review of the Arrowhead Regional Development Commission pertains to all federal and state aid programs, the review of several regular and routine applications which fall into these categories may be exempt from notification in the review of procedures. Such exemptions shall be initiated by the Commission. No procedures which allow an agency to apply for an exemption will be developed. The Commission will, from time to time, recognize a need to exempt programs that require regular and routine applications.

In order to efficiently exercise the review authority of the Commission in relation to other reviewing agencies, the Commission shall enter into agreements of understanding with those agencies, such as the State Planning Agency, Head of the Lakes Council of Government and others. The Commission is receptive to entering into agreements of understanding with other agencies for similar purposes.

Review of Long and Short Range Plans by Units of Government and Local and Regional Agencies

This is an important integrating function of the Commission. Implementation of this function has been dependent upon the establishment of a Division of Comprehensive Planning and the development of a comprehensive plan direction. The staff of that division was not employed until late in 1970 and at present the staff compliment is not complete. The general direction that the comprehensive plan will take has been established but until it is refined it would be unreasonable to subject completed plans to decision based upon it.

Guidelines for review of plans will be written during 1971 and will be applied only after appropriate public hearings.

Commission Staff and Division Structure

The administrative, professional and clerical staff of the Commission have been kept to a minimum for several reasons. Formost is the policy which avoids the creation of a large organization which would require large funding capabilities. Second, it is the policy of the Commission to utilize existing agencies and institutions as well as private consultants to meet the goals of development. The Commission will utilize the assistance available through the University, through federal agencies, state agencies, and local planning commissions. The purpose of the Commission is not to take over the responsibilities of the local units of government in planning, programming and project implementation, but rather to offer assistance where it is needed and feasible.

The following paragraphs outline the staffing plan, functions and responsibilities of the Commission.

Personnel

Executive Director (Rudy R. Esala)

Overall authority and responsibility for the management and administration of the Arrowhead Regional Development Commission program, in accord with the Regional Development Act of 1969 and the regulations of the funding agencies supporting the work. The Director will perform his functions in accord with the Operation and Management Procedural Manual being developed for the Commission.

Mr. Esala has extensive background in governmental affairs. He has served as Executive Director of the Arrowhead Economic Development District; Director - National Association of Development Organizations; Administrator of Area Redevelopment Administration, State of Minn. ; Alternate to Governor Rolvaag - Upper Great Lakes Regional Commission; Director of District Planning - State of Minnesota; Chief Liaison Officer to Small Business Administration - State of Minnesota. Mr. Esala is presently the Vice President of the National Association of Development Organizations. He has received extensive training in regional and economic development at school and seminars throughout the nation. He is a graduate of Vermillion State Junior College.

Director of Regional Planning (William S. Beck)

Responsible for coordinating all planning activities in the region and for developing a comprehensive regional plan. Develops overall work programs and supervises and coordinates planning studies. Prepares budgets, grant-in-aid applications and consultant contracts.

Mr. Beck has several years of experience in city, county planning, and consultant work. He received a B. A. in Social Science, University of Washington; Masters degree in Urban Planning, University of Washington 1959.

Director of the Division of Economic Development (Karl N. Aho)

Administrative and supervisory work in formulating a regional economic development program. Conducts studies relating to economic resources and needs of the region. Formulates and recommends a program for the economic development of the region. Analyzes the impact of federal and state grant-in-aid programs upon the economic development of the region.

This employee also serves as the Director of the Division of Criminal Justice System Planning.

Mr. Aho has been active in economic planning for several years. He worked in the field through the frame work of the Lutheran Church which he served as an ordained minister. He is well published and the author of several articles and studies dealing with economics, recreation, and tourism. He served as a Luthern Minister for fifteen years before entering the field of economic development with the Arrowhead Economic Development District. He did his undergraduate work at the University of Minnesota, Duluth and Kent State, Kent, Ohio. He completed his graduate work at Suomi Theological Seminary in 1954.

Information Resources Director (William M. Bolander)

Responsible for research function. Collects, compiles, analyzes, interprets, and presents data in areas needed. Responsible for cataloguing and filing of material used in research and analysis. Responsible for operational procedures for department and development of special projects.

Mr. Bolander has nine years of experience in research related to governmental affairs and economic development. He has experience in traffic analysis and business development research. Directed a research program for NEMDA supporting direct industrial prospecting activities. He was a member of the original planning staff which introduced multi-county planning to Minnesota through the Arrowhead Economic Development District.

Mr. Bolander received a B. A. in Business and Economics from the University of Minnesota, Duluth in 1962.

Regional Manpower Project Director (Alan D. Ballavance)

Administers and directs the Public Service Careers Program and future manpower programs of the Commission. Responsible for the development of a Regional Comprehensive Manpower Plan. Responsible for coordination of manpower programs in the region as directed by the Commission.

Mr. Ballavance is experienced in community development programs, communications media and is experienced in governmental affairs. He received a B.S. from the University of Minnesota, Duluth in 1966.

Citizen Action Council Coordinator (Randy Rehnstrand)

Responsible for the establishment and coordination of Citizen's Action Councils on Youth Problems and Drug Abuse in the major communities in the region. Is involved in speaking to public gatherings, dissemination of information, and general coordination of community programs.

Mr. Rehnstrand graduated from the University of Wisconsin, Superior, Wisconsin in 1970 with a B. A. in sociology.

Executive Secretary/Bookkeeper (Bonnie J. Kallio)

Responsible for supervision of clerical work. Stenographer to Chairman and Executive Director. Responsible for all bookkeeping duties.

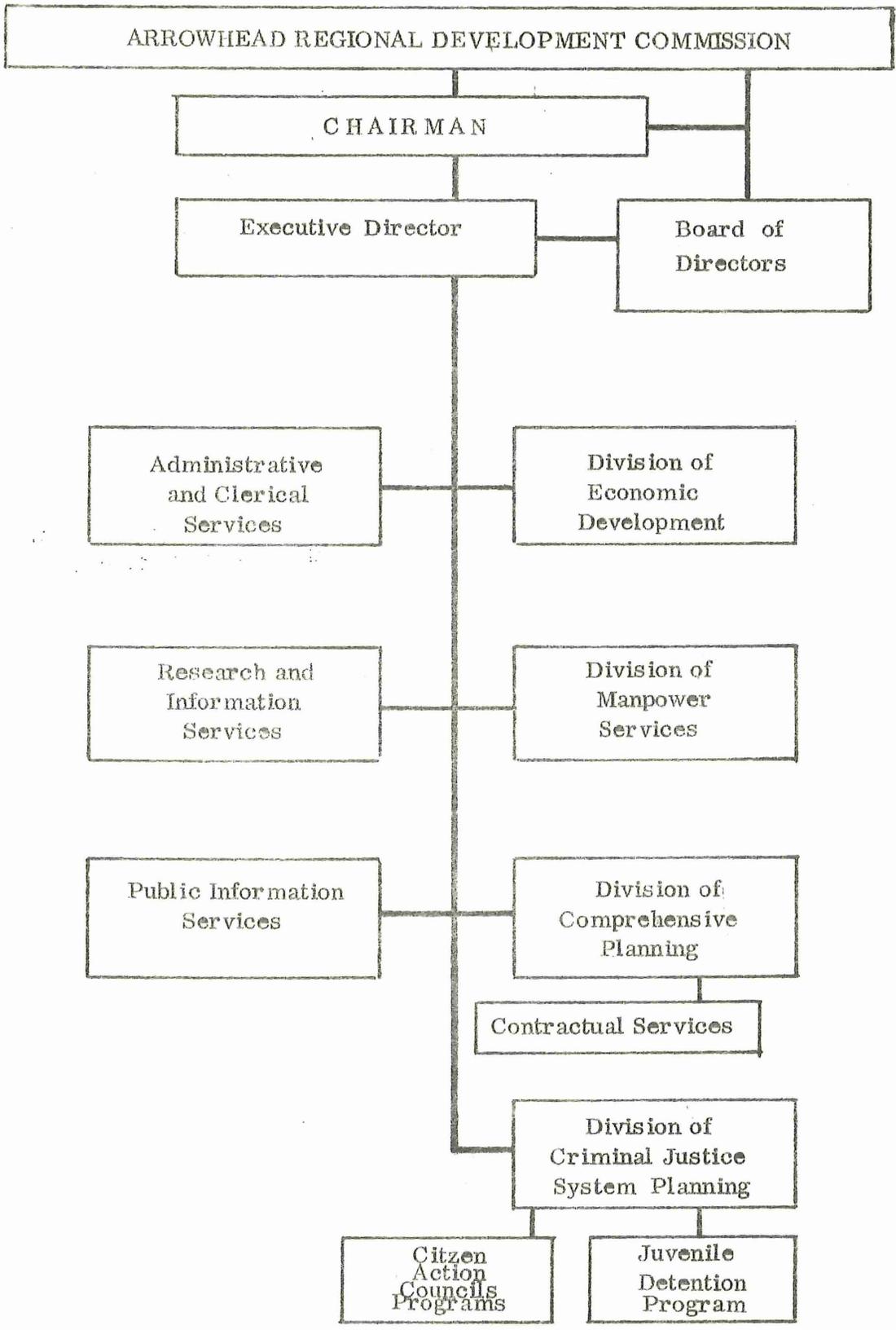
Mrs. Kallio is a graduate of Mesabi State Junior College, Virginia, Minnesota. She has experience in accounting working at a financial institution.

Student Intern (Rick Wagner)

Clerk Stenographer (Roshan Harms)

Clerk Typist (Ann Peterson)

Clerk (Susan Leland)



Division Structure Commentary

The preceding graphic display demonstrates the chain of the command and the decision making process of the Commission.

The structure is simple and allows adaptability to several patterns of administration. It particularly allows a team management pattern. In all cases the divisions and services can share in an exchange which will lead to team decision making on the staff level. The frames on the left at the staff level are supportive services. These services do not have funding available to them but must be supported through an overhead factor paid from all other funds. The divisions shown to the right on the chart are in most instances funded by federal or state funds and therefore are responsible to a definite program according to the regulations of the grantor. In addition to specific programs of purpose, each division also lends its resources to the total development of the Commission.

The simple structure seems to indicate that there is an isolation of the staff and the policy making Commission. Since activity of the Commission staff is directed by the executive director there is no apparent need for divisions to have direct access to the Commission, Chairman, or Board of Directors.

Decision making is in the reverse order of that shown on the chart. Problems are first dealt with by staff or the executive director. If it is necessary to reach a firm decision concerning the matter it then is processed through the Chairman to the Board of Directors and finally to the Commission. Decision can be finalized at any level in the structure in the degree of its impact on regional planning and development or administration of the Commission.

Administrative Procedures

Growing from a very small staff to a staff of several divisions and supplementary help, the Commission has determined that it is essential to develop administrative procedure consistent with the controls necessary for efficiency. In order to accomplish what might be termed unique procedures, the Commission has contracted the consultant services of F. Robert Edman consulting firm. The consultant will provide procedures comprehending the entire scope of administration of the Commission, from office memo routing to multi-funded bookkeeping.

General Office Management

The Commission does not seek to set up a strict chain of command within the operation of the office. Since a regional development commission is a relative new venture it is complimentary to development to utilize a team management system. The definition of role has not been so restricted that progress on any given item of work in the office is not dependent upon action by individuals in a series of steps. Through staff discussion projects or programs are carried on by the staff person assigned to the work. The administration of the office is in fact a cooperative effort. Each staff member is expected to have a working knowledge of each program or project being carried on by the Commission. Final decision on all matters at the staff level is made by the Executive Director.

The clerical staff is pooled for use by the several divisions. They are assigned by the Executive Secretary and respond to the needs of individual department heads.

It is expected that a more precise method of office management will be recommended by the consultant and a method of routing and reporting will be instituted.

Fiscal Management

The present fiscal management procedures are fully discussed in the preceding section on Fiscal Matters. The need for a system of bookkeeping for handling funds which cannot be co-mingled and which provides an overhead factor will be developed by the consultant and put into operation in near future.

Personnel Management

The general nature of personnel has been discussed in the preceding section on general office management. German to this section is the establishment by the Commission of an understanding with the State Civil Service Department. Basically the understanding employs Civil Service to qualify applicants for positions on the Commission staff, to describe the job and qualifications for the job, to set salaries and to develop a regional merit system. The understanding was entered into in keeping with the allowance in the Act that employment provisions should be prepared in consultation with the state director of civil service.

MEMORANDUM OF UNDERSTANDING

WHEREAS, Minnesota Laws 1969, Chapter 1122, Section 9, Subdivision 4 states that each regional development commission shall prepare and adopt, in consultation with the state director of civil service, a merit system for its officers and employees; and,

WHEREAS, the Arrowhead Regional Development Commission desires to formalize a relationship with the Minnesota Department of Civil Services as well as to engage that department to perform certain services;

NOW THEREFORE, the parties to this memorandum of understanding hereto mutually agree as follows:

- I. The Minnesota Department of Civil Service agrees to perform the following services:
 - A. Position Classification and Employee Compensation
 1. Recommend the adoption of a regional position classification plan in order to insure that all positions which are substantially similar, with respect to the kind of work and level of responsibility, are included in the same class.
 2. Recommend the adoption of necessary revisions or extensions of the regional position classification plan.
 3. Assist in preparing classification specifications, outlining the kind of work, the level of responsibility and the desirable preparation for work.

4. Recommend the adoption of salary range assignments for the various classes of work consistent with established salary range assignments for similar classes of work in the state civil service.

B. Recruitment and Testing

1. Upon request, assist the regional development commission in recruiting applicants for staff vacancies through advertising or other appropriate means.
2. Determine appropriate testing methods and conduct qualifying examinations in accordance with established procedures.
3. Certify, in accordance with procedures mutually agreed upon, to the regional development commission the names of the appropriate number of qualified applicants to be considered for employment.

- C. Prepare for adoption by the regional development commission a personnel policies and procedures manual concerned with such areas as conditions of employment, employee leave and insurance benefits, grievance and appeal procedures, the use of veterans preference and other related personnel policies.

- D. Such other personnel management and consultative services as are mutually agreed upon.

II. None of the above shall compromise the authority of the regional development commission to:

- A. Conduct a recruitment program simultaneously with the recruitment program of the Civil Service Department insofar as the procedures followed are compatible with those of the Civil Service Department.
- B. Decide whom they wish to interview and ultimately employ from among the names of applicants certified by the Civil Service Department as being eligible for employment.

III. The Civil Service Department will bill the regional development commission for reasonable expenses incurred in the performance of the services outlined in Section I above.

IV. This agreement shall remain in effect until such time as one or both of the parties officially decides to withdraw.

Record Keeping System

The nature of the work of the Commission is so varie and decisive that a method or system for keeping records is very important.

To insure that documentation on any item of business or project is available the staff is required to provided memorandums of all meetings, keep a complete telephone log, and report periodically to the executive director progress on any given task. A daily diary of all activities within the office and meetings or appointments out of the office is kept accurately by the receptionist. A complete history of the transactions of the Commission is available from files, memos and the diary. In addition some personnel have complete diaries of personal activities and items of business.

Planning

Planning Methodology and Definitions

The housewife who prepares the family budget, the businessman who orders his Christmas stock in July and the plumber who schedules his calls in the same neighborhood on the same day, all have something in common. They have given some thought to the future, chosen between alternatives and made decisions that are intended to minimize their problems, increase their efficiency and bring greater return for their efforts.

Planning for a community or for an entire Region is no different. It is even more important, for the decisions made by government are much more far-reaching than those of the individual or business. At a time when the demands for government services or functions are increasing at a much faster rate than the funds to provide for such items, government decisions cannot be made on a hit-or-miss basis.

The planning process is the same for a region as it is for a business or an individual. It requires collecting and analyzing that information which can be used to identify problems or estimate future needs and assist decision making in other ways. This information provides the basis for evaluating alternatives, determining long-range goals and short-term objectives and the actions required to achieve those goals and objectives.

When the plumber schedules his calls, his planning is aimed at achieving a short-range objective, making the best use of his time. His long-range goal, of course, is to maximize his income. To do this will require longer range planning, more than likely in many other areas.

This is true of community or regional planning as well. Planning for a specific public facility, program or service is relatively short-range in nature while planning for an entire system of facilities or programs requires consideration of a greater number of factors over a longer period of time.

The principle goal of regional planning in Minnesota was spelled out by the Legislature when it enacted Chapter 1122, Laws of 1969. The act directed regional commissions to prepare a plan for "the orderly and economic development, public or private, of the region."

The Legislature recognized the interaction of physical, social and economic factors and the need to consider all of these areas when it specified that the plan be comprehensive in scope. Specifically the act requires the plan to consider "those

future developments that will have an impact in the entire region, including but not limited to such matters as land use, parks and open space land needs, the necessity for and location of airports, highways, transit facilities, public hospitals, libraries, schools, public and private housing and other public buildings. "

Planning Activities in 1970

The past year was a period of reorganization of the Commission. Formal planning was at a minimum because the thrust of the Commission was directed to reorganization and planning capability had not been established on the Commission staff until late in the year. However, some of the programs required some planning and they are discussed in this section.

Formation of Division of Comprehensive Planning

The Regional Development Act of 1969 requires a Commission to provide a comprehensive plan for the region. Planning is the primary step of any reasonable development. For these reasons the Commission determined that an essential department would be one that dealt with the single task of planning. Since this division would receive funds specified for certain planning tasks it was decided that it would not be considered a supportive service of the Commission but would be an operating division. The division would lend planning support to other divisions but would concentrate upon the development of a comprehensive plan.

The first step toward the formation of this division was that of employing a qualified comprehensive planner. His responsibility would be to set up the division and determine the course of action that the division would take toward the formulation of a comprehensive plan. It would be his responsibility to make application for appropriate funds and to develop contracts with consultants where necessary.

The division was instituted in October of 1970 and was operational within one month. Within the reporting period the division has applied for and revived grants that make it not dependent upon funds from other grants of other divisions.

Planning for Division of Economic Development

The division of Economic Development is the continuation of the Arrowhead Economic Development District. It functions in the same area of responsibility as did the AEDD. Planning for this division has been in progress for the past four years and has reached a point of considerable refinement. Future planning will be the adjustment of goals, priorities, and projects in accord with additional data or changing characteristics of the region. Planning for this division during the past year has not been formal. It has been planning that has been complimentary to the plans of the OEDP.

Supplimentary and Complimentary Planning - The flexibility of the goals of the Overall Economic Development Program has allowed the input from local agents of change to cause some changes in the goals or projects. During the past year several areas of change have occurred because planning on the local level for local development was changed. In all cases such planning was either supplementary or complimentary to the OEDP. In no case was there a conflict with the designed goals of the region.

A case in point is the development of an application and program for a tourist complex on an Indian reservation. The original goal for this area considered an emphasis on the historic and natural value of the area for recreation and tourist uses. The local needs indicated a complex of considerable size that would make the area even more attractive to the traveling public and also provide employment for the people of the community. This change was not in conflict with the OEDP but rather was complimentary to the original goal.

OEDP Goals - It might be assumed that the goals of the OEDP were set by sophisticated economic developers. This generally was not the case. The goals were set by people who did not have a great deal of expertise in economic development. . . rather they had the more important ingredient of first-hand knowledge of what is needed for the development of their community.

There is no need to change the general goals of the OEDP. They will remain as the goals of the District. They are comprehensive and potential.

The changes that may take place are the priorities given to each goal. . . the approach to problem solving. . . and specific projects by which the goals may be attained. *These changes are natural and would be expected to take place.*

No discovery has been made...no dramatic change has taken place. . .no new potential discovered, that would change the goals of the OEDP.

Goals

| | |
|--|---|
| Recreation | <p>Establish a national park in the Arrowhead District</p> <p>Establish District-wide credit pool to assist in financing recreation and tourism.</p> <p>Coordination of future plans among government agencies.</p> <p>Promote full use of historical and scenic assets.</p> <p>Assist in promotion of Lake Superior Harbors of Refuge.</p> <p>High quality accommodations will be required.</p> <p>Organize management seminars on resort industry.</p> <p>Promote the establishment of year round tourist facilities.</p> |
| Transportation, Communications, Public Utilities | <p>Extend toll-free telephone service to include larger area.</p> <p>Assist in determining feasibility of Lake Superior Mississippi-Barge Canal.</p> <p>Upgrade main highways.</p> <p>Promote more effective highway sign systems and aids.</p> <p>Assist in promoting maximum utilization of Duluth Port.</p> <p>Promote expressway system to link together entire district.</p> <p>Determine need for expanding utilities to industrial and commercial areas.</p> |
| Health & Welfare | <p>Develop facilities for handicapped children.</p> <p>Support ARCH-Regional Comprehensive Health Planning Authority.</p> <p>Assist in planning and implementing the Model Cities program in Duluth.</p> <p>Promote the location of a medical school for the Duluth area.</p> <p>Increase the supply of low and middle income housing.</p> |
| Conservation, Agriculture, Forestry | <p>Encourage the forest products industries to utilize our timber resources.</p> <p>Encourage producer co-ops for marketing advantage.</p> |

| | |
|-----------------------|---|
| | <p>Encourage planning and research devoted to forest management, harvesting practices and multiple use, etc.</p> <p>Inventory District timber supply and land use.</p> <p>Explore untrapped potentials for developing new agricultural products.</p> |
| Unemployed | <p>Reduce unemployment to 5% of the labor force.</p> <p>Utilize female labor supply in District.</p> <p>Develop employment opportunities for minority groups.</p> <p>Implement existing studies on key phases of the District unemployment problems.</p> <p>Encourage a personalized approach by pertinent, related agencies, toward solving problems of the areas unemployment.</p> |
| Labor | <p>Encourage development of more year-round jobs.</p> <p>Encourage equal employment opportunities.</p> <p>Encourage development of labor training and retraining programs.</p> <p>Advertise available skills of labor force.</p> |
| Social and Cultural | <p>Promote the use of the broad spectrum of social and cultural activity that is available in the District.</p> <p>Promote the use of the Duluth Arena-Auditorium complex for social and cultural activities.</p> |
| Finance and Insurance | <p>Create a District credit pool for financing all types of economic development.</p> <p>Serve as a clearing house for sources of available financing both public and private.</p> |
| Industry and Mining | <p>Develop a creative image that will attract investment dollars to the area.</p> <p>Encourage district-wide participation of industrial development groups.</p> <p>Encourage development of the copper-nickel industry.</p> <p>Investigate potentials for regional industrial parks.</p> <p>Assist N. E. M. D. A. in its industrial development efforts by providing them with all current District plans.</p> |

Minority Groups

Encourage better utilization of existing resources on the Indian reservations which can provide jobs and income for the residents.

Aid in providing adequate housing for Negroes who are presently living in sub-standard housing in Duluth.

To assure equal opportunities for all minority groups in education, employment, and housing. To affect a full-term education for all minority group children and to reduce the number of minority drop-outs.

Education

Assist and encourage reorganization of school district.

Eliminate duplication of school programs with municipal programs whenever possible.

Expand adult education programs.

Support R. A. N. D. as regional organization for the advancement and improvement of education.

Investigate alternatives to provide adequate financing to support quality education.

Encourage development of a practical working relationship between the school and home.

Business

Develop management seminars for business on a continuing basis.

Develop business workshops on a continuing basis.

Establish a University Economic Center providing business services.

Encourage the use of available public assistance programs to business.

**Overall Economic
Development
Program**

Assist counties in updating county OEDP's.

Assist communities and counties in expediting 701 planning.

Supervise updating of District OEDP.

Growth Center Planning - The OEDP four possible choices for growth centers in the region. A growth center must be designated by EDA before a region is an eligible development district. The possible growth centers suggested were:

- A. Two center designation
Center One: Duluth-Cloquet-Proctor- Two Harbors

Center Two: Iron Range (Hibbing to Hoyt Lakes)
- B. One center designation
Duluth-Cloquet-Proctor-Two Harbors
- C. One center designation
Iron Range (Hibbing to Hoyt Lakes)
- D. One center designation
The city of Duluth

We cite this as a demonstration that early in the regional development it was noted that other areas of the region outside of Duluth also had potential for growth. Since that time the Commission has proposed designation of the Iron Range as a growth center. This proposal included the communities from Grand Rapids to Biwabik. It was not approved by EDA. Another proposal was to extend the growth center of Duluth to include the area along Lake Superior to Two Harbors. An area to include Knife River (not an incorporated community) was approved by EDA. Still another proposal is being developed and is considered essential. The Commission will seek to have the area of International Falls designated as a growth center thereby giving them eligibility for EDA assistance.

Special attention will be given to the Iron Range. The Commission intends to develop a proposal to designate the Iron Range from Hibbing to Gilbert as a growth center and then make a concentrated effort to develop this potential for economic growth. It is possible that a sub-regional office will be placed on the Iron Range to give to those communities a professional planning capability. Such activity would be in coordination with the Range League of Municipalities and the Iron Range Planning Commission.

Duluth Growth Center- The designation of Duluth as the growth center for the area is a mark of good planning. Designation gave to the community eligibility for EDA assistance. As a result the city has received some benefit. The benefit of Duluth has had an impact on the economy of the surrounding region.

Planning for the economic growth center, for instance in Duluth, is accomplished in coordination with the City Administration and City Planning Division. The overall plan calls for implementation processes that are defined in a document entitled, Positive Action Program, the Growth Center. Included here is an outline showing the Action Program, priorities, and goals of the growth center. It is assumed that successful economic growth in the City of Duluth will have an economic impact on all parts of the Commission area.

Statement of Center's Action Program

Close ties exist between the Growth Center (Duluth, Minnesota) and the Arrow-head Regional Development Commission. The facilities and opportunities offered in the Growth Center have caused it to become the most densely populated area of the Region; its influence is felt throughout the entire region. Duluth has taken the lead in programs to aid the unemployed and economically distressed. Many of these programs are designed, through benefit to the Growth Center, to stimulate the Region as well, and in fact draw people from a wide area around the Growth Center.

Emphasis must be placed on the importance of continued efforts to aid the unemployed and economically distressed in the Growth Center and the Region. Only through continued effort on the part of all people in the Region will there be achieved the improvement in economic opportunities which will contribute toward the betterment of the social and physical environment of the people in the area.

The broadest goal for the area is to make the Center and Region more desirable for their people; places where the residents may find greater opportunities for their economic security and personal fulfillment.

The future outlook for the Region is optimistic. Much additional growth has been anticipated, mainly in the areas of taconite expansion, further development of the port facilities, and through increasing tourism and convention activities held in the Center. The opening of the Arena-Auditorium in Duluth in 1966 has done much to begin to tap the increasingly expanded tourist industry.

Opportunities do exist in the Region for a change from the conditions of economic instability which have prevailed in the past. There is room for improvements which will be directly reflected on the conditions of the people, both within the Center and within the Development Region.

The City of Duluth is committed to the goal of industrial growth and expansion, which is in harmony with the total community development.

A new airport passenger/cargo facility and industrial park complex has the highest priority in terms of achieving the overall economic development goal. There is an immediate need to expand the passenger and cargo facilities of the airport. This project will provide the facilities needed to encourage the growth of regional air transportation and industrial related to the air transportation and industries related to the air transportation field.

In order to take full advantage of the growth potential and to improve the circumstances of the unemployed and underemployed citizens, the City of Duluth supports the following specific goals: (no priorities assumed)

1. Every effort should be made to identify the poor and unemployed residing both within the city and the development region.
2. Programs for improving the job opportunities of the uneducated and unskilled should be further implemented and strengthened. Strong efforts should continue to be made to inform needy citizens of all opportunities and to encourage them to participate in the programs. Special emphasis here should be given to furthering and strengthening the opportunities offered through the vocational education program now being developed in the Growth Center.
3. Programs formulated to aid the disadvantaged youths in the area should continue to be strongly supported. Encouragement of such programs will be a primary factor in the future development of the entire area. Emphasis here, once again, should focus on the support of increased vocational and on-the-job training opportunities being offered in the Center for youths, from the economically distressed areas in the Region.
4. Programs designed specifically to aid the rural poor and the technologically unemployed within the Region should be promoted and supported. Strong efforts should be made to inform the people of the opportunities available, and to encourage them to participate in the programs.
5. An expansion of opportunities for the Indian population should be encouraged in the entire Region as well as the Growth Center. More educational opportunities, training for jobs, expanded job opportunities, and a concerted effort to recognize and overcome attitudes of prejudice should be strongly supported.

6. Opportunities for future growth and expansion of industries within the Region should be strongly encouraged. Continued support will aid in relieving the economically depressed character of the Region. Encouragement and support of local industry expansion should be continued and integrated with active new industry recruiting.
7. Use of both public and private resources established for the aid of the unemployed and uneducated should be encouraged, both in the Center and in the entire Region.
8. Whenever possible, employers should be encouraged to recruit and hire disadvantaged citizens from the Growth Center and the Region.
9. Efforts should be supported to promote the improvement of physically blighted residential areas in the Center and the Region. Attacking the physical environment, as well as the problems of economic instability, will aid in improving the "total environment" not only of the depressed people in the area, but eventually of the entire population as a whole.
10. The Growth Center, as the focal point of the Region, should continue to expand the cultural opportunities which can be offered the citizens of the area. Libraries, theaters and museums, especially in the downtown area where central location is an asset, should be encouraged.
11. Past experience gained through work with Positive Action Programs in the Center should be used as a guideline for future programs, both in the Center and the entire Region.
12. To improve opportunities for expansion and development within the Region, all efforts to strengthen the ties between the Growth Center and the entire Region should continue to be strongly encouraged.
13. Expansion of the Growth Center's role as the Regional Medical Service Center should be encouraged and supported.
14. Efforts to expand the potential of other cities in the Arrowhead Regional Development Commission as a secondary Growth Center, providing further job opportunities for the immediately surrounding population should be encouraged to further the growth of economic stability within the entire Region.
15. The Growth Center must develop an airport passenger/cargo facility industrial park complex to facilitate the development of regional air transportation and other economic developments related to the air transportation field.

Those goals in the context of the Growth Center's overall program to make the Center and Region more desirable constitute the important commitment of the City of Duluth for its program of action.

Provisions for Implementing the Proposed Action Program

The problems discussed in the previous sections outline areas of serious concern for the Region and the Growth Center. It is of utmost importance that the Action Program be implemented as soon as possible to combat those problems. For this reason, many programs, both newly instigated and those which have been in existence for some time, are receiving strong support from the Region and the Growth Center.

There are many programs aimed at identifying and aiding the economically distressed, in the Growth Center and the Development Region. A listing of the programs and the functions each performs follows:

The Community Action Program. Here the Concentrated Employment Program should be given special mention. Much work is being done through this program to reach and help the economically distressed. Many new job opportunities have been created through it. Conservative estimates of the number of opportunities available by very early 1969 stand at about 200. Many more opportunities are now in the planning stage; their implementation is being forwarded by a) travel to and the study of programs in other major cities; b) proposed plant expansions strongly supported for the Growth Center, and c) by the work of the CEP in notifying industries of prospects for locating divisions of their organizations in the Center.

Programs being developed through the CEP for the purpose of reaching and helping people in need of aid are: Outreach, Orientation Center, Job Ready Applicants, Job Development and Follow Up.

The Human Resources Development Program is organized very similarly to CEP. Its functions complement the work of the CEP, but cover the entire Region rather than concentrating on the Growth Center as CEP does.

Projects now being planned by HRD include institutional training and slotting training. The first is a form of on-the-job training for the unemployed. The second is training in a specialized field. The person being trained has the opportunity to be sent anywhere in the United States where the training which he needs is given.

County Welfare Boards, Arrowhead OEO and other agencies, in cooperation with the Arrowhead Regional Development Commission, form a positive identification of the groups and individuals in the Region who are underemployed, unemployed and fall into the category of the poor, will be made and kept active. This program will be particularly implemented by the Arrowhead OEO and the Arrowhead Regional Development Commission.

Minnesota Department of Manpower Services, the Duluth Chamber of Commerce and the local Manpower Service offices will make every effort to see to the recruitment and hiring of Region residents and minority groups when jobs become available in the Growth Center.

Adult Basic Education offer educational opportunities. The program is designed to provide basic education for persons 18 years of age and older who have less than an 8th grade education.

Vocational Technical Training in the Duluth Area Institute of Technology extend the information, through special efforts, to the Region residents and minority groups through the facilities of the school.

Operation Mainstream will concentrate specifically on aiding the rural population of the Region. The goal of this program is permanent jobs at fair wages for poor adults or small communities which have a history of chronic unemployment. Priority in this program will be given to older persons such as the technologically unemployed, who lack current prospects for training or employment and those who have completed some training, but remain unemployed.

The Bureau of Indian Affairs operates two programs in Minnesota -- the Direct Employment Assistance and Adult Vocational Training. These programs are for American Indians living on or adjacent to Reservations.

Under Direct Employment Assistance, services such as Employment Counseling, Guidance Community Orientation and Housing Assistance are provided. Adult Vocational Training services include vocational counseling, guidance community orientation, housing assistance, and school orientation. Financial grants are given for tuition, related costs and maintenance up to a maximum of 24 months. Placement services are provided following completion of training with subsistence grants given until the first paycheck is received.

Job Corp and Work Incentive Program (WIN) also operate within the Center to provide opportunities for advancement of economically deprived citizens of the Arrowhead Development Commission.

The City of Duluth, Duluth Airport Authority, Seaway Port Authority of Duluth, Northeastern Minnesota Development Association, Chamber of Commerce Economic Development Council and the Arrowhead Regional Development Commission, have carefully explored the needs and methods of developing the airport

passenger/cargo facility industrial park complex. The local financial support and leadership are ready to proceed with the implementation of this project.

There are also many programs in action, or being formed, designed to expand the opportunities, remove blight and improve the "total environment" of the Renewal Program, Head of the Lakes Council of Governments, Model Cities and Northeastern Minnesota Development Association have already been mentioned and future plans for each have been covered as much as possible. Others are listed below:

Enabling legislation has been proposed and promoted by financial institutions of the Growth Center, the Region and tourism groups within the area which will allow the development of a credit corporation to provide opportunity for expansion of the tourist industry. This is now a reality.

The Arrowhead Region Planning Council for Health Facilities and Services (ARCH) will be supported in its continuing study to upgrade all public health facilities in the region.

Regional Library, serving the entire Region is being proposed for the Growth Center to replace the existing one built in 1902. Not only the Center, but the entire Region as well, will benefit from this. It is to be built on a site within the Gateway Renewal Project area now undergoing renewal through the efforts of and under the supervision of, the Duluth Housing and Redevelopment Authority.

Strong ties between the Growth Center and the entire Arrowhead Development Region will continue to be encouraged, not only through the development of regional facilities, but also through the expanding highway system. The leaders of the Growth Center continue their support of the system, thus facilitating the expansion of opportunities within the Center to the entire Development Region.

Programs are geared to stimulate and support economic growth, but also provide for the betterment of social and physical living conditions within the Center and the Region. Some have been in operation several years; others have barely been started. All are working toward the expansion of opportunities for the economically depressed -- the unemployed, underemployed, unskilled, uneducated, rural poor, and members of minority groups -- both within the Growth Center and the Arrowhead Regional Development Commission to provide balanced area-wide improvement.

One unique aspect of Duluth's participation in most of these action programs has been to keep responsibility in all of the programs in existing departmental structures. The Department of Economic Development is responsible for

implementing most of the poverty programs. The Model City Program is part of the Mayor's office and the Department of Research and Planning is participating in the long-range planning efforts.

The administration has taken a keen interest in these programs and due to the strong mayor-council form of government, the city is assured of effective coordination of the Growth Centers programs to provide for the long-range goal of balanced area-wide improvement.

Planning for Division of Manpower

Program Development

Approval of grant monies for the Arrowhead Regional Development Commission to initiate its first manpower program called the Public Service Careers Program was received from the Economic Development Administration on June 30, 1970. The \$120,000 grant was based on an indicated potential of 143 vacant job openings identified from a poll taken of governmental agencies in the Arrowhead Region.

The intent of the Public Service Careers Program is to obtain employment in public agencies for disadvantaged persons and to provide training to develop the skills necessary for the job. Agencies desiring to participate in the program must hire the disadvantaged person first with the agreement that training will follow. Hiring agencies also must insure the position will be budgeted for at least two years.

A "disadvantaged person" is one who is certified by the Minnesota Department of Manpower Services as being in a low-income bracket with one of the following characteristics:

1. Under 22
2. Handicapped
3. Over 45
4. High school drop out
5. Minority member

A planning report detailing job descriptions, time tables for implementation, training needed and costs was required by the Economic Development Administration to release the program grant monies. This has been accomplished and approval to implement has been received.

Planning to implement the program was based on the most reliable information available at the time which was the expressed needs of the administrators of the public agencies of the region. Implementing the program during 1971, however, is going to be difficult due to economic conditions. Recent contacts with public agencies to commence implementing the program indicate a general lack of revenue and the original projected job openings expected through attrition are not materializing.

Indications of a more conducive environment for the program's operations are becoming evident further into 1971.

Preliminary Procedures

The Regional Development Act of 1969 states that the Arrowhead Regional Development Commission, when fully organized, may be assigned responsibility to develop a comprehensive manpower plan in cooperation with sub-regional planning agencies. The first step initiated towards this goal was securing funds from which planning staff to prepare the work programs could be obtained. The above was accomplished via the grant received to administer the Public Service Careers Program. Efforts to date have revolved around establishing the Public Service Careers Program to become a vehicle for assessing employment in the public sector and to provide linkage of the Arrowhead Regional Development Commission with other manpower programs operating in the region. CAMPS, which is a coordinating organization made up of the various manpower agencies of the region, has been and will continue to be heavily involved in providing direction for manpower planning.

When the manpower program now being administered by the Arrowhead Regional Development Commission is sufficiently established, the manpower staff of the Commission will commence to develop the preliminary outline and work program for a comprehensive plan.

To establish this Public Service Careers Program the procedure was to contact the various agencies to assess manpower needs necessary in providing public services. If opportunity to implement the Public Service Careers project was evident, plans for hiring and training were laid. These plans were then compiled in a planning report to be submitted to EDA for approval and release of project money. Approval of the planning report and release of monies was received from EDA during December, 1970, however, the economic capability of the public agencies to hire changed. The planning report for the most part was prepared prior to the preparation of the 1971 budget for the various agencies involved. Upon completion of budget requests, it was found that funding new positions was not feasible and in some cases maintaining present staff size was going to be difficult. This situation has hindered establishing the Public Service Careers Program.

Revisions of Manpower Planning

To utilize the manpower of the Arrowhead Region to its fullest requires a plan which encompasses all the facets involved into a comprehensive manpower plan. To work towards this goal the Arrowhead Commission will develop a work

program that takes into account the following provisions:

Plans for coordinated and comprehensive assistance to those individuals requiring manpower and manpower related services in order to achieve full economic and occupational potential.

Plans for increased occupational opportunities and to intensify efforts to relieve skill shortages.

Plans for coordinated efforts in providing training to those needing it.

Long-term projections of requirements for manpower and manpower related services, and planning to meet those requirements.

Plans whereby manpower agencies can integrate their services.

In regard to plans for further implementation of the Public Service Careers Program now being administered by the Arrowhead Regional Development Commission, several revisions will have to be considered.

An effort to change the guidelines of the PSC Program set by the Department of Labor to make them more appropriate for conditions in the Arrowhead Region will be attempted. Progress to date to obtain a guideline change has been to form a committee from the membership of the ARDC to study the PSC Program and make recommendations to the Commission.

Efforts to coordinate the Public Service Careers Program with other manpower programs of the Region will be intensified. This effort is necessary due to the economic conditions of the Region hindering employment of disadvantaged persons and the inability of the PSC Program to provide financial assistance in the way of salary reimbursement. To date, coordination of the PSC Program with other manpower programs has been limited to the On-the-Job training program of the Office of Economic Opportunity. Through the Regional CAMPS committee, additional coordination with other manpower programs will be sought.

Planning for Division of Criminal Justice System

The basic planning for this division was accomplished through the development of a Criminal Justice System Profile. Region B Advisory Council to the Governors Crime Commission designated four task forces representing law enforcement, courts, corrections, and prevention. These task forces through several meetings established the problems, needs, and goals of the region. This is the basic planning document. Further planning will be accomplished through the collection and correlation of secondary data and an updating of the present profile. The final stage of planning will be the development of a comprehensive Criminal Justice System plan.

General Goals and Priorities:

- No. 1 Priority was communications ;
- No. 2 Priority was education and training of law enforcement personnel;
- No. 3 Priority was improve efficiency of law enforcement through increased manpower and equipment;
- No. 4 Priority was improved community relations programs for law enforcement officers.

Crime and Delinquency Prevention

- No. 1 Priority was assisting agencies and the courts should have a more meaningful contact with young offenders, their families and problems at an earlier age. The warn-and-release process now used by many police departments is insufficient to meet needs in this area. There should also be greater use of helpful programs such as the Fatherless Boys Clubs. There should be expanded use of citizen volunteer groups in all age brackets, including young people that could assist, as well as senior citizens.
- No. 2 Priority was the Task Force should examine the relationship of alcohol and drugs to delinquent and criminal behavior.
- No. 3 Priority was there is a need for more citizen volunteers in the Criminal Justice System and in the welfare program areas. It is recognized that citizen volunteers need to have supervision and coordination by professional people in the various areas.

No. 4 Priority was the use of part-time juvenile judges should be examined to see if this would meet the needs of our society.

No. 5 Priority was the need to conduct special workshops to help teachers identify pre-delinquent behavior at the earliest possible time in the elementary school environment; and an increase in educational programs promoting greater recognition of individual talent and individual methods of learning. The establishment of a formal truancy policy by each school in the Region (which would be communicated to the teachers, school board, parents, and the police within the area).

Corrections:

No. 1 Priority was the need for local treatment and detention facilities for all age groups on a regional basis;

No. 2 Priority was adequate in-service training for Corrections and Juvenile Court personnel;

No. 3 Priority was more effective pre-delinquent programs in the schools and community;

No. 4 Priority was the Juvenile Court needs additional treatment tools to meet the varied needs of the problem children it is responsible for.

Administration of Justice

No. 1 Priority was development of a Regional Criminal Prosecution System.

No. 2 Priority was development of a formal program to keep sentencing courts familiar with the institutions to which criminals are being sentenced and other programs for re-habilitation of criminals.

Regional Juvenile Detention Center

The Commission became involved in this program at the request of the county commissioners who were the prime movers for the establishment of such a facility. Briefly, the program is to construct a 20 bed juvenile detention center to serve the juvenile detention needs of seven counties. Juveniles are presently being held prior to disposition in county jails. Although these facilities are not detrimental to the youth, they do not allow for diagnostic and preliminary rehabilitation processes.

The regional nature of the project required a regionally based agency to accomplish the coordination of organization and funding. When the Commission entered the project some funds had been secured through the efforts of the Governors Crime Commission Staff and the St. Louis County Probation Office. No formal organization had taken shape. The planning for this program involved preparation of a Contract Agreement under the Exercise of Joint powers Act for the seven counties. In order to accomplish such an agreement, it was necessary to plan a method funding. One aspect of this method was determining the amounts of local share each county would be obligated to contribute.

In addition to hundreds of small details including a contract to administrate and plan the program, the Commission will undertake the steps necessary to get premissive legislation allowing the counties to participate financially.

The statement of the Commission "A Critical Point in Time" indicates the progress which has been made in the planning of the facility.

A CRITICAL POINT IN TIME

A critical point has been reached in the development of North - eastern Minnesota Regional Juvenile Detention Center. After several years of work, by many people, this much has been accomplished:

- There is excellent public support for a regional detention facility.
- Seven Counties of Northeastern Minnesota have contracted together to build and maintain such a facility.
- The Department of Justice, through the Law Enforcement Assistance Administration, has made a grant-in-aid of \$125,000 for the project.
- The 1969 Minnesota Legislature appropriated \$150,000 to such a project.
- A site has been secured for the facility.
- A program and architectural plans are being developed through a grant from the Governor's Crime Commission.

Although the Minnesota Statutes allow for such a program and project to be developed -- the law does not allow the necessary funding through excess levy by the counties.

It is vitally important that new enabling legislation be considered and supported in the 1971 session of the Legislature.

The situation is critical -- without the legislation the project is not feasible. All the work accomplished will be lost or set back drastically. The project needs your attention.

Citizens Action Council

Establishing of Program Methodology. Long before the program of Citizens Action Councils was put into action, there was a great amount of planning to do. Much of this planning was done by the Crime and Delinquency Prevention Task Force of the Region B Advisory Council to the Governor's Commission of Crime Prevention and Control. It was reported by the Task Force in January 1970 that there was a need to involve volunteers in improving the general public's understanding and concern for the Regional and State Criminal Justice Systems. It was also suggested that a means should be provided for using volunteers in the criminal system, welfare, recreation, and youth employment.

After the Task Force's proposal was made, there was still plenty of planning to be done. Most of this was in designing a program that could implement the proposal of the Task Force. An example of such planning would be the basic decision of how many people should compose a Citizen's Action Council. After taking many things into consideration, it was decided that twenty people should make up a council. Of this, two-thirds should be adults and one-third youth.

The staff of the Arrowhead Regional Development Commission laid out a plan by which the coordinator for CAC could establish the councils in the proposed Target communities. The idea was to educate a nucleus of key people as to what CAC's are and what they can do. Then, use this group as a steering committee to establish the physical structure of the council. This would include the council's objectives, membership, officers, sub-committees and planned programs. All this this was accomplished by using a set of guidelines that were prepared by the program coordinator.

Designation of Target Communities. Before any CAC's could be established, the communities that were to have councils had to be decided upon. One of the items that had to be considered in making this decision was the demographic information of all the communities under consideration. In some cases, this information gave some basis for combining two communities into one council. One of the key factors in making such a decision is the interdependence that exists between communities.

Another thing taken into consideration was the youth oriented agencies that exist in the proposed CAC communities. This would include: information as to what agencies there are; what area they cover; what their specific responsibility is; and whether or not they can be utilized in the development of CAC's. The lack or abundance of such youth-oriented agencies is not conclusive proff that a CAC should or should not be established, but the study does give valuable information

about the communities and the possible success of a council. Information concerning volunteer organization was used in the same manner.

Statistics about juvenile arrests and convictions were useful in deciding which communities were in the most need of having a Citizens Action Council.

All of the aforementioned factors were taken into consideration before it was decided what communities should organize a CAC.

Revisions of methodology. Due to continued awareness and experience, there were a number of revisions made in the general methodology of the program. One of these revisions was in the general size and make-up of the council. In the original plan for the councils, it was decided that the council should be composed of twenty people and of this, one-third were to be youth. After more experience, it was decided that the number of people on the council should vary with the community. The reason for this was that the council should reflect the interests of the community and that this would vary from community to community. The general make-up of the council was also changed. It was changed to include one-half youth and one-half adults. The reason for doing this was that it made the council much more attractive to the youth. It should be noted that these were the only major revisions made in the program methodology. The reason for few revisions is that the planning of the program methodology had been very complete.

Commission Development Planning

The majority of the planning activity for the Commission in its stages of reorganization has been thoroughly discussed in title "Reorganization of the Commission" under the heading of Administration. This section briefly cites some activities which require decisive planning.

Commission Development Process

A format for reorganization from an Economic Development District to a regional commission was developed to insure an orderly transition and strict adherence to the Act.

Of importance was the establishment of the Commission as a legal entity. The obstacle that required careful planning was the adoption of by-laws that provided for the election of certain members of the commission by the commission. The problem was solved by implementation of that portion of the Act that provides that the existing Board of the EDD could act as the Commission until July 1, 1970. It was the Board of Directors of the EDD that adopted the by-laws. Some question was raised concerning the legality of such a procedure but was put down through a demonstration of the planning that had led to the procedure.

Steps for implementation of review, planning and action programs have been laid out and are programmed for development at the appropriate time.

It is necessary to emphasize that the orderly organization of the commission would not have been possible without precise planning at all levels.

Planning will continue as the strategy of the Commission is implemented in planning and action programs. The step by step development of the Commission will be the method used. The Commission is not in a haste to accomplish its tasks. . . the concern of the Commission is to accomplish the ingredients of the program in an orderly fashion.

Implimentation of Statutory Requirements

A perusal of this report will show that each of the requirements of the Act is being accomplished in a given order. The organizational stage is well underway and will be complete within the year. The fruitful action of the Commission is found in review, planning, research and action programs. The first of these requirements of the Act will be accomplished by the beginning of 1971. The system of application review will have been completed with the required public hearing and acceptance of the guidelines for review.

The second requirement under the Act is that of developing planning capability. This has been accomplished through the establishment of a Division of Comprehensive Planning. Since this function will be ongoing we might assume that this requirement has been fulfilled. Research has always been an established division of the Commission. This function has been carried out and is in evidence through the listing of reports found in the appendix. The Act allows continued studies in various fields. These provisions of the Act will be subject to the priority setting system developed for the Division of Research.

Planning is underway to develop guidelines for review of long and short range plans of local units of government and agencies. These guidelines will be ready for public hearing in the early fall of 1971 and will be implimented during 1971.

Projected Development

The work program for the Commission best indicates the developments that will take place beyond the next year. In most cases the work will be directed to follow up procedures or finalization of those functions which were instituted during the coming year. Until the resource capability of the Commission is raised it will not be possible to engage in activity much beyond the scope of those cited in the preliminary work program.

Method of Funding Planning Activities

The two major planning programs to be carried on by the Commission during the current year will be funded by the Department of Housing and Urban Development and the Farmer's Home Administration of the Department of Agriculture.

The FHA is providing an outright grant of \$95,000 to the Commission to prepare a comprehensive water and sewer plan for the region. This is the first time in Minnesota that FHA has funded a multi-jurisdictional agency.

The FHA grant funds will be used by the Commission to prepare a sewer and water plan for communities under 5,500 population and the populated unincorporated areas. The area-wide plan will assure the eligibility of these small communities and rural areas for the utility loan and grant program of the Farmer's Home Administration.

The State Planning Agency committed \$20,000 of HUD Planning Assistance funds to the ARDC on the basis of a Work Program submitted in December of 1970. This money will finance planning activities for the period from January through June and will be used primarily to develop an overall program design and start work on the Housing Element of the Regional Comprehensive Plan. These two work elements are required by HUD during this initial planning period.

The Overall Region Design, which is intended to define and correlate planning activities that the Commission expects to undertake over the next three years, including those funded by the Farmer's Home Administration, The Economic Development Administration and other agencies, will serve as the basis for requesting additional 701 funds for the remainder of 1971 and subsequent years.

The HUD 701 funds are provided on a matching basis. In the case of the ARDC, the local share is one-fourth, making a total program cost of \$26,660 for the first six months of 1971. The local one-fourth share is the form of services contributed by UMD faculty and Highway Department staff towards developing specific portions of the Overall Regional Design.

The time being contributed by the University will be used to develop the study design for an input-output economic analysis of the Region. Highway Department staff time will be used to prepare the study design for the transportation element of the Comprehensive Plan. Both of these study designs will be incorporated in the Overall Program Design.

Assistance to the Planning Efforts of Local Units of Government

During the coming year, the ARDC will be developing a Comprehensive Sewer and Water Plan for the Region. This activity, which is being funded by the Farmer's Home Administration, will investigate the sewer and water utility problems and needs of the unincorporated area and all communities under 5,500 population. The study will give particular attention to lakeshore development since the most than 3,600 lakes in the Region constitute its most important recreational asset. They must be protected against pollution.

One of the purposes of the FHA study is to prepare plans for the orderly development of those smaller communities and the rural areas. Such plans are necessary if utilities are to be properly sized and in scale with the community's ability to pay.

Equally important, the FHA study will provide information for the first time on the overall utility needs of the region and the total cost involved in providing for upgrading these basic public facilities.

At this point, it seems likely that these needs and their costs will exceed local financial and governmental resources. The information provided by the study will be the basis for evaluating existing legislation and financial assistance programs to determine if changes are needed in these areas.

The FHA study and plan is concerned with the sewer and water needs of the unincorporated area and communities under 5,500 population. The Comprehensive Sewer and Water Plan will establish the eligibility of these areas for Farmer's Home Administration loans and grants.

The Region has several other communities, however, which are not eligible for financial assistance from FHA because of their larger population size. They must obtain assistance from the Department of Housing and Urban Development for utilities. These several include Cloquet, Chisholm, Grand Rapids, Hibbing, International Falls, Virginia and the Town of Stuntz.

The Department of Housing and Urban Development has its own planning requirements which must be met before these larger communities are eligible for its assistance programs. Among these requirements are the following:

1. There must be an Area-wide Planning Organization (APO) carrying out long-range planning in the area.
2. There must be long-range functional planning for sewer and water that is consistent and coordinated with comprehensive planning.
3. There must be an adequate short-range program to implement the functional plan, including a schedule of priorities.

The position of the Commission staff is that eligibility for federal financial assistance should be insured for all communities at the same time. This would permit more efficient manpower scheduling and give assurance of coordinating planning. It would also encourage cooperative solutions to the problems.

Representatives of the larger communities and from HUD's regional office in Chicago met with the ARDC staff in December of 1970 to discuss HUD's area-wide planning requirements and the role that the ARDC could play in providing technical assistance. The HUD representative established the fact that the ARDC could act as the area-wide planning organization (APO) for these communities if they chose not to retain their own planning staff.

The Town of Stuntz has already passed a formal resolution requesting the ARDC to act as the APO. A follow-up meeting has been scheduled early in February to determine if the other communities also desire the ARDC to act on their behalf. On receiving formal resolutions from these communities, the ARDC will prepare the necessary work programs and budgets to determine how the communities can most efficiently meet the HUD requirements.

Planning Commissions

Several small communities do not have planning commissions to advise their governing bodies of needed developments and coordinations. The Commission staff has assisted these communities in setting up planning commissions and then have worked with the planning commission giving direction and advise on preliminary procedures.

Examples of such activity might be cited at Cromwell, Minnesota where a planning commission is being organized and considering methods which will lead to better environment and eventual business location. Aurora, Minnesota has a planning commission established but requested aid in developing plans. This community intends to develop comprehensive planning for the community without the use of private consultants. They believe that through voluntary

efforts and some guidance from the Commission they will be able to complete such a program. The Commission will encourage such an experiment.

The Commission stays in contact with the planning commissions or industrial development groups in most of the communities in the region. Assistance is given to these agencies when it is requested. The Commission is careful not to become involved in local decision making or embroiled in local conflicts. To the present the Commission has not become involved with zoning authorities on a local level.

OEDP Development

The Commission has planned and written in cooperation with some of the Indian reservations, a complete Overall Economic Development Program. This was done primarily to give eligibility to the reservation for EDA assistance. In these cases considerable time was consumed in preparation of the OEDP and additional staff time has been used to update the OEDP.

- 1.) Grand Portage Indian Reservation OEDP
- 2.) Fondu Lac Indian Reservation OEDP

OEDP Progress Reporting

Each county designated by EDA as a redevelopment area is required to submit a "progress report" annually to EDA. Regulations have been changed to allow a county or reservation to endorse the OEDP of the Commission. This is done by a simple letter to that effect. The Commission in turn recognizes such endorsements and indicates that the OEDP will be continually updated and such additions or changes will be sent to the counties and reservations.

The Commission in effect now serves as the OEDP agency for all economic development in the region.

Housing and Redevelopment Authority Assistance

Eligibility for certain programs for housing under HUD require that a community have a legally constituted Housing and Redevelopment Authority. The establishment of such legal entities has been the responsibility of the Department of Local and Urban Affairs of the State Planning Agency. The Commission has assumed some of this responsibility in order to expedite the establishment of programs for housing in the region.

Assistance has been given to Mt. Iron, Minnesota for the establishment of the authority and application preparation for senior citizens housing. The Commission is working in the same areas in other communities in St. Louis, and Cook counties.

Recognition of Planning Efforts by Local Units or Agencies

There are two units of government within the region that have a planning capability. The City of Duluth has a complete planning staff and has produced several intelligent plans for the city. Subsidiary to the Duluth Planning office are several agencies funded by federal and state programs which develop plans for particular interests in the City. All planning accomplished for the City of Duluth is subject to review by the Head of the Lakes Council of Governments. The Commission has not exercised any review authority over planning in the City of Duluth or that accomplished by HOTL COG. The Commission will ask for review of these activities only when the plan may have a regional impact.

The County of St. Louis has a planning staff which is primarily oriented to recreation and zoning considerations. These plans shall be subject to review by the Commission when it has established appropriate review procedures.

Summary of "701" Plans

Of particular interest to the Commission are the several comprehensive plans completed under chapter 701 of HUD. These plans will in whole or in part become part of the comprehensive plan for the Commission region. As stated before the Commission has not analysed the plans but is in the process of collecting the plans.

Other Regional Planning

There are several private and public agencies in the area which are from time to time producing plans of a regional significance. The Commission will endeavor to gather all these plans for analysis and incorporate them into the comprehensive plan.

Of particular importance is the planning for a regional water treatment facility by NEMDA. The commission shall monitor this program and give assistance where it becomes feasible and needed.

Listing of the "701" Plans in the Region

Since the Commission has not been involved in the programs of the Department of Housing and Urban Development in the area, it is possible that the information gathered may not be entirely up-to-date. However, the following basic information will be the starting point for that part of the Commission's program that will be involved with HUD "701" planning.

Note: AJWM - Aguar, Jyring, Whiteman, and Moser, Inc.
 NWKC -Nason, Wiehrman, Knight, and Chapman
 HB&A - Harlan Bartholomew and Associates
 VS&P - Vegt, Suge and Pflum

| <u>Planning Area</u> | <u>Status</u> | <u>Planners</u> | <u>Implementation</u> |
|--|---------------|-----------------|---|
| St. Louis County Land Use Survey Public Facilities Survey Transportation Outdoors Recreation Human Resources | Complete | AJWM | Departments involved in various phases will hold public hearings and initiate plans accordingly |
| Itasca County Background for Planning Outdoor Recreation | Complete | AJWM | Unknown |
| Carlton County Background for Planning Guide Plan | Complete | AJWM | Unknown |
| Lake County Background for Planning | Complete | AJWM | Unknown |
| Koochiching County Background for Planning | Complete | AJWM | Unknown |
| International Falls | Complete | AJWM | Unknown |
| Iron Range Region | Complete | AJWM | Little implementation. Plan recommends a 30 to 50 year program of urban relocation and consolidation. |

| <u>Planning Area</u> | <u>Status</u> | <u>Planners</u> | <u>Implementation</u> |
|------------------------------|---------------|-----------------|--|
| Aitkin | Complete | AJWM | Unknown |
| Carlton | Complete | AJWM | Unknown |
| Chisholm | Complete | AJWM | City has begun relocation program for businesses and thoroughfares, as part of Urban Renewal program, and attempting to correlate with Iron Range Region plan (above). |
| Cloquet | Complete | HB&A | City government is discussing means of financing and implementation. |
| Duluth | Complete | HB&A | Model City and Neighborhood Development Plans moving according to pre-planned phases. Public hearings are conducted before City Council action is taken to endorse each phase. |
| Urban Beautification Program | Complete | AJWM | Unknown |
| Grand Rapids | Complete | | Plans and implementation under discussion by city government. |
| Hibbing | Complete | AJWM | Major part of implementation has been in upgrading sewage treatment facilities. Street programs and Urban Renewal under discussion. |
| Hoyt Lakes | Complete | AJWM | Unknown |
| McGregor | Complete | AJWM | Unknown |
| Moose Lake | Complete | AJWM | State funds have been approved for preliminary development of a commercial recreation area. |

| <u>Planning Area</u> | <u>Status</u> | <u>Planners</u> | <u>Implementation</u> |
|----------------------|--|-----------------|---|
| Silver Bay | Complete | AJWM | Unknown |
| Stuntz Township | Complete | AJWM | Major implementation to date has concerned sewage facilities. |
| Barnum | In Progress | AJWM | |
| Cook County | Complete | NWKC | |
| Biwabik | In Progress | AJWM | |
| Deer River | Recon. Survey | AJWM | |
| Eveleth | In Progress | AJWM | |
| Beaver Bay* | Sketch Plan with Applica- tion Pending | AJWM | |
| Two Harbors | In Progress | VS&P | |

*Plans to date paid by community. 701 funds are being applied for.

Review Functions

The Regional Development Act of 1969 requires the "review procedure" to be developed "in consultation with the state planning officer." Also required is a public hearing by the Region.

Scope

It is the intent of the Commission that all projects of area-wide significance coming under the Commission's jurisdiction as defined in the Regional Development Act should be submitted for review and comment, whether they involve a request for federal assistance or not.

Coordination of individual planning efforts can be gained through the review and comment process. In addition, better decisions by federal, state, and local units of government for funding and guiding community development can be fostered through the comprehensive planning program being conducted on a uniform area-wide basis.

The review process is of benefit not only to the local units of government for accomplishing coordinated development, but also to the state and federal agencies which are granting financial assistance.

It becomes requisite that the Commission undertake and provide such area-wide planning programs as are necessary to, but not limited to, meeting the planning requirements of the area and also to guide and effectively review all applications covered under these review procedures. Governmental units preparing project proposals are encouraged to confer with the Arrowhead Development Commission's administrative staff prior to formal submittal of the application so that a dialogue can be developed in assisting application preparation. Through early discussion of proposed projects, it is hoped that future delays can be avoided and that projects may progress at an acceptable pace.

Procedure

At this point in planning, the review procedure must remain quite indefinite. In effect it would include (1) a periodic survey of each political subdivision, the intervals of such surveys to be determined according to the size of, and the intensity of planning activity in, each such subdivision; (2) field coordination with the local leadership; (3) preliminary review of proposed projects by

qualified staff personnel; (4) consultation with the local leadership after staff review; and (5) final review by the Board of Directors of the Commission.

The periodic survey of the political sub divisions would be conducted on a regularly scheduled basis. The survey would include staff consultation with the leaders of the community at a session of their organization as well as contact with the citizens of the community. A newspaper clipping file on each community concerning activity and proposed projects would allow the researchers to get a comprehensive view of the community and determine impact on any project.

In the event that a community submits a program or project which is in the scope of the Commission activity, a determination will be made as to its compatibility with the Comprehensive Development Plan (CDP) or other master plans. Staff personnel would lend support and advice to the programming and planning of a project. Coordination with the local leadership concerning avenues of funding, implementation, and other considerations would be accomplished by the Commission staff. The preliminary review would be conducted with all persons interested or involved. This review would involve a series of meetings which in nature would be similar to EDA pre-application conferences. The several meetings would be caused by the need to revise the project and receive consent. The input from the Commission staff would be ultimately important at this point.

Consultation with local leadership prior to final review by the Board of Directors would be necessary in order to determine if the revised project continues to meet the needs that were the motivation for the original project.

Manpower

To determine the amount of manpower needed depends upon the type review finally determined. Since the review procedure is quite indefinite, it stands to reason that the manpower required must be a ball park figure.

The Region's experience has shown that at least one man month is needed to review and assist a small community in an industrial park development. This assignment included a reconnaissance survey of the community and a program for development. It called upon the staff to provide information and guidance in application of the program.

In view of the numerous communities (approximately 125 post offices) in the Region, the least number of comprehensive review assignments would require approximately ten full time staff workers for this procedure. In consideration of the fact that several functions, also the duties of the Commission would be encompassed in the survey and review procedure, e.g. Civil Defense, Flood Plain Management, research, etc., it is not unreasonable to consider a staff of ten persons assigned to survey and review.

The longer range projection, up to five years, would indicate that considerable coverage of the Region will have been made by the Commission. It is projected that the local governmental units and independent agencies will relate to the Commission directly. This will to some degree remove the work load, particularly that which requires survey of communities and search for opportunity.

Staff requirements will be cut approximately twenty-five (25) percent after the third year. This additional manpower will be absorbed into more refined planning and development.

Planning

Review

Route

PERIODIC SURVEY BY
STAFF OF ARROWHEAD
REGIONAL DEVELOP-
MENT COMMISSION

PLANNING PROPOSALS
BY OFFICIALS OF
LOCAL POLITICAL
SUBDIVISION

PROPOSALS, SUGGES-
TIONS AND GUIDE-
LINES AS DEVELOPED
BY BOARD COMMITTEES
OF A. D. C.

PRELIMINARY DISCUSSION BY A. D. C. STAFF AND
LOCAL PLANNING OFFICIALS

PUBLIC HEARING ON PROPOSED PLAN IN THE
POLITICAL SUBDIVISION

ADOPTION OF FINAL PLAN IN LINE WITH AGREEMENTS
REACHED IN CONSULTATION AND PUBLIC HEARING

SUBMITTAL TO A. D. C. BOARD OF DIRECTORS FOR APPROVAL

SUBMITTAL TO APPROPRIATE STATE AND/OR
FEDERAL AGENCIES

REVISION OR REFINEMENT AS NEEDED FOR APPROVAL
BY STATE AND/OR FEDERAL AGENCIES

APPROVAL BY STATE AND/OR FEDERAL AGENCIES

IMPLEMENTATION BY STAFF COORDINATION
WITH DESIGNATED PUBLIC AND PRIVATE OFFICIALS

QUARTERLY
AND ANNUAL
REPORTS

PERIODIC PROGRESS-CHECK
AND REVIEW BY A. D. C.
STAFF

EVALUATION

Preliminary Work Program

The preliminary work program on the following pages discusses the planning activities that are scheduled for the coming year. The various activities are grouped according to funding source. A table is included which summarizes the different planning activities, their scheduling throughout the year and man/months of staff time expected to be involved.

It should be noted here that the work program activities to be financed with funds from HUD are only for the period from January through June. This is deliberately so for two reasons. The first is that the initial six months period of HUD funding will be used to evaluate previously prepared studies and plans in the region to determine exactly what additional input is required to formulate the regional comprehensive plan. A second reason is that this same period will be used to prepare the Overall Program Design.

The latter is a requirement of HUD and a prerequisite to further funding of the agency. The Overall Program Design is intended to correlate all planning work, including that funded by other agencies, over the next three year period. The evaluation of already completed plans and preparation of the Overall Program Design will enable more exact estimates of needed planning work to be made.

Comprehensive Sewer and Water Plan (FHA)

Purpose and Scope

The objective of this work is to develop a Comprehensive Sewer and Water Plan for the seven counties served by the ARDC. The study will determine the sewer and water needs of individual communities under 5500 population and the unincorporated areas. Plans for the future development of these areas and for utility improvements will then be prepared.

Related and equally important objectives of this study include determining the overall costs of upgrading sewer and water facilities throughout the Region and determining needed changes in legislation affecting utility construction and financing.

Important elements in the development of the Sewer and Water Plan are the basic population and economic analysis and forecasts. These are required inputs necessary to evaluate the growth prospects of the Region and individual areas under study. This portion of the work to be financed through this FHA financed study will be utilized in many other aspects of the comprehensive planning Program, and in the updating of the Overall Economic Development Program

COMPREHENSIVE SEWER AND WATER PLAN (FHA)

Purpose and Scope

The objective of this work is to develop a Comprehensive Sewer and Water Plan for the seven counties served by the Arrowhead Regional Development Commission. The study will determine the sewer and water needs of individual communities under 5500 population and the unincorporated areas. Plans for the future development of these areas and for utility improvements will then be prepared.

Related and equally important objectives of this study include determining the overall costs of upgrading sewer and water facilities throughout the Region and determining needed changes in legislation affecting utility construction and financing.

Important elements in the development of the Sewer and Water Plan are the basic population and economic analyses and forecasts. These are required inputs necessary to evaluate the growth prospects of the Region and individual areas under study. This portion of the work to be financed through this FHA financed study will be utilized in many other aspects of the comprehensive planning program, and in the updating of the Overall Economic Development Program for EDA which is scheduled for this year.

Schedule

The total planning effort will require thirteen months. It will be initiated in February and be completed by March of 1972. The first phase, which includes the analysis and forecasts of population and economy, mapping and the inventorying of land use, utilities and other basic data, is scheduled for completion by August. Preliminary plan development is scheduled for completion by October while completion of the final Comprehensive Sewer and Water Plan including cost estimates and legislative recommendation, is scheduled for March 1972.

ARDC Manpower Requirements

| | <u>Man Months</u> |
|--------------------------------|-------------------|
| Executive Director | 0.5 |
| Planning Director | 2.0 |
| Information Resources Director | 3.0 |
| Research Associate | 7.0 |
| Clerical, etc | 2.0 |

Services of Technical Consultants

| | <u>Dollars</u> |
|-----------------------------|----------------|
| Planning Consultant | 35,000 |
| Engineering Consultant | 25,000 |
| Legal-financial Consultants | 10,000 |

HOUSING AND URBAN DEVELOPMENT - OVERALL PROGRAM DESIGN

Purpose and Scope

The Overall Program Design is a requirement of HUD which must be prepared during this initial funding period. It is a prerequisite to further HUD funding. The Overall Program Design is intended to correlate all of the planning activities of the Commission over the next three years of showing the sequence of needed studies, their costs and manpower requirements and how they will contribute to Commission objectives and the development of the regional comprehensive plan. The Overall Program Design will be a much more refined version of the work program based on a thorough appraisal of needed data and regional goals than is possible at this time. The approach to be used in developing the Overall Program Design is as follows:

Review previously completed plans and studies of the Region

Outline additional data requirements needed to formulate the comprehensive plan

Develop detailed study designs, including costs, timing and manpower requirements for needed additional inputs

Evaluate the various study designs in terms of common elements, data sources etc.

Evaluate funding sources and the availability of funds for additional studies

Prepare Overall Program Design, specifying the proposed starting and completion times for various studies, their costs and manpower needs and the nature of the recommendations expected.

Two of the individual study designs that will be incorporated into the Overall Program Design are being developed during this initial funding period. These

include the study designs for the Transportation element of the comprehensive plan and the design for an input-output economic analysis of the Region. The Highway Department is contributing staff time of its Transportation Planner in the Duluth District office towards the formulation of the economic study.

Schedule

Preliminary work on the Overall Program Design began in January. The Overall Program Design must be submitted to HUD in preliminary form by May 1, 1971.

ARDC Manpower Requirements

| | Man/Months |
|--------------------------------|------------|
| Executive Director | 0.5 |
| Planning Director | 1.5 |
| Information Resources Director | 0.5 |
| Clerical | 0.5 |

Technical Consultants*

| | Dollars |
|--------------------------------------|---------|
| Highway Dept. Transportation Planner | 2,000 |
| UMD Faculty | 4,000 |

* Represents the value of time contributed towards the development of the economic and transportation study designs.

Housing and Urban Development -- Initial Housing Element

Purpose and Scope

The objective of this work is to determine existing housing problems and to define obstacles to their solution. Related objectives include the definition of preliminary housing goals and the development of a detailed Housing work program to be included in the Overall Program Design.

The initial six months period of funding by HUD will be used to gather the basic data needed to delineate housing problems, define goals and prepare the work program needed to complete the Housing element which is required of HUD in

all comprehensive plans. Specific work activities scheduled in this time include the following:

An exterior survey of the condition of housing throughout the region will be made. This survey will be done by consultants and will be done concurrently with the field work for the FHA Sewer and Water Plan.

Secondary source data will be analysed for housing trends and preliminary forecasts of future housing demand will be made. Information compiled for the FHA study will be utilized and expanded upon in this part of the work.

An inventory of existing housing agencies and organizations and their programs and problems will be conducted.

An advisory committee on housing will be formed.

Preliminary housing goals and objectives will be defined.

A written summary report will be prepared.

A housing work program will be prepared. This will specify activities to be undertaken during the balance of the year and for the remainder of the time needed to complete the Housing element.

Schedule

The total planning effort will require five months to complete. It will be initiated in February and be completed by mid-June. A preliminary Housing work program will be prepared by May 1 for inclusion in the first draft of the Overall Program Design to be submitted to HUD by that date.

ARDC Manpower Requirements

| | <u>Man/months</u> |
|--------------------------------|-------------------|
| Planning Director | 1.0 |
| Information Resources Director | 1.5 |
| Research Associate | 2.5 |
| Clerical | 1.0 |

Technical Consultants

| | <u>Dollars</u> |
|---------------------|----------------|
| Planning Consultant | 5,700 |

Housing and Urban Development -- Technical Planning Assistance

Purpose and Scope

The objective of this work is to assist the local units of government in the Region to improve their planning capabilities. Another important objective is to assist these communities in meeting federal and state guidelines and planning requirements. Among the areas where Commission staff expect to be called on for technical planning assistance are the following:

Meeting HUD area-wide planning requirements for communities over 5500 population. These requirements have been noted in a previous section. Commission staff will assist in determining additional planning required, outlining needed work to bring community plans up to HUD standards, developing planning work programs and consultant contracts and monitoring the consultant work.

Assisting counties in developing a solid waste management plan and lakeshore conservation measures as required by state regulations.

Providing information on state and federal legislation and programs and assisting on grant-in-aid applications.

Schedule

Preliminary meetings have already been held on the area-wide planning requirements with those communities over 5500 population and representatives of HUD. It is expected that all communities affected by these HUD regulations will request the ARDC to act in their behalf as the required Areawide Planning Organization by March. Work programs will then be drawn up to detail any additional planning studies needed and negotiations begun with consultants to prepare this work. It is expected that this work can be under contract by May.

Staff time has already been devoted to developing a proposal for a region-wide solid waste management plan. The proposal is scheduled for completion in February. If it is acceptable to the affected counties it will be submitted to the federal government in March. Initial planning on the solid waste management plan is tentatively scheduled for June.

Other forms of technical assistance to local governments, including information on federal and state programs and requirements, is a continuous process which is scheduled throughout the initial and subsequent planning periods.

ARDC Manpowe Requirements

| | <u>Man/months</u> |
|-------------------------------|-------------------|
| Executive Director | 0.5 |
| Planning Director | 0.5 |
| Economic Development Director | 0.5 |
| Clerical | 0.5 |

Economic Development Administration - Overall Economic Development Program

Purpose and Scope

The Overall Economic Development Program is a requirement and prerequisite of the Economic Development Administration in order for maintaining the Economic Development District designation. The Arrowhead District received its initial EDD designation in April 1968 on the basis of an Overall Economic Development Program which was submitted and approved by the EDA on February 1968. This document has not been updated in its entirety since that time.

The OEDP will be updated during the first six months of this year. Population and economic data from the 1970 Census is finally becoming available and will be utilized to determine the trends in these areas since the initial OEDP was completed. Much of the population and economic statistical tabulation and analysis will be accomplished as part of the necessary background work for the Farmers Home Administration Sewer and Water study and for various aspects of the HUD 701 planning effort. It is also planned to utilize University of Minnesota, Duluth faculty to assist in goal formulation with local OEDP committees. This part of the effort will be partially financed through the Title I grant that the University has received from H. E. W. to assist the Commission in interpreting the Regional Development Act.

Schedule

Work on the OEDP update will be accomplished as part of the planning and analytical work involved with the HUD 701 and FHA Sewer and Water studies. These

are scheduled to begin in February and will be going on throughout the year. Sufficient data to update the required statistical information for the OEDP should be available by June and the input from local OEDP committees should be available by that time as well. First draft of the OEDP is scheduled for completion by August.

ARDC Manpower Requirements

| | <u>Man/ months</u> |
|--------------------------------|--------------------|
| Executive Director | 0.5 |
| Economic Development Director | 2.0 |
| Information Resources Director | 1.5 |
| Planning Director | 0.5 |
| Research Associate | 3.0 |
| Clerical | 1.0 |

Law Enforcement Administration - Criminal Justice Planning

Purpose and Scope

The major planning effort to be undertaken with funds from this source will be the updating of the Criminal Justice Profile for Region B of the Governor's Crime Commission. The initial profile was prepared in 1969. Additional data is now available including that from the 1970 U. S. Census, which will be more useful in evaluating the criminal justice system and its components.

Much of the basic information needed to update the Criminal Justice Profile will be developed as part of the basic population studies conducted for the FHA, HUD and EDA programs. It is intended to supplement this with information specifically aimed at improving the criminal justice system in the Region.

Schedule

Work on the Criminal Justice Profile update will run throughout the year with the major emphasis applied after June when the population analyses for the FHA study are complete. A first draft of the updated version of the Profile is scheduled for September.

ARDC Manpower Requirements

| | <u>Man/months</u> |
|---------------------------|-------------------|
| Criminal Justice Director | 1.0 |
| Research Associate | 2.0 |
| Clerical | 0.5 |

Technical Consultants

| | <u>Dollars</u> |
|---------------|----------------|
| Criminologist | 2,400 |

TABLE 0
1971 Planning Activities
ARDC Man/Months

| <u>Funding Source</u> | <u>Planning Activity</u> | <u>Professional</u> | <u>Technical</u> | <u>Clerical</u> | <u>Consultant Contracts \$</u> |
|-----------------------|--------------------------------------|---------------------|------------------|-----------------|--------------------------------|
| FHA | Comprehensive Sewer and Water Plan | 5.5 | 7.0 | 2.0 | \$70,000 |
| HUD* | Overall Program Design | 2.5 | --- | 0.5 | 6,000 |
| | Initial Housing Element | 2.5 | 2.5 | 1.0 | 5,700 |
| | Technical Assistance | 1.5 | --- | 0.5 | ----- |
| EDA | Overall Economic Development Program | 4.5 | 3.0 | 1.0 | ----- |
| LEAA | Criminal Justice Profile | <u>1.0</u> | <u>2.0</u> | <u>0.5</u> | <u>-----</u> |
| | TOTAL | 17.5 | 14.5 | 5.5 | \$81,700 |

*From January through June only.

**Represents \$ value of staff time contributed by Highway Department and UMD towards local share of 701 funding.

(121)

TABLE 3
Time Phasing of Planning Activities
By Major Work Task

Funding Source:
HUD

Planning Activity:
Overall Program Design

| Work Task | Jan. | Feb. | March | April | May | June | July | August | Sept. | Oct. | Nov. | Dec. | |
|--|-------|-------|-------|-------|-------|------|-------|--------|-------|------|------|------|--|
| Compile Existing Plans | ----- | | | | | | | | | | | | |
| Prepare Composite Maps | | ----- | | | | | | | | | | | |
| Evaluate Land Use & Recreation Plans | | ----- | | | | | | | | | | | |
| Develop Study Designs For Additional Inputs | | | ----- | | | | | | | | | | |
| Evaluate Study Designs For Comm. Data, Funding, etc. | | | ----- | | | | | | | | | | |
| Prepare Preliminary Overall Program Design | | | | ----- | | | | | | | | | |
| Prepare Final Overall Program Design | | | | | ----- | | | | | | | | |
| Prepare preliminary Regional Goals & Standards | | | | | | | ----- | | | | | | |
| Conduct Additional Studies | | | | | | | ----- | | | | | | |

TABLE 4
Time Phasing of Planning Activities
by Major Work Task

Funding Source:
HUD

Planning Activity:
Transportation element of Overall

Program
Design

| Work Task | Jan. | Feb. | March | April | May | June | July | August | Sept. | Oct. | Nov. | Dec. |
|---|-------|-------|-------|-------|-------|------|-------|--------|-------|------|------|------|
| Inventory Traffic and Travel Data* | ----- | | | | | | | | | | | |
| Prepare Composite Plan Maps | | ----- | | | | | | | | | | |
| Evaluate Plans* | | | ----- | | | | | | | | | |
| Determine Additional Data Needs | | | ----- | | | | | | | | | |
| Develop Transportation Study Design* | | | | ----- | | | | | | | | |
| Incorporate in Preliminary O. P. D.* | | | | ----- | | | | | | | | |
| Final O. P. D. | | | | | ----- | | | | | | | |
| Prepare Preliminary Regional Transportation Goals | | | | | | | ----- | | | | | |
| Conduct Additional Studies | | | | | | | ----- | | | | | |

*Assistance from Highway Dept. Transportation Planner.



(123a)

TABLE 5
Time Phasing of Planning Activities
by Major Work Task

Funding Source:
HUD

Planning Activity:
Economic Element of Overall Program
Design *

| Work Task | Jan | Feb. | March | April | May | June | July | August | Sept. | Oct. | Nov. | Dec. |
|-------------------------------------|-------|-------|-------|-------|-------|------|-------|--------|-------|------|------|------|
| Review Available Studies | ----- | | | | | | | | | | | |
| Outline Methodology | ----- | | | | | | | | | | | |
| Determine Costs, Techniques, etc. | | ----- | | | | | | | | | | |
| Preliminary Study Design | | ----- | | | | | | | | | | |
| Final Study Design | | | ----- | | | | | | | | | |
| Incorporate In Preliminary O. D. P. | | | | ----- | | | | | | | | |
| Final O. D. P. | | | | | ----- | | | | | | | |
| Conduct Economic Study | | | | | | | ----- | | | | | |

*To be done by UMD Faculty.

(123b)

TABLE 6
Time Phase of Planning Activities
by Major Work Task

Funding Source:
HUD

Planning Activity:
Technical Assistance

| Work Task | Jan. | Feb. | March | April | May | June | July | August | Sept. | Oct. | Nov. | Dec. |
|---|-------|-------|-------|-------|-------|------|------|--------|-------|------|------|------|
| HUD Area-Wide Planning Community Resolutions Naming ARDC as APO | | ===== | | | | | | | | | | |
| Determine Additional Work Needed | | ===== | | | | | | | | | | |
| Develop Work Programs | | | ===== | | | | | | | | | |
| Develop Consultant Contracts | | | ===== | | | | | | | | | |
| Secure Funding | | | ===== | | | | | | | | | |
| Solid Waste Mgmt. Plan | | | | | | | | | | | | |
| Complete Preliminary Proposal | ===== | | | | | | | | | | | |
| Review With Counties And Get Resolutions Naming ARDC | | ===== | | | | | | | | | | |
| Submit Proposal to E. P. A. | | | ===== | | | | | | | | | |
| Develop Consultant Contracts | | | | ===== | | | | | | | | |
| Revise As Needed and Secure Funds | | | | ===== | | | | | | | | |
| Let Contracts | | | | | ===== | | | | | | | |

TABLE 7
Time Phase of Planning Activities
by Major Work Task

| Funding Source; EDA | | Planning Activity: OEDP Update | | | | | | | | | | | |
|-----------------------------------|------|--------------------------------------|-------|-------|-------|-------|-------|--------|-------|-------|------|------|--|
| Work Task | Jan. | Feb. | March | April | May | June | July | August | Sept. | Oct. | Nov. | Dec. | |
| Population & Economic Study (FHA) | | ===== | ===== | | | | | | | | | | |
| Supplementary Economic Data | | | ===== | ===== | ===== | | | | | | | | |
| Goal Formulation | | ===== | ===== | ===== | | | | | | | | | |
| First Draft OEDP | | | | | ===== | ===== | ===== | | | | | | |
| Revise Draft | | | | | | | | ===== | ===== | | | | |
| Final OEDP | | | | | | | | | ===== | ===== | | | |
| Funding Source: LEA | | Planning Activity: Update Profile | | | | | | | | | | | |
| Population & Economic Study (FHA) | | ===== | ===== | | | | | | | | | | |
| Supplementary Population Data | | | ===== | ===== | ===== | | | | | | | | |
| Supplementary Study Data | | | | ===== | ===== | ===== | ===== | | | | | | |
| First Draft | | | | | | | ===== | ===== | | | | | |
| CJP Update | | | | | | | | ===== | ===== | | | | |
| Final CJP | | | | | | | | | ===== | ===== | | | |



Research

METHODOLOGY AND DEFINITION

Staff services of the Commission may include basic administrative research and planning services for all regional planning and development bodies that may be established in this Region from now on.

The staff may also study the feasibility of programs where studies have not been otherwise authorized and which are related to, but not limited to, water, land use, economic development, minority problems, governmental problems, human and natural resources, communications, transportation, and other subjects of concern to the citizens of the Region.

The Commission Research Division has several methods and facilities at its disposal to carry on the research process. The research library is designed with material pertinent to the geographical and political divisions of the district. The natural resources of the district, the manufacturing processes existing and potential for the district, population characteristics of the district and economic and social development aspects. This material is filed according to functional committee interests, counties, major municipalities, agencies of government and private sector agencies.

Specifically, the library is divided into 22 separate categories including: business; conservation, forestry and agriculture; education; finance and insurance; health and welfare; labor; industry and mining; manufacturing; minority groups; OEDP; recreation; social and cultural; transportation, communication and public utilities; census publications; economic development; legislation and regulation; NEMDA publications; planning; public relations; directories; state and county profiles; and a general category. Much of the initial information retrieval is contained in this library.

Project Files. Project files contained in this set of files is a profile of each project operating within the Arrowhead Region. All material pertaining to the project is cross-filed with the project. These files are categorized according to activity and progress. Six major categories are included: environmental improvement, growth center activities, human resource development, open space and outdoor recreation, job development and planning, information and research. There are presently over 100 projects contained in this file.

Category Files. These general files contain information, correspondence and data which is categorized according to the general nature of the subject. This is the cross-file for the project file. This file contains the information needed concerning organization, individuals, federal, state and local programs of assistance which are of use to the Regional activities.

In addition to the general category files, a special research and statistics file is maintained for routing daily use. There are 18 major categories in this file including business, construction, economics, economic development, education, environment, finance, housing, income, labor, manufacturing, natural resources, planning, population data, publications, recreation, taxes, and transportation, communication and public utilities.

EDA Studies and Reports. The processing of EDA applications requires that studies and special reports are submitted from time to time. Often progress reports must be submitted to insure further action on processing certain projects. It may often mean the difference between a quickly processed application and a long delay. Some of these reports include: 1) Profile - City of Duluth, 2) Strategy Paper, 3) Positive Action Program, 4) Monthly Reports, 5) Quarterly Reports, 6) Annual Reports, 7) Evaluation of Plans and Projections of the Commission, 8) OEDP for Fond du Lac Reservation, 9) OEDP for Grand Portage Reservation, 10) Public Service Careers Phase I Planning Report. In addition, studies were carried out for specific projects. Narrative supporting applications submitted to EDA were prepared.

Functional Committee Data. The functional committees seeking to develop goals and sub-goals for a particular scope of interests often request that the staff provide special studies and data. In some cases the expertise to design the report or study was lacking in the staff and private consultants or other agencies were used for these studies.

Research Process. In its simplest form, research is conducted in the following steps:

1. Observe and define the research problem by determining in specific terms the purposes or objectives of the research. It must state why the research is being done, what it is supposed to accomplish, how a certain task may be performed, and what alternative courses of action should be pursued.
2. Formulation of a research plan. This consists of a detailed plan for valid explanation.
3. Gathering of general and specific information concerning the research problem.
4. Preparation of a preliminary outline of documented research data which should be reviewed by the staff.
5. Relate all information gathered and evaluate for its impact on the research project.
6. Final preparation of study or report.

Analysis Process. This process is one of the steps of research but also serves as a means of getting a bird's eye view of the subject under consideration. It is simply a discussion by the staff after all information concerning this project has been gathered. This discussion is mindful of the economic development program of the Commission. From the discussion, opinions and concepts are gathered and a conclusion is arrived at for the submission to the proper committee or agency.

Planning for the Region can be accomplished with factual information and logical conclusions rather than speculation. The following methods and analysis are used by the Commission staff to conduct its research activities:

Basic Research

This includes such activities as enacting the research process of defining the problem, gathering information through document retrieval, article retrieval, securing other bits of information, correlating the data, analyzing it and coming up with advice based on the above data for the ultimate decision making process.

If a problem is defined, as indicated in the research process, as a variation from the expected or by observation of something new to the experience of the observer, it then constitutes a subject for basic research. In other words, where the information is not available in present resources, the basic research process must be initiated.

Data Collection

In addition to the usual data collection methods employed in the past, such as personal visitation to data sources, mail inquiry, secondary level data retrieval from printed material and census reports, the 1970 Census format will now allow anticipated savings in time and effort by utilizing data from computer tapes. The Arrowhead Regional Development Commission will use the system known as Minnesota Analysis and Planning System (MAPS). The headquarters and facilities are located on the St. Paul campus of the University of Minnesota.

The use of mail survey and questionnaire techniques will also be a part of the data collection process. There are numerous occasions where this has been used previously and it is foreseen to be repeated. More complete and up-to-date information about the Region's activities will be dependent upon the effective use of this method.

Supplementary Research

Supportive data is an integral part of the application preparation process for state and federal fund requests. In many instances, this requires a summary of background information on a project and an analysis of the impact of a particular project on the immediate area and the economy of the Region.

Supplementary research may also take the form of special contract research. The Commission is authorized to contract for the services of consultants who perform engineering, legal or other services of a professional nature for specialized and technical services.

Priority Setting

Due to the increased demand and need for research services, a more selective policy will be developed to hold the work load to a reasonable level. Future services will, by necessity, be scrutinized before decisions to proceed are finalized. It is highly probable that the projects reflecting the closest proximity to Commission goals and purposes will be considered over those with lessor importance in this context.

The added responsibilities of newly acquired planning grants require the services of research personnel extremely close to the staff capacity at this time. The Commission with added staff members anticipates increased capacity during the next year.

ADMINISTRATIVE FUNDS AVAILABLE FOR ARROWHEAD REGIONAL DEVELOPMENT COMMISSION
PURPOSES BASED ON 1969 TAXABLE VALUATION FIGURES

| County | 1969 Taxable Valuation | 1/2 Mill | 1/4 Mill | 1/8 Mill | 1/16 Mill | 1/32 Mill | 1 Mill |
|-------------|---------------------------|-------------|-------------|-------------|-------------|------------|--------------|
| Aitkin | \$ 4,716,935 | \$ 2,358.47 | \$ 1,179.23 | \$ 589.62 | \$ 294.81 | \$ 147.40 | \$ 4,716.94 |
| Carlton | 16,884,552 | 8,442.28 | 4,221.14 | 2,110.57 | 1,055.28 | 527.64 | 16,884.55 |
| Cook | 3,235,086 | 1,617.54 | 808.77 | 404.39 | 202.19 | 101.10 | 3,235.09 |
| Itasca | 27,956,347 | 13,978.17 | 6,989.09 | 3,494.54 | 1,747.27 | 873.64 | 27,956.35 |
| Koochiching | 9,992,547 | 4,996.27 | 2,498.14 | 1,249.07 | 624.53 | 312.27 | 9,992.55 |
| Lake | 5,786,616 | 2,893.31 | 1,446.65 | 723.33 | 361.66 | 180.83 | 5,786.62 |
| St. Louis | 121,890,055 | 60,945.03 | 30,472.51 | 15,236.26 | 7,618.13 | 3,809.06 | 121,890.06 |
| Region | \$190,462,138 | \$95,231.07 | \$47,615.53 | \$23,807.78 | \$11,903.87 | \$5,951.94 | \$190,462.16 |

Note: The maximum amount of any levy made for the purposes of this act shall not exceed one half mill on each dollar of assessed valuation of all taxable property in the region. Laws 1969, Chapter 1122, Section 16, Subdivision 2.

Prepared by: Research Division, Arrowhead Regional Development Commission, 900 Alworth Building, Duluth, Minnesota

1970 RESEARCH ACTIVITIES

Research for General Administration

This area covers a multitude of activities intricate to the administrative functions of the Commission. Financial and budgetary study produced factual information on potential tax levy sources and details of specific budget category proposed expenses. General administrative research also involves a significant amount of time devoted to discussions and consultation with research firms and private and consultants regarding a host of matters related to planning, including environment, information systems development and coordination and socio-economic development. The Commission must be knowledgeable in the wide scope of services offered as well as the type of firms which are capable of providing the qualified technical expertise. In order to accomplish our regional planning objectives it may be necessary to enter into agreement with one or more private consultants for specialized services.

Compilation of Federal and State Programs, Action Grants and Planning Grants

Primary emphasis has been placed on the preparation of federal and state applications for action grants and planning grants. Basic data on economic and social characteristics have been compiled for various geographic areas within the Region.

Supportive Background Data for Justification of Project Applications

Many applications for projects require supportive background information critical for justification of each project. Administrative decisions at the national office level where these applications are processed, are often based in some part on how effective this supportive data is presented. A recent application for federal funds needed current data for further processing. Submittal of the necessary information saved valuable time on a project worth over 7 million dollars.

Other projects for which supportive background data were provided included applications for a tourist complex project for one of the region's Indian reservations and an application for a comprehensive sewer and water planning grant.

Basic Research as Related to Statutory Requirements

Statutory requirements provide specific areas in which the Commission may engage in a continuous program of research and study. Some of the areas where major activity occurred are enumerated here:

1. Requests from local units of government have been made for assistance in acquiring financing for a variety of projects. Included among these requests have been needs for parks and open spaces. Assistance has been provided in securing applications for State Natural Resources Act and Federal LAWCON funds.
2. Research has included analysis of the tax structure of county governments in the Region. Future analysis will be made in a continuing program of research and study.
3. Several reports have been prepared and disseminated identifying economic problems and opportunities in the Region. These reports covering the subjects of business, trade, services and manufacturing. A list and description appears elsewhere in this report.
4. A file has been initiated concerning housing facts in the Region. This will be pertinent in the development of a housing element program for the Region.

Basic Research Complementary to Divisional Activity

General factual information has been prepared on a variety of subjects. Routine items such as Commission structure information, local units of government personnel, area development groups and agencies, mileage between communities throughout the Region, functions of various special interest groups, and other objective analysis of factors relating to day to day decision making.

Due to the reorganization of the Commission structure during the past year, several new functions have been added to the activities of the staff. As a result, the Research Division has by necessity, expanded its supportive role.

The method of handling a request for information on an interdivisional basis, is actually a rather uncomplicated procedure. A need for data is brought to the attention of the Information Resources Director and discussed. Any resulting action required is often determined through consultation. The pertinent data is gathered, compiled, analyzed, prepared and submitted.

The following sections list specific research activities for each Division of the Commission staff.

Research for Economic Development

Supportive Data for Socio-economic Planning - OEDP

Data has been compiled conforming to socio-economic planning criteria. The Overall Economic Development Program is the major emphasis of this activity, Other activities include the retrieval of census data and the selection of proper format design for planning purposes.

The Overall Economic Development Program originally compiled in 1968, needs extensive updating. With the release of the 1967 Business and Manufacturing Census figures, this portion of the OEDP can now be updated. However, the 1970 Census of Population and Housing has encumbered a time lag of approximately two to three months which will require a longer period of planning activity.

New projections based on current data will replace previous projections where applicable. Projections of state agencies, federal agencies, and other organizations will be integrated into the planning process to incorporate the latest available information for decision making.

Basic Community Profiles

Profiles have been compiled and updated for the use of the community, Commission and the State Department of Economic Development. This information is vital for industrial development work. Profiles are available for at least twelve major communities and also for several smaller communities.

A community profile contains the following information:

Location and distance from Minneapolis-St. Paul and Duluth

Population

Industry

Employment

Transportation

Taxes

Government

Utilities

Community Services

Education

Climate

Industrial Sites

Major New Construction

Location Services

The communities for which profiles are available are:

| | | |
|----------|--------------|---------------------|
| Carlton | Ely | International Falls |
| Chisholm | Eveleth | Moose Lake |
| Cloquet | Grand Rapids | Two Harbors |
| Duluth | Hibbing | Virginia |

Directories, Studies and Reports

Several aids and tools have been developed for economic development. A directory of over 300 manufactures in the region list the products and Employment size by county and community. Several market studies and business studies have also been prepared. Included among these are census comparison reports for wholesale, retail and selected services. These reports are available upon request for those interested in factual information on the economic development of the region.

Special market studies have been conducted for individual projects in the regions communities. These market studies provide basic population data as well as local economic information of the surrounding communities, counties with regional comparisons.

Supportive Data for Project Application Development

This form of research often takes the form economic histories and historical growth of the project area in question. Much of this information is contained in the files of the commission.

Data Collection for Growth Center Designation Proposals

Such data collected included population labor force and employment for the major cities within the region, economic development, including retail, wholesale sales, and total value added and receipts of the business sector. Median family income, seventeen communities per capita retail sales for each of these communities. Mileage data for intercommunity travel, plus miscellaneous historical background data on the major communities in the region. Similar data was provided for other growth center designation projects for the region including the Two Harbors extension proposal and the special proposal for International Falls.

Research for Man power Services

Due to a gap in the existing array of labor market information available for interested users about wage rates, a regional wage rate survey was initiated to fill this gap. It is a survey of union base wage rates, fringe benefits and other related wage data for selected occupations in the counties of Carlton, Cook, Itasca, Koochiching, Lake and St. Louis in Northeastern Minnesota. Five hundred copies were originally published with an additional five hundred copies reproduced in a second edition, they are available at the commission office.

The success of the initial pilot study urged the authors to pursue an idea to expand this type of wage survey on a state wide basis. Attempts were made to gain support for this idea including a visit with the Minnesota AFL-CIO Federation of Labor. Their support plus the support of the Minnesota Department of Manpower Services office in St. Paul has resulted in the initial steps of a state wide survey patterned after the regional survey produced by the commission cooperation with the Minnesota Department of Manpower Services.

Labor availability studies have been conducted for several area communities for the purposes of industrial and economical development. Many of these studies have resulted in new industry for the region.

Requests for education and training resources in the region have been fulfilled by compiling lists of vocational education schools both public and private, plus enumeration of the various junior colleges and the University of Minnesota Duluth.

In conjunction with the public careers program and the requirements for periodic reports, a compilation of occupational needs by dictionary of occupational title codes was compiled. This provided documentation of potential enrollees by

accepted standardized job descriptions required by the Department of Labor.

Research for Division of Comprehensive Planning

In connection with the FHA Comprehensive Sewer and Water plan, population data was analyzed for communities of 5500 or less with a resulting list of eligible population areas being compiled. The resulting population total was used in determining the amount of money to be requested for the planning project based on per capita analysis.

As an aid in analyzing various local units of government and the region, a list was compiled based on 1960 population figures of population served by selected governmental units. This list includes a special listing of cities, villages, and townships within the seven county region. Due to a time lag, 1970 Census of Population and Housing information will not be available until late 1971.

Research for Criminal Justice System

Provided background information for Citizens Action Council program, including sources of information regarding collection of background information for Citizens Action Council program. This consisted of research and assistance in locating sources of information for youth and drug abuse programs. Discussions concerning references of local programs and contact persons were provided.

The development and organization of CAC's depended greatly on research. The research that was done was primarily for the purpose of planning the procedure by which CAC's could be established. Such research involved:

1. A review of demographic material on communities with populations of over 2,500.
2. The compiling of social-economic data of the proposed target communities.
3. The compiling of data about social organizations in the proposed target communities.
4. Collecting information concerning juvenile delinquency and its relationship to law enforcement departments, school districts and local governmental units.

Supportive data was collected by the state staff of the Governor's Commission on Crime Prevention and Control. See CAC Report page 183.

Juvenile Detention Center Assistance was given regarding fiscal resources for the Juvenile Detention Home Project. A calculation of anticipated tax levy amounts was based on current taxable evaluations for each of the counties involved in the project. See Table 137.

Research for Local Units of Government

Regional data has been compiled and disseminated from time to time to the local units of government, much of this data has been available at commission meetings for general distribution. Preliminary 1970 population counts have been compiled and disseminated as soon as this information was received.

Other data such as taxes, work force estimates, land and lake area, local government structure, and population and business census data have been compiled, published and distributed from the commission office.

Also in the files are data on taxes and other miscellaneous fiscal data by county and local units of government. This includes the annual notices of taxes payable published by each county treasurer and auditors office.

Research for Public and Private Agencies

The task of regional development cannot be accomplished by one single group of individuals alone. It must be a combined effort utilizing the widest possible range of resources within the region. For this reason, research services are provided to the interested public and private agencies.

Several organizations have banded together to attack similar problems on a regional basis. These regional organizations include health, industrial development, education, and recreation and tourism. The commission has cooperated with each of these groups to bring about the task of regional development. Since the staff of the Commission is limited in size and in technical expertise, the above mentioned organizations, being technically and financially geared to solve problems in their specific areas, are encouraged and assisted in continuing their programs. If left to the Commission to solve, the process could become more expensive and time consuming.

In addition to the existing regional groups, the Commission has worked with single groups and agencies which have often resulted in bringing together similar groups from wide geographic areas to work together on single projects. An

JUVENILE DETENTION HOME
(Construction & First Year Operations)

Taxable Valuation by County in Arrowhead Region
(Excluding Itasca County)

| <u>County</u> | | | | | <u>Mill Rate Required</u> |
|---------------|-------------|--------|-------------|--------|-----------------------------------|
| Carlton | 16,884,552 | 10.39 | 20,800 | 0.1232 | 1.23 |
| Cook | 3,235,086 | 1.99 | 4,000 | 0.1236 | 1.24 |
| Koochiching | 9,992,547 | 6.15 | 12,300 | 0.1231 | 1.23 |
| Lake | 5,786,616 | 3.56 | 7,100 | 0.1227 | 1.23 |
| St. Louis | 121,890,055 | 75.01 | 150,000 | 0.1231 | 1.23 |
| Aitkin | 4,716,935 | 2.90 | 5,800 | 0.1230 | 1.23 |
| | <hr/> | <hr/> | <hr/> | <hr/> | <hr/> |
| Region Total | 162,505,791 | 100.00 | \$ 200,000* | 0.1231 | 1.23 |

*Note: Does not include \$50,000 site cost.

example has been in comprehensive area manpower system planning. The Commission was instrumental in encouraging several manpower planning agencies in the region to bank together and attack manpower problems on a regional basis.

By working with a multitude of groups and organizations within the Region, the Commission acts as a catalyst by bringing together all available resources existent in the Region on any specific project relating to regional development.

Public agencies have also benefited from the efforts of the Commission and regionalizing various activities. The Commission's programs on comprehensive planning have enabled many communities who have previously been unable to secure benefits for their particular community to now look at these problems on a broader perspective and seek a solution of common problems of surrounding communities through a regional effort. This is also consistent with federal programs who have announced the regional approach to be mandatory in future project requests. Federal requirements regarding area wide comprehensive planning as a pre-requisite for application funding are best met through the regional approach of the Commission.

Preliminary data gathering can be expedited by the Commission's staff by acting as a central information gathering vehicle. This will be one of the initial steps in the Project Notification and Review System and can serve as a vital part of the application process.

The research division serves as the regional information center for all levels of government, plus private business and industry. The division has cooperated with the Northeastern Minnesota Development Association on numerous industrial development projects preparing several research studies and reports. The cooperative efforts of NEMDA and the Commission have resulted in attracting new industry to the region.

Services have been provided to area Chambers of Commerce upon request, this includes development and assistance in preparing community profiles, labor availability studies and other related information.

Examples of other types of public and private agencies include current income data by which charity organizations base fund drives. Local business men have requested business information to estimate current and potential new markets. Local developers have requested data providing them with indications of future potential of this region to justify investments.

Each major publication from the commission is supplied to the local media for their information and distribution.

RESEARCH PROJECTIONS

Information System Development

One of the functions of the Research Division in the next few years, will be the development of an information systems program for the region. The following summarizes the activities of the commission to date.

One of the purposes of the regional commission as stated in the regional development act of 1969 is to facilitate intergovernmental cooperation and to insure an orderly harmonious coordination of state, federal and local comprehensive planning and development programs. The act also provides for the development of a center for data collection and storage to be used by the commission and other governmental and private users. Equipped with the above mentioned enabling legislation, the commission now must develop a program to bring about the objectives of orderly development.

The effective employment of resources requires planning and development of programs based on extensive knowledge about the current state of the many specific urban and regional environments, as well as the likely response to particular kinds of policies and practices in each of these environments. Most current planning, however, is based on inadequate information. Much of the required information simply does not exist; that which exists is not readily accessible. As new information handling technology is becoming available to planners it is necessary for an orderly and coordinated program to allocate some resources for application of this new technology to the development and operation of urban and regional information systems.

The objective of the commission is to establish a regional information system which encompasses more than a single jurisdiction. Because of the size and complexity normally associated with and information for regional planning, we are thinking of an automated system. Pressures for more and more information present the danger of fragmentation and dissipation of many existing resources at every governmental level. There is an easy tendency for each local unit of government to develop programs aimed at single solutions to specific problems, despite the fact that most of the systems that support the planning and programming development have common requirements and characteristics.

A simple definition of an information system is a collection of people, procedures, computer hardware, computer software, and a data base organized to develop the information required to support a particular mission. The data base is the total

amount of data available to the user. It is usually assumed that these data are machine readable, that is they are stored in a form easily retrievable by machine processes. A data processing system consists of computer hardware and computer software. It may be referred to as the operating system.

An information system, and a data processing system, are two elements which need to be defined separately. The design of an information system must include specifications of the capabilities to be provided by the data processing system. These capabilities can then be sought in terms of suitable combinations of computer hardware and software. It is possible for two different information systems serving different missions to utilize the same data processing system.

For purposes of information system design a meaningful distinction can be made between planning and programming, on the one hand, and day-to-day government administration, on the other hand. A planning agency such as a regional planning commission also has day-to-day administrative functions in addition to carrying out its primary and programming mission. The commission is beset with problems to reconcile these two purposes. While operations and administrative procedures give rise to different computer applications, the problems are usually well defined and creativity is directed to the development of efficient machine procedures. In planning and programming, however, the problem itself seldom can be adequately stated. Like most creative professionals, the planner proceeds in his mission to develop new ideas as a result of insights obtained from initial observation. It is not possible to state in advance a specific set of data, known to be sufficient or to anticipate the specific transformation of data that might be desired later. Thus in undertaking multi-variate analysis--a set of statistical procedures of particular importance to planning and to the social sciences in general--the statistician must analyze the results of a particular set of computations before specifying the subsequent set. Only after such an analysis can one know the next set of data transformations cross tabulations, correlations or other computations that might be desired.

The establishment of a regional information system has certain requirements related to the manner to which the information can be used. These requirements can be strongly dependent upon the particular planners involved, since planners differ in their view of the role of information in the planning process. The mission of the planning agency is to determine requirements and formulate plans for the fiscal growth and development of a given area toward fulfilling the community goal to effect the optimum allocation of limited resources consistent with those requirements and plans. Information for such an agency must be able to support that mission.

An important item in developing an information system for the Arrowhead region, is to keep in mind that organizations are composed of people; and people provide

the data to be handled by information systems and are the users of the system products. This simple fact seems often to be forgotten in the design of an information system. And it is often overlooked that the best design system will not work if it fails to fit the characteristics with whom it is associated. In state and local governments there are many older employees who are locked in to procedures with a heavy legalistic flavor handed down over the years. Such employees often do not understand advance technology and techniques and this fact should affect the design of the systems for organizations of which such personnel are a part. The important point boils down to the fact that state and local governments should avoid planning advance sophisticated systems unless their employees are unable to participate effectively in such systems.

We are now in the initial stages of developing information system for the region. One of the earliest dates in this development process was the signing of an executive order by Governor LeVander in January, 1970. In executive order number 56, the governor points out that in order to assist the carrying out of tasks and responsibilities of state government and all other units of government, it is necessary to use computer based information systems and other computer services as indispensable tools for the rapid and efficient handling and analysis of data. The governor assigned the responsibility to study this problem to the Commissioner of Administration to be executed by him through computer services division of the department of administration. A committee was organized, called the Governors Committee on State Information Systems, which took upon themselves the task of studying information systems in the State of Minnesota.

The committee finished their study and published a report called "Information Systems in the State of Minnesota 1970-1980." The report, in briefest terms, deals with the setting up of long range goals, through a system of regional computer centers. It also serves as an introduction to real information systems concept.

The state department of administration is also sponsoring and encouraging the activities of a group which refers to themselves as the State-Local Data Systems Council. This group based in the Twin Cities consists of several metropolitan area members who are knowledgeable in information systems and computer systems. Their goal is to work in cooperation towards the development of coordinated information systems. Though the group has no legal or official status, it was felt that it would be able to have a significant impact on the use of computers by state and local governments in Minnesota.

This group studied the summary of the report on information systems in the State of Minnesota. The strongest recommendation from that report calls for the establishment of an intergovernmental commission on information systems with seven (7) of its twelve (12) members coming from local governments. This commission is to have coordinative authority over all cooperative efforts in local

government information systems and computerization. The report recommended that one million dollars (\$1,000,000.00) be made available by the legislature by the next biennium for the use in developing of county and municipal information systems, seven hundred thousand dollars (\$700,000.00) to school districts. This distribution of that sum to cooperatively organized area computer centers is to be done on a matching basis and is to be determined by the intergovernmental commission.

The role of the state local data systems council will be to assist in attaining a coordinative system in the state. They also assist in formulating legislation to carry out this objective, in fact, they are now preparing legislation to support the report recommendation regarding the establishment and power authority of the suggested intergovernmental commission on information systems.

The chairman of the state local data systems council, Dean A. Lund currently the executive secretary of the League of Minnesota Municipalities, has sent a letter to the governor and several state legislatures expressing the council's willingness to work with the administration and the legislature for the program which will yield meaningful results during the next biennium, to try to develop a practical means of maximizing the benefits of automated data processing and bringing about the necessary degree of cooperation and coordination.

The information systems manager for local governments, Mr. Phil Alison, of the State Department of Administration, has indicated his willingness to speak to the Computer Task Force of the Duluth Chamber, whenever the Task Force feels necessary. He will also encourage interest and participation of the state local data systems councils for members in Northeastern Minnesota.

_____ **Action Program**

Methodology and Definition

An action program is an activity of the Commission where implementation of previous planning is accomplished through programming or through activity that changes the social, cultural, environmental or economic structure of the region. A change no matter how small is considered a change for these purposes. If one person is hired to a new occupation a change has occurred and action has been taken. The method of a given action program is subject to the regulations and guidelines of the agency providing the funds for the program. The Commission does not wish to be engaged in action programs except in those cases where they are of such a regional nature that only a regionally based agency can conduct them, or where there is a residual benefit to the Commission from the action program. In some cases action programs require gathering of data which will be beneficial to planning and research activities of the Commission. This procedure is to avoid over lapping and duplication of effort. All action programs must have a direct connection to a division of service of the Commission.

This section includes rather lengthy descriptions and progress reports of two act action oriented programs of the Commission. These programs, Citizen's Action Councils and Public Service Careers are unique to the Commission. For this reason we included the entire report of activity for these two programs. Incidental to this rationale is the possibility that such programs may be phased out before the next annual report.

List of Applications for Grants or Loans

The Act requires that a complete list of all applications for federal and state grants and loans be part of the annual report. Such a requirement can be easily met when the Commission has developed review authority and will receive all applications for review and comment. During the past year it has not been possible to gather such a list and to do so would have been an exercise which would have little significance.

In order to demonstrate the funding that is coming into the region a listing of Federal Outlays in the Arrowhead Region for 1969 has been prepared. It is important to note that such a listing is subject to definition of assistance at the federal level. Some of the items listed may have been funds that were used by a federal agency based in the region, e. g. an Air Force Base expended \$XX for operation within the region and is charged in the listing to Defense.

Implementation Through PNRS

The Project Notification and Review System will be the practical method to gather data concerning the number and amounts of applications for federal and state funding. Such data will be further supported by the action requiring federal agencies to notify the commission of any grants which have been made in the region. The correlation of this data will indicate the need and success of the region to bring federal and state funds into the area.

The annual report of 1971 will contain a complete list of all applications for funds.

FEDERAL OUTLAYS IN THE ARROWHEAD REGION

By Agency F. Y. 1969

| <u>Department or Agency</u> | <u>Dollars</u> | <u>Per Cent</u> |
|--|----------------------|-----------------|
| Health, Education & Welfare (HEW) | \$82,661,338 | 36.3 |
| Transportation | \$30,518,485 | 13.4 |
| Defense | \$27,351,000 | 12.0 |
| Veterans Administration | \$17,093,256 | 7.5 |
| Treasury | \$15,538,136 | 6.8 |
| Agriculture | \$12,457,987 | 5.5 |
| Housing & Urban Development (HUD) | \$11,156,988 | 4.9 |
| Post Office | \$ 8,895,454 | 3.9 |
| Railroad Retirement Board | \$ 7,255,836 | 3.2 |
| Civil Service Commission | \$ 3,114,669 | 1.4 |
| Labor | \$ 2,696,585 | 1.2 |
| General Services Administration | \$ 1,730,388 | 0.8 |
| Commerce | \$ 1,408,774 | 0.6 |
| Office of Economic Opportunity (OEO) | \$ 1,127,050 | 0.5 |
| Small Business Administration (SBA) | \$ 830,430 | 0.4 |
| Justice | \$ 328,788 | 0.1 |
| Selective Service System | \$ 90,666 | * |
| National Science Foundation | \$ 56,200 | * |
| Tennessee Valley Authority (TVA) | \$ 35,107 | * |
| National Foundation on Arts & Humanities | \$ 9,500 | * |
| State | \$ 236 | * |
| Office of Emergency Preparedness | \$ 7 | * |
| Total Outlays | <u>\$227,675,256</u> | <u>100.0%</u> |

Division of Economic Development

The activity of the division of Economic development centers primarily around assisting in application preparation. Project development is encouraged by the Commission through the offer of assistance in preparing the appropriate documents that accompany applications for grants and loans. Often local agencies or units of government do not have the expertise required to process applications and are reluctant to apply because of the need to seek assistance from private consultants or agencies. The knowledge that assistance will be given by the Commission overcomes this reluctance and results in more successful grant programs through EDA.

A secondary activity of the Commission is to assist through the use of Technical Assistant grants which allow the study of the potential of need in a specific area or endeavor. Technical assistant grants have been received by several communities or agencies helping them to determine if their plans can be feasibly implemented.

Project Accomplishments

The status of projects does not necessarily indicate staff activity in regard to projects. Often the staff will monitor projects with regularity but make little or no progress. Waiting for the action of another agency on one aspect of a particular project will keep that project in limbo for several months.

In order to better understand staff activity on current projects, we have included comments on the projects.

Hibbing Howard Street Mall - A four million dollar project would make four blocks of the downtown section of Hibbing a climate controlled shopping area through the introduction of a roof covering the entire area. Although this is a very innovative project, it has not received local support to the extent that it is given much staff time.

Hibbing Sewer - The staff monitored this project because of local need and also because of a conflict which arose between the Village of Hibbing and the Town of Stuntz. Both were seeking HUD funding of sewer lines. Neither were allowed until a cooperative agreement was reached between the communities.

Hibbing Off-street Parking - The District considered a proposal to provide parking in a location near the shopping district of the community. No program was available which would fund this project. A cooperation of local merchants may allow the construction of the facility.

French River Sewer - Approximately 2,000 persons do not have adequate sanitary systems in the area adjoining Duluth and French River. A private developer is in need of sewer for a proposed industrial park in the area. An application has been prepared for a feasibility study costing \$58,000. The application is being reviewed by the Head of the Lakes Council of Governments. This project is being undertaken by the Commission alone.

Floodwood Sewer - This project is completed. It was funded by the Farmers Home Administration. The Commission will drop this from the list of active projects.

Knife River Harbor Improvement - This project is two-fold. First, the actual improvement of the harbor by the Corps of Engineers to make the harbor safe for small boats and second, to develop the facilities of a marina and tourist complex. The Commission has received extension of the Growth Center to include Knife River to give it eligibility under EDA.

Mt. Iron Elderly Low-rent Housing - An application is being prepared by the Commission for 25 units of housing for senior citizens. The application has been submitted to HUD.

Nett Lake Half-way House - The Commission has prepared a community profile to assist the Nett Lake Indian Reservation in determining policies and priorities. This was done in consideration of a request to establish a house for persons returning from prisons and reformatories to the reservation. A priority has not been set on any particular project at this point.

St. Louis River Water Pollution - A request from the community of Cloquet alerted the Commission to the water pollution problem of the St. Louis River. Because of a study being done by major manufacturers who contribute to the pollution concerning means by which pollution can be overcome, the Commission will take no action until these studies are complete.

St. Louis River Canoe Route - The development of the St. Louis River, in its upper reaches, as a scenic canoe route has considerable economic impact to the communities along the route. The Commission is assisting an action committee in cooperation with the Minnesota Department of Conservation to develop the route.

Thompson Sewage Collection System - This project has been funded and is in the construction stage.

International Falls County Highway 102 - A truck route around the city of International Falls is needed to transport tree-length pulp. The Commission is assisting the community and seeking funding for the construction of this highway. Although it has a high economic impact, EDA funds are not available in International Falls since it is not in a redevelopment Area. A proposal is being prepared seeking designation of International Falls as a Growth Center, which would give it eligibility and possible funding of this project.

Barnum Sewer - The community of Barnum is seeking to extend a sewer line to serve a tourist facility on the newly opened I-35 expressway between Duluth and the Twin Cities. This project has an economic impact but funding is not available from EDA because the project is not in an area that is designated as a Redevelopment Area. The Commission is helping the community in seeking funds from other sources.

Growth Center Activity

Airport Industrial Park and Cargo/Passenger Facility - An application to EDA has been prepared and submitted. It is one application to include new construction of a cargo/passenger facility and a contiguous industrial park. Several agencies are cooperating in the development of the project. The Commission has assisted in the preparing of the application.

Duluth Harbor Recreation Site Survey (Herding Island) - The Commission requested and was granted a technical assistance grant for this study. The study was complete and favorable. The project is static awaiting action by the City of Duluth to make application for an action grant and to accure the land for the project. The development will be a marina and tourist complex which will include campsites, docking facilities, and a resturant motel complex.

Duluth Vocation al-Technical School - The Commission endorsed the development of a Vocation-Technical school to serve the area. The project is complete and in operation. This project will be dropped from the active files.

Miller Memorial Hospital Expansion - The Commission gave endorsement and encouragement for development of this project. It was developed with Hill-Burton funds and is in construction at present. This project will not remain on the active list.

Lester Park Recreation Facilities - A group of interested citizens have asked the Commission for assistance in developing a recreation area. The District reported that no funding was available for the project. The groups cut-back their plans and completed a reduced development through private donation. This project is considered complete and will not remain on the active list.

Tower View Water Line - To provide water to a section of the City of Duluth known as Tower View is fraught with problems because of the terrain. This project would also provide new housing in an undeveloped area. The Commission will continue to follow this project and place it in a high priority.

West Duluth Ice Arena - This project is in the planning stage. The citizens of the western part of the City of Duluth see a need to construct a recreation arena. The Commission has given assistance in directing the leadership to agencies from which funding could possibly be obtained.

West End Industrial Park - This important addition to the growth of the City of Duluth is well planned and could be executed for the betterment of the community. Opposition has been voiced to this project by citizens living in the adjacent areas.

Human Resource Development

Arrow head Music Camp - The Commission is assisting the private developer to obtain funds for expansion of his program.

Eveleth Area Vocational-Technical School - This project is in the construction stage and will be completed.

Indian Culture Curriculum for Elementary Education - This project has been funded and the pilot curriculum has been completed. The Commission will monitor this project, which will aid in giving a good understanding to elementary school children of this minority group involved.

Project Business Development (Minority Committee) - The Commission has helped the minority group to form a development corporation and thereby have eligibility for a loan from SBA for the purpose of developing a business enterprise.

Job Development

Combo Sled - This factory has been in operation and producing. The Commission will no longer follow this project and it will be placed in an inactive status.

Ely Industrial Park - A much needed site for industrial development has a high priority with the Commission and is still in the planning stage. An application may be submitted in the next six months.

Esko Industrial Park - There is need for an industrial park in this area to utilize the available water, labor market and space. The Commission will continue to work with local leaders in the development of this project.

Eveleth Industrial Park - This park is being developed and some occupations can be expected in the next year.

Fond du Lac Industrial Park - A feasibility study has been completed. This study shows the need and the feasibility of the park. The Commission will work closely with the Fond du Lac Reservation to develop this facility.

Grand Portage Tourist Complex - The Commission is assisting in the preparing of this application.

Hermantown Industrial Park - EDA has made a grant for the development of this industrial park. Work will begin soon.

Hermantown Recreation Area - This project which would include an overnight campsite and a local recreation activity area, is in the planning stage. The Commission has given assistance to the development group in seeking funding for this project.

Iron Range Industrial Park - By technical assistance grant from EDA, a feasibility study and site location has been completed. The Commission will negotiate with the communities of the Iron Range seeking their cooperation in the development of this park.

Itasca Bridge - This important development, which opens up new territory to the wood products industry, has been funded and construction will be complete soon.

Lake County Industrial Park - There has been little or no action taken on this project by the local communities in the last year. The Commission expects to initiate some interest in this project.

North Shore Industrial Park - The Commission has lent its support through studies and data collection for the development of this park. The site is not developed, but the entrepreneur has made contact with a major national firm which is considering purchase of the site.

Rajala Timber Company - This project is now in operation employing several people and utilizing a natural resource of the region.

Rural Industrial Development - Koochiching and Itasca Counties - This project which seeks to place industry in small communities is yet in the planning stage. No action has been taken.

Tri-City Speculative Building - A private firm operating three factories in communities that are adjacent to one another desires a common place of operation. A proposal has been made by the Commission and is in the hands of the firm. Plans are to organize an industrial development corporation and build a speculative building for lease by the firm.

Zen-Ely - This project, which has been funded by EDA, is in operation. It will no longer be monitored by the Commission.

Planning, Information and Research

Computer Study Proposal - Consideration has been given to the development of a computer center for the purpose of collection and dissemination of data and information.

Hibbing School Student Labor Survey - The purpose of this survey is to collect data which will enable agencies to project labor forces. The survey will be in the form of a questionnaire to juniors in high school.

Hibbing Quadrangle Soil Survey - This proposal is being developed and the survey is complete.

Mass Transit Technical Feasibility Study - This study has been complete and has resulted in the purchase of the local bus company by the City of Duluth.

Moose Lake State Tourist Park - The plan proposed by the community and the State Department of Conservation has for all purposes been deferred for the period.

Port Study - An application has been prepared to request funds from EDA to make a comprehensive study of the Port of Duluth-Superior. The study would include land use, market analysis and a study of the hinterland which the Port would serve. The application may be submitted during the next year.

Regional Tourism Development Credit Corporation - The District prepared and carried through this legislation to create a credit pool for the tourist industry. The Commission continues to work with the Corporation in designing the first such credit pool in the state.

Telephone Service Legislation - The need of several communities to be tied together through a common telephone exchange will take new legislation. The Commission is the prime mover in seeking legislation that will allow more economical communications between the communities of the region.

Northeastern Minnesota Representative Wage Rate Survey - This study was conducted and published by the Commission in cooperation with the Minnesota Department of Employment Security. The study has been completed and widely distributed.

International Falls Growth Center Proposal - A study is being prepared which will lead to a proposal and request that International Falls and the surrounding area be designated as a growth center. Several projects of considerable economic impact are dependent upon such designation. The proposal will be submitted to EDA in the next quarter.

PROJECT LIST AND PRIORITIESENVIRONMENTAL IMPROVEMENT

| | |
|--|------------|
| Hibbing Howard Street Mall | Priority C |
| Hibbing Sewer | Rating T |
| Hibbing Off-Street Parking | Priority B |
| French River Sewer | Priority B |
| Floodwood Sewer | Rating T |
| Knife River Harbor Improvement | Priority B |
| Mt. Iron Citizen's Elderly Housing | Priority A |
| Nett Lake Halfway House | Priority C |
| St. Louis River Water Pollution | Priority A |
| St. Louis River Canoe Route | Priority A |
| Thompson Sewage Collection System | Rating T |
| International Falls County Highway 102 | Priority B |
| Barnum Sewer | Priority I |

GROWTH CENTER ACTIVITY

| | |
|---|------------|
| Duluth Harbor Recreation Site Survey (Herding Island) | Priority C |
| Duluth Vocational-Technical School | Rating T |
| Miller Memorial Hospital Expansion | Rating T |
| Lester Park Recreation Facilities | Rating T |
| Tower View Water Line | Priority A |
| West Duluth Ice Arena | Priority C |
| West End Industrial Park | Priority B |

Airport Passenger/Cargo and Industrial Park Priority A

HUMAN RESOURCE DEVELOPMENT

Arrowhead Music Camp Priority A

Eveleth Area Vocational-Technical School Rating T

Indian Culture Curriculum for Elementary Education Rating T

Project Business Development (Minority Enterprise) Priority B

JOB DEVELOPMENT

Combo Sled Rating T

Ely Industrial Park Priority B

Esko Industrial Park Priority B

Eveleth Industrial Park Rating T

Fond du Lac Industrial Park Priority B

Grand Portage Tourist Complex Priority A

Hermantown Industrial Park Rating T

Hermantown Recreation Area Priority C

Iron Range Industrial Park Priority B

Itasca Bridge Rating T

Lake County Industrial Park Priority C

North Shore Industrial Park Priority B

Rajala Timber Company Rating T

Rural Industrial Development -Koochiching &
Itasca Counties Rating I

PUBLIC SERVICE CAREERS PROGRAM

The Public Service Careers Program, presently being administered by the ARDC in the seven county area, is a manpower endeavor aimed at providing employment in public agencies for persons certified as being "disadvantaged." A "disadvantaged person" meaning one that is in a low income bracket and has one of the following characteristics:

1. Under 22 years of age
2. Over 45
3. High school drop out
4. Minority
5. Handicapped

A public position refers to any job under the jurisdiction of city or county governments, school districts or municipal hospitals.

Essentially what the Program offers to a public agency should they consent to hire from the disadvantaged group is to provide a month's salary reimbursement to the agency while a person is receiving training and to pay the training costs necessary to bring the individual up to the skill level desired for a particular position.

Historical Development

The Arrowhead Regional Development Commission received a memo from Thomas Francis, Director of the Office of Development Organizations in Washington, D. C. , on May 1, 1970 informing the Commission of the availability of grant money to train disadvantaged persons for public agency jobs. Obtaining grant money was contingent upon significant interest among public agencies of the region to hire from a disadvantaged group to fill currently vacant and proposed new public positions.

The ARDC Board of Directors, on May 15, 1970, unanimously voted to complete an application to submit for participation in the Public Service Careers Program. Following the approval to engage in this program by the ARDC Board, the various public agencies in the Arrowhead region were polled to assess the availability of public job openings and any interest in participating. Results of this poll indicated that 143 job slots were currently vacant or new jobs were being proposed among the various public agencies of the region. These job slots were then documented according to county and agency and this list was submitted in the grant application to the Economic Development Administration which is the agency responsible for approval. The original grant application estimated the cost of administering and conducting the program to be \$351,000.

Approval to be a grant recipient was received by the ARDC on June 22, 1970. Approval of the grant funding was received on June 30, 1970. Due to the popularity of the Public Service Careers Program among the various Economic Development Districts in the nation, the original budget proposal was cut nearly in half. For the grant period running from June 30, 1970 to January 31, 1972 the ARDC Public Service Careers Program was funded for \$120,000 which would provide money for training fifty persons at an Entry Level and twenty upgrade enrollees.

The next step for embarking into the Manpower Program was the hiring of a Project Director which was accomplished during August with the starting date effective September 1, 1970.

In order to have project grant monies released to the Arrowhead Regional Development Commission from the Economic Development Administration, the Public Service Careers Project Director was required to prepare a Phase I Planning Report. This report was to show where and how money was to be spent to implement the Program into the region.

Activities During Planning Period

The Public Service Careers Project Director, upon assuming job responsibilities, began contacting various governmental agencies and institutions involved in the original grant application to determine time schedules as to when persons could be hired, job requirements and the training that would be necessary to bring the enrollee to the skill level desired by the hiring agencies. In addition to the agencies involved in the original grant application, opportunity to become involved in the Program was extended to those contacted when the grant proposal was submitted. Opportunity was also extended to those expressing negative response in the initial contact.

The Phase I Planning Report was completed and submitted to the Economic Development Administration in November. Official approval of the Report was received by the Arrowhead Regional Development Commission during December giving the Public Service Careers Project Director the authority to commence implementing the Program.

Results of Planning Period

Situation

In the seven county Arrowhead Area of Northeastern Minnesota, there is an estimated (according to 1969 statistics) work force of 134,155 persons. Of this number, 5.1 percent or 6,835 persons are unemployed on an average annual basis.

Through contact with administrators of various public agencies, it has been discovered that there are not a significant number of vacant public job openings. Many officials, although having empathy for the disadvantaged, feel the unemployed of the area also need employment opportunities to keep the public assistance roles at a minimum. Some agencies also have had previous experience in efforts to hire "disadvantaged" which often makes for reluctance to engage in such activity again.

It is a known and an expressed fact that more public services are needed and will continue to increase in demand. The main obstacle to increasing public services and, therefore, the hiring of additional personnel to perform these services is the lack of revenue among the public agencies.

As expressed by public officials, the Public Service Careers program would receive less reluctance and more support if salary reimbursements could be obtained on a more sustained basis such as some of the other manpower programs offer. The upgrade component of PSC, however, is becoming more attractive to agencies.

Recruitment of Enrollees

The recruitment process for PSC enrollees may be accomplished in various ways according to the public agency involved, and the local personnel system under which it operates.

Through contact with various agencies, it is found that in the less dense population rural areas the Family Services Department may have closer contact

and insight as to the individuals able to fill the respective job slots. The Welfare Department in these areas will also serve as the certifying agency.

Recruitment in the more metropolitan areas will focus on the CEP, Welfare and the Minnesota Department of Manpower Services. It is found that these agencies have already a substantial number of individuals identified that qualify for the PSC program.

There are also areas and agencies in the Arrowhead Region which are under the jurisdiction of a Civil Service System. In such cases, the standard civil service examination and roster procedures will be followed. Plans are also being made to have referrals to civil service from other agencies such as Welfare, Manpower Services, CEP, CAC and the institutions under the system. Indications of ameliorating the system to a degree have been expressed by the Civil Service personnel.

Should the hiring agency identify PSC prospectives, cooperation on the part of the certifying agencies has been committed to the PSC director, to channel the individuals through their agency. This will be done either by a representative going to the individual or the converse, whichever is most convenient.

To date, twenty individuals have been identified for entry and upgrade training. It is felt by the PSC director that recruitment of enrollees will not be a problem and that until the details of the job slots have been firmed up to a greater extent that it is best not to "dangle the proverbial carrot."

In all cases of recruitment, plans are to enroll individuals from the area serviced by the hiring agency.

Rigid plans will not be developed for recruitment to allow for the greatest possibility of flexibility.

Counseling and Job Coaching

The PSC director for the Arrowhead Region plans to meet with the hiring agency and the PSC enrollee to provide assistance in solving problems.

In many of the positions, the recruiting agency and the hiring agency will provide much of the job coaching and counseling services that may be necessary.

Due to the size of the PSC staff, the great distances between points in the Arrowhead Region and the availability of travel money, good working relationships will have to be developed with all concerned so that the services of the hiring-certifying agencies can be relied upon for much of the counseling duties.

In regard to counseling, plans are now working towards contracting with an agency on a part-time basis to provide counseling services. This type of service may have two-fold benefits: (1) under this contract this person may also be serving as a coordinator for PSC activities in an area distant from the ARDC office, (2) the coordinator/counselor may be from an agency involved in working with the disadvantaged.

Projected Public Job Openings in the Arrowhead Development Region By County and City

Aitkin County

The City of Aitkin in Aitkin County was the first municipality to be contacted in regard to possible job openings with the various public agencies. When the original PSC grant application was submitted, Aitkin County was not included in the Arrowhead Region. As of July 1, 1970, through executive order of the Governor, Aitkin was admitted to Region 3 Planning Area. Through conversation with various agency personnel, it was related that there are at present no unfilled public agency positions. The majority of the agencies contacted, however, felt a need for additional personnel to carry out the public service duties of their agency. The agency budgets appeared to be the major obstacle for the hiring of additional personnel.

One possible future job slot was discussed with the Aitkin County Welfare Department. At this time, the position was not budgeted but plans were being made should such a position become budgeted in the future. The potential future position with the Welfare Department would be one called a Community Development Aid and would be recruited from among the disadvantaged on the Aitkin Welfare rolls.

Other communities in Aitkin County have yet to be contacted. Due to the shortness of time, only the county seats of the respective counties in the Arrowhead Region were contacted to get a representative sample of possible job openings. At a future date during the PSC contract period, the other communities in Aitkin County will be contacted to assess the availability of PSC job slot openings.

Carlton County

Carlton County in the original grant application for PSC had identified two possible public agency positions. Both positions were with the Carlton County Sheriff's Department. The positions identified at that time of the grant application were for an intergroup relation assistant which basically is a liaison officer between the Fond du Lac Indian Reservation and the Carlton County Sheriff's Department; the other was for a communications officer who would be responsible for handling the dispatch and radio duties for the Sheriff's Department.

In a recent contact with the Carlton County Sheriff's Department, it was related that the funds have not been appropriated for these positions at present. Another factor which may have some bearing on these two job slots is the upcoming County Sheriff Election.

Contact with other communities in Carlton County may bring out additional job opportunities.

Cook County

Cook County was also one of the areas not contacted in regard to the original grant application. Follow up on a letter received from Cook County Welfare Director requesting information on the PSC program provided for the identification of four possible public positions. Two of these positions were with the Cook County Sheriff's Department: A city/county communications officer; and a liaison officer between the Grand Portage Reservation and the Cook County Sheriff's Department. As in Carlton County, these positions also are contingent upon the Sheriff's re-election and the budget appropriation by the County Board.

The Cook County Hospital expressed the possibility of hiring a combination Nurse's Aid/Occupational Therapist should finances be available.

The remaining job opportunity in Cook County is with the Cook County High School. At this time, the school system is planning to hire a person to act as a liaison between the Grand Portage Indian Reservation and the Cook County High School.

Further contact will have to be made with agencies in Cook County to firm up the job possibilities.

Itasca County

Numerous state, county and city agencies were contacted in the Itasca County seat. No public job slot openings were identified with these agencies. However, linkages were made for possible coordination of effort on four teacher-aid slots with the on-the-job training representative of the Community Action Council in Itasca County.

Koochiching County

General: In regard to the conducting of PSC activities in the County, the placement of PSC enrollees into public jobs will not come under the jurisdiction of a civil service system. Lacking a County Civil Service System, however, does not indicate instituting PSC activities more easily. Union rules and regulations are strong in this area and tend to be rigid in regard to placing of PSC persons in public jobs.

Agencies to be Involved with PSC in Koochiching County

County Engineer's Office: Contact with the County Engineer has produced an interest to submit a proposal into the County budget which will be submitted during October to provide funds for the hiring of a maintenance aid and an engineering aid for the County Engineer's Office. At this time, job requirements, duties and qualifications have not been developed for the two positions. A cursory look, however, indicates that the engineering aid position may require drafting, training and the maintenance aid position may require the individual to have skills in mechanics. Indications were also given on the possibility for an upgrade component in the County Engineer's Office.

Land Commissioner's Office: Budget proposals are also being committed in the Land Commissioner's Office to get approval for the following job slots:

Recreation Parks Worker Trainee -- Here basic training on parks management and maintenance methods may be needed.

Clerical Trainee -- Here the standard clerical typing skills will be contracted for.

The County Land Commissioner also expressed interest in the possibility of one upgrade component on his staff. It is felt that the kind of training most beneficial would be relating to parks management.

Another factor having implications regarding PSC activities in Koochiching County is its designation as the future site of the new Voyageurs National Park. The County will be involved to an increasing degree in the management of parks that may be contiguous to the Voyageurs National Park site. This will require a significant amount of training for the staff in the Koochiching County Land Commissioner's Office. Also in the very near future the Land Commissioner's Office may be requested to provide assistance in appraising lands in the National Park site.

Presently staff size and training in land appraisal is lacking in this agency. Contact with the Minnesota Resources Commission reveals that they will also be heavily involved in land appraisal for this site and will be needing assistance. Through a recent conversation with the MRC, it was related that they may be interested in providing personnel for training in land appraisal and training funds to link with PSC training programs for the Koochiching County Land Commissioner's Office.

Koochiching County Family Services Department: The Family Services Department at this time has a vacant clerical typist job slot that they plan to fill with a member of a minority group. Training for this individual will be contracted for when the present level of skill of the individual elected is known.

International Falls Nursing Home: The International Falls Municipal Nursing Home is the only "skilled nursing home" in Koochiching County. Support to maintain the status as a skilled home has been expressed by administrative staff. At the present time, within one hundred miles of the International Falls area there are no medical training programs available. On the nursing home staff are presently twenty-one full and part-time nurses's aid positions. The administrative staff estimates that one turnover is expected every two months in regard to the nurse's aid positions. It is indicated that there is no problem in regard to filling the nurse's aid slots, a problem arises out of providing adequate training for the positions. An analysis of the situation here shows that there is a shortage of LPNs for the staff. Therefore, the nursing aids are performing LPN duties with little or no training.

An agreement has been made with the nursing home to grant the eleven full time nurse's aid a six percent increase in salary effective January 1, if additional training is provided in the basic nursing skills. Arranging for this training will be difficult in that there are no medical training programs available within one hundred miles of this site. As a result of this, plans are now being made to institute a LPN training program in the local area Junior College. Cooperating in this endeavor will be representatives on a committee of local health related positions, the area health institutions, the junior college, the Public Service

Careers Program and the Arrowhead Regional Council on Health. It is also hoped that should an LPN program be instituted into the junior college that this may also be the stimulus for other kinds of medical training for the area.

An alternate plan to the LPN program for the area is also being worked on should the LPN program not be able to be brought to fruition. This training plan would basically be within the confines of the International Falls Nursing Home by providing training films and helping to develop the curriculum. This proposal, however, would only be of benefit to the institution involved and not to the surrounding area.

Entry Positions: Entry positions to coincide with the upgrade component in the nursing home are also being worked on. As was mentioned earlier, the agencies in this area are under strong union control which makes for additional problems in recruitment of enrollees. Union rules dictate that in order to fill a position the administrator of the nursing unit must draw from a seniority list. There are presently twenty-one nurse's aid positions with this unit, eleven of which are full time. When a full time nurse's aid slot is vacant the part-time list must be called upon to fill this slot. On this part-time roster, however, there are several individuals who are now enrolled in such programs as NYC and would qualify for entry certification.

Salary and Career Ladder Possibilities: The present basic hourly rate for nurse's aid positions at the nursing home is at \$1.91 per hour. As was mentioned, a six percent increase effective January 1 has been agreed upon if additional training can be provided to upgrade the existing nurse's aid positions.

As for the career ladder opportunities, it is planned that through participating in upgrade training that this will lead to opportunities to receive the LPN degree. Administrators at the area junior college have indicated that they would be open to setting up classes for the nurse's aid that would count credit wise towards the LPN program. This, however, is contingent upon the LPN program being approved and instituted into the junior college curriculum.

Supportive Services: At this time, plans are not far enough along to estimate the supportive services that may be needed.

International Falls Municipal Hospital: In the original grant application, the International Falls Municipal Hospital identified seven job slot opportunities. Due to the time lag resulting from the grant application time to approval and hiring of PSE staff, these positions were lost. Two positions are open at this time. They

are:

1. A security guard
2. A switchboard operator

Time has not been sufficient to identify training needs and to develop a curriculum. An additional problem with this institution results from plans to move from an outdated hospital facility into a newly erected plant. Within a month this move shall have been completed and it is felt that there will be other possible job opportunities.

International Falls Public Library: Originally this agency had identified a vacant position of library aid. This position was also lost due to a time lag. It has been related, however, that this position will be vacant September, 1971, and that the library administrator is willing to cooperate in instituting PSC.

Village of Northome: The Village of Northome in Koochiching County has need for a position of a public utility trainee. This position in essence will be a one-man water and light department for this community. An individual has already been selected who meets the certification criteria. However, due to the urgency of providing training to implement this position into the community and the time lags resulting in the PSC program, this slot was referred to the New Careers Program to get it going. This particular job slot is going to require the services and aid of more than one manpower program. Plans are now to call upon the services of the Department of Apprenticeship and Training, the New Careers Program, and OJT, in addition to PSC.

The community also foresees that when this person has been fully trained that an additional assistant for this person will be necessary.

Independent School Districts of Koochiching County: Thirteen job slot opportunities were identified in the original grant application for the school districts of Koochiching County. Due to time lags, again, these positions were lost.

Lake County

Time to date has not permitted any extensive investigation of public job openings for Lake County. In the very near future, plans are to make such contacts.

St. Louis County

General: St. Louis County, which is the largest county in the Arrowhead Region, operates under the jurisdiction of a civil service system in their personnel management program. Two agencies in St. Louis County have so far expressed interest in participating in the Public Service Careers Program. They are: Nopeming Sanitorium, which is an institution for the care of tuberculosis patients; and the Chris Jensen Nursing Home which is a skilled extended nursing care facility for the elderly.

Job Slots: The two institutions involved in St. Louis County anticipate that approximately 42 employees who meet the criteria for eligibility for the PSC Program will be hired as hospital attendants during the next 18 months. It is also anticipated that three clerk-typists I positions will also be added during the same period of time. The rate of input into the institutions is forecast at between two and four hospital attendants per month and one clerk-typist every six months.

Job Requirements: Under the County Civil Service system, other than the standard requirements of minimum age of 18, maximum age of 64, good physical condition, there are no special qualifications demanded of applicants for the position of hospital attendant. The recruitment process for hospital attendants and clerk typists is typical of most civil service jurisdictions. Examinations for these job categories occur daily in an open continuous basis meaning that applicants can come to the civil service office, make application and take the written examination in a matter of an hour's time. The examination tends to be practical according to civil service personnel, however, they are not so difficult for applicants lacking experience in the field to pass providing they are literate.

Having passed the examination, the applicants' names are placed on eligible registers in the rank order of their attained score as compared with all others who have previously passed and are on the register. As requisitions to fill openings for these positions are submitted to the Civil Service office, the three highest names on the register are certified for consideration by the appointing authority. The other two are returned to the register for two more certifications. Failure to receive appointment after three certifications results in removal of the name from the register. However, since examination is on an open continuous basis, these unsuccessful candidates may then re-take the examination and be placed on the register again. The St. Louis County Civil Service personnel indicate that no great obstacle will be encountered in getting the disadvantaged person into the proposed job slot.

Salary and Career Ladder Possibilities: The current pay range for hospital attendants is \$351 - \$459 monthly, with a 4% increment over a minimum being

granted semi-annually until the maximum is reached. Under the St. Louis County Civil Service system, to advance from the hospital attendant to the practical nurse I position, at least three years of successful experience as a hospital attendant in a nursing home or sanatorium operated by St. Louis County is required. The current pay range from the practical nurse I position is \$393 - \$459 per month; the 4% increment for the nurse I position, however, is granted only annually.

For the position of clerk-typist I, requirements are to type 50 words per minute with no more than 10 errors to qualify for employment. Typically, a clerk-typist I with experience may be expected in time to qualify for advancement to clerk-steno I, clerk-typist II, clerk III, clerk IV, and clerk V. Monthly salary ranges and specifications for these positions are as follows:

| | |
|-----------------|-------------------------------------|
| Clerk-Typist I | 351-409 (increments, semi-annually) |
| Clerk-Steno I | 365-425 (increments, semi-annually) |
| Clerk-Typist II | 409-477 (increments, annually) |
| Clerk-Steno II | 425-496 (increments, annually) |
| Clerk III | 442-515 (increments, annually) |
| Clerk IV | 515-601 (increments, annually) |
| Clerk V | 601-701 (increments, annually) |

Education and Training: (Hospital Attendants) Definite educational and other training plans at this time cannot be stated in that proposed training is in a state of flux. One proposed method of providing training is to have the PSC enrollees participate in the basic nursing course which is a part of the LPN curriculum at the area vocational school in Duluth. In this proposed plan, it was hoped to have this course count towards credit hours for the LPN program. However, several problems in regard to vocational school procedures and nursing association rules will have to be worked out. The other proposed training source is to contract with the medical institutions involved to have their staff conduct formal nurse's aid or hospital attendant training. This also is in a state of flux but should be resolved shortly. In both instances, it is difficult to assess the training needs until the Phase I Plan has been approved and applicants are interviewed to determine their present skill and educational levels.

(Clerk-Typist I) It does not appear that locating training sources for clerical-typist, stenographer positions would be a problem in the Duluth - St. Louis County area. Two training institutions have been contacted to date, the Duluth Area Institute of Technology and the Duluth Business University. Both institutions indicate that curriculum can be worked out to suit the level of the PSC enrollee and their time schedules. Similar to the hospital attendant slots, training costs cannot be estimated at this time.

(Supportive Services and Technical Assistance) At this time, the variables of the needs of the PSC enrollees are unknown in regard to supportive services needed, and will depend heavily on previous educational attainments. Therefore, at this time estimates of exact costs and kinds of assistance cannot be estimated.

City-County Official Training Programs

As part of the PSC Program, it is planned to link PSC with area organizations involved in providing training for city-county officials. At the present time, the University of Minnesota, Duluth, which is located in the Arrowhead Region, is administering a Title I grant dedicated to providing community service information for city-county officials. Agreements have been made between the ARDC, the PSC Program, and the University under their Title I grant to coordinate efforts in providing needed training for area and regional officials.

A HUD 701 planning grant now pending approval for the ARDC, also has a component for city-county official training which if received, will be coordinated with the PSC, UMD Title I efforts.

At this time, it is not known exactly what may be included in the training program for city-county officials. However, preliminary discussions revolved around such areas as personnel management, tax disparities, management systems and inter-governmental relations. It is planned to have PSC make inputs into all the training programs, especially those areas that deal with manpower. It is presently planned as a part of the total training program to have a session dealing with the identification of manpower needs of the various governmental units and to provide information relative to the various manpower programs, training sources, "benefits of training" and how to identify manpower problems. This training may be necessary as a prelude to doing a coordinated inventory of manpower needs, training needs, and supervisory training needs. This first step will be acted upon immediately after the approval of this Phase I report. It is hoped this program will be the foundation upon which a regional manpower plan can be initiated.

Through activities such as this, it is hoped that some of the manpower problems of the region and governmental units can be identified so that coordination of efforts can take place. Activities such as this may have a two-fold purpose:

1. To provide immediately needed information on manpower needs and programs;
2. Laying the ground work for a comprehensive regional manpower plan.

Also activities such as this may have relevance to the new bill now pending in Congress which relates to the consolidation of manpower programs.

The supervisory training program for city-county officials have been proposed to take place in six locations throughout the region. Officials to be included in the training sessions are those who presently are engaged in PSC activities and those who will be involved in the future. The first session, which has been proposed to take place during the month of January or February, will be one dealing with the broad implications of manpower development and training. Succeeding supervisory training programs taking place in the various sites throughout the region will deal with the intricacies of manpower management.

The following is a list of proposed subject matter areas:

Benefits of training -- on the job training and classroom training of disadvantaged individuals.

Analysis of work tasks and job restructuring.

Special supervisory requirements for working with disadvantaged individuals.

Evaluation of employee performance.

Human relation techniques for supervisors.

Changing emphasis of national manpower policies.

Identifying employee needs.

Increasing employee productivity.

Measuring productivity.

Working with unions.

How to analyze your agency:

- a. Analysis of manpower needs, present and future.
- b. Accounting procedures involved in manpower costs.
- c. Training -- How to determine the need for, the type and who needs training.

Improving bookkeeping procedures for costs and revenues.

Federal/State grants in aid programs.

- a. Programs available and their goals.
- b. How to apply.
- c. Writing a grant in aid proposal.

Manpower training programs available in the Arrowhead Region.

Promoting efficiency in public safety. Example: Use of the 1944 Joint Powers Act.

Improving the governmental image.

Tax climates as they affect industrial location.

Relocation of unemployed.

Creation of a job vacancies index.

Creating a uniform system of accounting.

It is felt by the Arrowhead Regional Development Commission that the use of the Public Service Careers monies in conjunction with the above mentioned grants may well prove to be the most beneficial PSC activity in regard to creating an atmosphere conducive to the hiring of disadvantaged people and the establishment of training programs in governmental agencies.

Costs for the supervisory training programs is estimated to be between \$18,000 and \$20,000.

SUMMARY OF TOTAL COSTS BY COUNTY

ENTRY

| Occupation/Location | No. Enrollees | Total Amount |
|--|---------------|-----------------|
| Koochiching County: | | |
| Engineers Office - Maintenance Aid | 1 | \$ 1,148.80 |
| - Engineer Aid | 1 | 1,158.80 |
| Land Commissioners Office - Rec./Park Worker | 2 | 636.40 |
| - Clerical Trainee | 1 | 364.00 |
| Welfare Office - Clerical Trainee | 1 | 364.00 |
| Nursing Home - Nurse Aid | 1 | <u>285.70</u> |
| | | \$ 4,017.70 |
| St. Louis County: | | |
| Chris Jensen Unit & Nopeming | | |
| Nurse Aids | 28 | \$ 7,126.00 |
| Institutional Training Nurse Aids | 28* | 8,545.00 |
| Duluth Business University - Clerk Typist | 3 | <u>1,134.00</u> |
| | | \$16,805.00 |
| | TOTAL COSTS | \$20,882.70 |

UPGRADE

| | | |
|-----------------------------------|-------------|-----------------|
| Koochiching County: | | |
| Engineers Office - Surveyors Aid | 1 | \$ 580.00 |
| Nurse Aid | 11 | 4,118.48 |
| St. Louis County: | | |
| Institutional Training Nurse Aids | 14 | \$ 3,558.00 |
| Nurse Aid - DAIT | 14* | <u>4,267.00</u> |
| | TOTAL COSTS | \$12,523.48 |

*This group will receive two types of training.

SAMPLE CONTRACT

Arrowhead Regional Development Commission
900 Alworth Building
Duluth, Minnesota 55802

Allan Ballavance
Director of Manpower
Progress

CONTRACT BETWEEN A PSC GRANTEE AND A HIRING AGENCY

Which Does Not Provide
Training or Supportive Services

THIS AGREEMENT, entered into as of the _____ day of _____,
19____, by and between _____,
hereinafter referred to as "Contracting Agency", and _____,
_____, hereinafter referred to as "Hiring Agency."

WHEREAS, the Contracting Agency has a grant agreement with the Economic
Development Administration, U. S. Department of Commerce (hereinafter
referred to as "EDA"), to assist it in performing tasks in connection with the
formation, development, administration and implementation of a program to
develop in nonfederal public agencies, employment opportunities for disadvantaged
persons to upgrade certain current employees of the said non-federal public
agencies; and,

WHEREAS, the Hiring Agency desires to promote the objectives of the Public
Service Careers Program as stated in Chapter 1 of the document entitled Public
Service Careers Program: Guidelines for Economic Development Districts in
Plan "B", described for the purposes of employing and training disadvantaged
persons in this area and upgrading current employees of the Hiring Agency.

NOW, THEREFORE, WITNESSETH that:

1. The Hiring Agency will hire disadvantaged residents of the area served by
the Contracting Agency who meet eligibility requirements set forth in Chapter 2
of the Guidelines for permanent, full-time budgeted employment at pay rates
established for the positions below:

| (1) <u>Job Title</u> | (2) <u>Number of Jobs</u> | (3) <u>Entry Date on Job</u> | (4) <u>Salary Per Hour</u> | (5) <u>Hours of Training</u> |
|-------------------------|----------------------------------|-------------------------------------|-----------------------------------|-------------------------------------|
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ |

2. The parties will work to assist in implementing the training necessary for upgrading employees of the Hiring Agency who are residents of the area served by the Contracting Agency and who are either of low income or in the lowest job category. Upon completion of training, employees upgraded shall receive from the Hiring Agency a promotion which provides at least a five (5) percent increase in salary. Set forth below are the positions to be upgraded:

| (1) <u>Present Job Title</u> | (2) <u>No. of Jobs</u> | (3) <u>Present Hourly wage</u> | (4) <u>Hours of Training</u> | (5) <u>Upgraded Job Title</u> | (6) <u>New wage (per hour)</u> |
|-------------------------------------|-------------------------------|---------------------------------------|-------------------------------------|--------------------------------------|---------------------------------------|
| _____ | _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ | _____ |
| _____ | _____ | _____ | _____ | _____ | _____ |

3. As consideration for the Hiring Agency's participation in this program, the Contracting Agency agrees to reimburse the Hiring Agency for the salary of each enrollee in the Public Service Careers program for up to one hundred and fifty-six (156) hours per enrollee when such enrollee is released from his job and participates in authorized training.

4. The Contracting Agency will reimburse the Hiring Agency a maximum of \$_____. The budget under terms of this contract is:

- a. Entry enrollee salary -- reimbursement for released-time training (detail in paragraph 1 above) \$_____
 - b. Upgrade enrollee salary -- reimbursement for released-time training (detail in paragraph 2 above) \$_____
- TOTAL \$_____

5. The budget categories established in paragraph 4 above, shall not be exceeded without the consent of the Contracting Agency and EDA.

6. Once each month (or more frequently if agreed to by the Contracting Agency) the Hiring Agency shall submit a properly certified invoice for the salary cost of the Public Service Careers Enrollees released by the Hiring Agency for authorized training purposes. Invoices are to be accompanied by a certified copy of the time records showing the dates and amount of released time for each enrollee, and a certification by the chief financial officer of the Hiring Agency as to that agency's salary cost, by enrollee, for the released time.

7. The Hiring Agency agrees that funds budgeted or claimed for this program shall not be used to replace or duplicate any financial support previously

provided or assured from any other sources. The Hiring Agency agrees to maintain and not reduce its general level of expenditures for training both entry and upgrade employees.

8. The parties mutually agree to establish a system of evaluating the performance of enrollees and the adequacy of their training. Based on such evaluations, the Contracting Agency will seek to adjust the training programs to meet the needs of the enrollee and the Hiring Agency.

9. The Hiring Agency agrees to consult with the Contracting Agency prior to the dismissal of any enrollee.

10. It is mutually acknowledged that the Contracting Agency is obtaining funds for this contract from EDA pursuant to a grant agreement, a copy of which is attached hereto, and that these funds were made available under the authority of Section 127 (a) of the Economic Opportunity Act of 1964, as amended, (42 USC 2744 (a)). The Hiring Agency agrees that all funds provided to it by the Contracting Agency shall be used in compliance with the terms of the aforementioned EDA grant agreement and all applicable federal statutes and regulations. Specifically, the Hiring Agency agrees to adhere to the applicable provisions of the General Terms and Conditions as follows: Sections 1 (Statement of Work, 6A (Custody of Funds), 6Bii (Retention of Records), 12 (Copyrights and Patents), 13A (Compliance with the Civil Rights Act). The Hiring Agency agrees that EDA will be entitled to enforce the terms of this agreement insofar as enforcement thereof is necessary for compliance with the terms of the EDA grant agreement and such applicable federal statutes and regulations.

11. The parties mutually agree to abide by all other federal, state and local laws applicable to their undertakings and activities in the Public Service Careers Program Plan "B."

12. This contract becomes effective only upon approval by EDA, which is a third-party beneficiary of the agreement.

13. This contract will remain in full force until January 31, 1972, or until the Economic Development Administration terminates its grant to the Contracting Agency, or until both parties agree to terminate the contract; provided, however, that the Contracting Agency reserves the right to terminate the contract at any time in case of a violation by the Hiring Agency of the terms contained herein.

IN WITNESS WHEREOF, Contracting Agency and Hiring Agency have caused their names to be hereunto signed by their proper officers thereunto duly authorized, all as of the day and date first above written:

(signature) _____
(printed name) _____
(title and agency) _____

(signature) _____
(printed name) _____
(title and agency) _____

 SAMPLE CONTRACT

Arrowhead Regional Development Commission
 900 Alworth Building
 Duluth, Minnesota 55802

Allan Ballavance
 Director of Manpower
 Programs

CONTRACT BETWEEN A PSC GRANTEE AND A TRAINING AGENCY

THIS GRANT, entered into as of the _____ day of _____, 19____, by and between _____, hereinafter referred to as the Contracting Agency, and _____, hereinafter referred to as the Contractor,

WITNESSETH:

WHEREAS, the Contracting Agency has received funds pursuant to a grant agreement (copy attached) from the Economic Development Administration, U. S. Department of Commerce, (hereinafter referred to as EDA), under authority of section 127 (a) of the Economic Opportunity Act of 1964, as amended (42USC 2744 (a));

WHEREAS, the purpose of said grant agreement is to assist the Contracting Agency in performing tasks in connection with the formation, development, administration and implementation of a program to develop in non-Federal public agencies employment opportunities for disadvantaged persons and to upgrade certain current employees of the said non-Federal public agencies; and

WHEREAS, the Contracting Agency is entering into this Contract with the Contractor to implement the purposes of said grant agreement,

NOW, THEREFORE, it is agreed that:

1. The Contracting Agency agrees to pay up to \$_____ to the Contractor for the conduct of training programs which must be satisfactory to the Contracting Agency and EDA.

(The Training programs and schedules, along with unit prices for each enrollee in the respective programs, must be provided in a separate attachment to the contract).

The contract price will be adjusted to reflect the actual number of enrollees who complete training in the respective training programs, but in no event will exceed \$_____. The Contractor will be entitled to partial compensation for enrollees who do not complete the training through no fault of the Contractor.

2. The training programs, number of enrollees and unit prices may be adjusted with the consent of the Contractor, Contracting Agency, and EDA.

3. Upon presentation of a properly certified invoice(s), the Contractor will be paid by the Contracting Agency at the rate as stated in Attachment A.

4. The Contractor agrees to adhere to the requirements contained in the document entitled Public Service Careers Program: Guidelines for Economic Development Districts in Plan B, and more particularly Chapter 2 (Eligibility) and Chapter 4 (Program Standards) of said document, a copy of which is attached hereto as Attachment B and made a part hereof for all purposes.

5. The Contractor agrees that funds budgeted or claimed for this program shall not be used to replace or duplicate any financial support previously provided or assured from any other source. The Contractor agrees to maintain and not reduce its general level of expenditures for training of PSC enrollees.

6. In no event shall the Contractor be entitled to reimbursement from the funds hereby made available for training provided prior to the effective date of this contract.

7. The Contractor shall to the extent funds are advanced under this agreement by the Contracting Agency maintain an account in a bank insured by the Federal Deposit Insurance Corporation, or other institution satisfactory to the Contracting Agency into which shall be deposited funds for the financing of the program. The personnel of the Contractor empowered to receive and/or disburse funds under this agreement shall to the extent funds are advanced under this agreement by the Contracting Agency be covered by fidelity bond (preferably with blanket coverage) in an amount at least equal to the total project funds in the custody of the Contractor at any one time. Surety companies acceptable must be in accord with provisions of the current revision of the Department of the Treasury Circular 570

8. The Contractor shall maintain books of account, records, documents and other evidence and use accounting procedures and practices sufficient to reflect properly all direct and indirect costs of whatever nature claimed to have been incurred under provisions of this agreement. All such records shall be preserved for a period of not less than three (3) years after final payment under this agreement. The Contractor agrees that the Contracting Agency, the Secretary of Commerce of the United States or his duly authorized representative shall, until the expiration of this three-year period, have access to and the right to examine any books, documents, papers and records of the Contractor which bear exclusively upon funds received under the Federal Grant described above.

9. The Parties agree to relinquish any and all copyrights and patents and/or copyright rights and patent rights and/or privileges to all the training materials and/or other materials developed under this agreement, such material being the sole property of the United States Government.

10. The Parties hereto agree to comply with the Civil Rights Act of 1964 and with all other applicable Federal rules and regulations concerning civil rights,

and, as a condition to the entitlement of any funds, shall have executed an assurance of compliance as required by regulations issued by the Department of Commerce in implementation of the Civil Rights Act of 1964, and designated as Part 8 of Subtitle A of Title 15 of the Code of Federal Regulations.

11. The Parties mutually agree to develop educational and training curricula and schedules for training suitable for the needs of the enrollee. Deviation from the training schedule must be agreed to by both Parties.

12. The Parties mutually agree to develop a system for evaluating enrollee progress and adequacy of training. Based on written evaluation, the training program should be adjusted, when necessary, to meet the needs of the enrollee and the Hiring Agency.

13. The Contractor agrees to furnish attendance and progress reports on each enrollee on a schedule agreed to by both Parties.

14. The Contractor agrees to allow reasonable opportunity for improvement of performance and conduct on the part of the enrollee before dismissal from training, and further agrees to consult the Contracting Agency prior to such dismissal.

15. The Parties mutually agree to abide by all Federal, State and local laws applicable to its undertakings and activities in the Public Service Careers Program Plan "B".

16. The Contractor shall not enter into any subcontract in excess of \$ _____ for performance of this contract without the consent of the Contracting Agency and EDA. Any subcontract entered into in connection with this Agreement shall require compliance with the terms of the EDA grant agreement, with EDA being given the right to enforce the subcontract insofar as is necessary to effect compliance with the EDA grant agreement.

17. This Contract shall remain in force until January 31, 1972, or until EDA terminates its Grant to the Contracting Agency, or until both Parties agree to terminate the Contract provided, however, that the Contracting Agency reserves the right to terminate at any time in cases of a violation by the Contractor of the terms contained herein. In any event the Contractor will not be entitled to reimbursement under this contract for any course of training not completed by January 31, 1972, unless the Contracting Agency expressly agrees to modify this contract.

(Signature) _____
(Printed name) _____
(Title and agency) _____

(Date) _____

(Signature) _____
(Printed name) _____
(Title and agency) _____

(Date) _____

Current Status of the Public Service Careers Program

The Public Service Careers Program for the Arrowhead Region for Calendar Year 1971 is in readiness to be implemented.

Several factors have become evident and will have strong bearing on the Program's effectiveness. The major factor that will affect the Program is the current economic pinch the various public agencies are experiencing. Money for instituting new positions is relatively non-existent. The demands for money to operate agencies at their existing levels is also posing problems. Cases exist where public entities are operating with deficit budgets or professional positions have been deleted. The economic pinch is not conducive to implementation of a Manpower Program such as the Public Service Careers Program.

The other major factor hindering the Public Service Careers Program links with the economic status of the area. Guidelines that were developed for the Program dictate that a public agency in order to participate in the program must guarantee that positions be budgeted for two years. This provides protection for the trainee, but makes opportunity for placing trainees difficult since the Public Service Careers Program offers little in the way of salary reimbursement to an agency.

Due to the major factors above and a variety of less formidable ones, the Program may have difficulty in providing what it was designed to do. Alternatives to exercise in implementing the Program are being investigated and from these it is hoped the program can provide training and job opportunities to the number of people the Program was budgeted for by January 1971.

Division of Criminal Justice System

Region "B" Block Grant Applications and Grants

The primary activity of the Commission in working with Region "B" of the Governor's Crime Commission has been assistance in processing grant applications. The degree of activity is indicated by the number of grants processed.

Application Path - Briefly the process an application must go through to be successful is:

1. Applicant generates a program to fill a need and requests assistance in filing application.
2. Application is submitted, after careful checking by ARDC staff and/or consultant, to regional advisory council and Governor's Crime Commission.
3. At regional level, application is considered by grants committee of Regional Advisory Council and appropriate comment is made and forwarded to state office.
4. State office staff check legality and feasibility of application and in consideration of regional comment makes a recommendation to Grants Committee of Crime Commission.
5. Grants Committee of Crime Commission recommends application program to Crime Commission for funding.
6. Crime Commission funds program and applicant is notified of grant award.

Provision is allowed for an applicant to take an application directly to the Crime Commission should it be denied anywhere along the path.

Applications for Funding in 1970 (Programs funded are underlined)

| | |
|----------|--|
| \$ 6,399 | <u>UMD Criminology Center Resource -- City of Duluth and UMD Criminology Center</u> |
| 20,824 | <u>Implementation of Misdemeanor Rehabilitation Program- St. Louis County Probation Department</u> |

| | |
|----------|--|
| \$80,000 | <u>Model Neighborhood Supportive Police Services -- Duluth Police Department</u> |
| 8,893 | Volunteer Delinquency Prevention Pilot and Evaluation Program |
| 2,260 | <u>Criminal Justice Manpower Increase and Student Career Preparation Through the Work Study Program -- Hibbing and UMD</u> |
| 13,332 | Region A and B Drug Abuse Material Clearing House - Virginia |
| 9,215 | Area Communications - Via State Highway Patrol Lock-up -- Virginia |
| 5,500 | Relocation of Village Jail from Village Jail to Municipal Building -- Nashwauk |
| 3,780 | Public Safety Department Training Program - Chisholm |
| 32,000 | <u>Group Home Treatment Program for Pre-delinquent Youth -- Koochiching County</u> |
| 22,024 | <u>Action Grant-in-Service Training Program -- Duluth</u> |
| 43,220 | New Radio System for Duluth Police Department - Duluth |
| 20,880 | New Equipment Needs for Duluth Police Department - Duluth |
| 19,400 | <u>Indian Enforcement Training Project - Itasca County</u> |
| 712 | Equipment Request - Village of Hibbing |
| 3,600 | Riot Control Equipment - Biwabik |
| 20,000 | <u>Citizens' Action Councils - ARDC</u> |
| 21,000 | <u>Planning Grant Region "B" - ARDC</u> |

Regional Juvenile Detention Center Program

The activity and action of this program has been one of programming, funding and establishing an operational program. Recently the program is seeking legislation which will make the program financially feasible. See pages 89-91 for more information on this program.

The cost and funding of the Juvenile Detention Center best demonstrates the action which has been taken and needs to be taken to complete this project.

JUVENILE DETENTION CENTER
COST AND FUNDING

(182)

CONSTRUCTION

| | | |
|------------------------------------|---------------|-----------|
| <u>Planning:</u> | \$ 42,000 | |
| <u>Construction:</u> | 390,000 | |
| <u>Furnishings & Equipment</u> | 60,000 | |
| <u>Site:</u> | <u>50,000</u> | |
| Total | | \$542,000 |

Funding

| | | |
|------------------|------------------|---------------|
| <u>Planning:</u> | LEAA Grant: | \$24,000 plus |
| | State Matching | 7,000 plus |
| | St. Louis County | <u>10,000</u> |
| | Total | \$ 42,000 |

| | | |
|----------------------|---------------------------|------------------|
| <u>Construction:</u> | LEAA Discretionary Funds: | \$135,000 |
| | State LEAA Grant: | 100,000 |
| | State: | 100,000 |
| | Region: | <u>175,000</u> |
| | Total | <u>\$500,000</u> |
| Total | | \$542,000 |

OPERATIONAL COST (FIRST YEAR)

First Year Operational Cost 150,000

Funding

| | | |
|------------|-------------------|-----------|
| Operation: | State LEAA Grant: | \$75,000 |
| | State: | 50,000 |
| | Region: | 25,000 |
| | Total | \$150,000 |

GRAND TOTAL \$692,000

Citizens' Action Councils

Because of a national climate of growing awareness and concern over the affairs of youth, the opportunity exists, where citizens are receptive to the idea, of taking an active role rather than merely expressing passive sympathy or interest. The time is long over-due for the development of Citizens' Action Councils (or Youth Environment Councils) to stimulate and guide activity in a coordinated and cooperative manner, on a community level, to alleviate the problems defined therein.

The Citizens' Action concept is a comprehensive program involving all sectors of the local community in an effort to coordinate and promote opportunities for youth. The idea is premised on the assumption that Minnesota's greatest resource is its people, and thus, a "Citizens Action" program should be a locally implemented "grass roots" approach to local problems. The initial groundwork requires an interested professional or service group to provide the leadership impetus. This committee must embrace a true cross section of the community, including:

1. Members of the Bar Association and judiciary concerned with crime prevention.
2. Police administrators and corrections personnel to provide liaison channels with the "professionals" involved with crime prevention and control.
3. Representatives from citizen service organizations.
4. Representatives of minority groups (social, ethnic, youth)
5. School officials and counselors
6. Labor groups
7. Church organizations
8. P. T. A.s
9. Welfare agencies
10. City governments
11. Medical representatives
12. Pharmaceutical groups

13. State employment representatives

14. Business groups

It is suggested that a manageable committee be established and twenty people are suggested as a maximum; youth are suggested as constituting a majority of the committee.

By definition a "Citizens Action" program is entirely voluntary and locally planned, financed and implemented. The effectiveness of such a program depends upon dynamic leadership from within the local community.

Experiences across the state have indicated that certain steps in the organizational process insure the success of the community effort.

1. Identify the resources available, the needs and problems of the community, and define them.
2. Confer with local leaders and authorities, service organizations, and professionals to determine the results of past efforts along similar lines. To what target group were the programs aimed? How were they financed? Why are they no longer in operation?
3. Confer with local leaders and authorities, service organizations and professionals to determine whether there are organizations currently trying to meet the needs identified before. Are they attacking the same problem, and if so, in a manner similar to that being considered by your group? Is there a need for a coordinating agency?
4. Determine what goals, priorities, and purposes are to be served by the anticipated organization and set dates for stage completion.
5. Make your plans.
6. Activate your plans. Inform, educate, communicate.

In planning effective youth environment programs it is essential to begin early and to involve youth from the start. Past experience indicates that program designed by youth are more effective than those designed for youth.

The first step is to enlist the cooperation of the community's youth-serving agencies -- public and private -- in an assessment of their present situation:

What is needed for the youth of the community and what problems exist that adversely affect the behavior of the youth. Further, what youth opportunities can be provided by various public and private agencies?

Some of the areas Citizens' Action Councils can become involved in are:

1. Youth employment
2. Increased use of school facilities
3. Recreation
4. Camping
5. Arts and cultural activities
6. Youth in government
7. Finding group foster home parents
8. Juvenile courts
9. Tutorial assistance
10. Drug abuse

The achievement of the program requires enlisting the full resources of the community and of building public-private partnerships encompassing city government, business, labor, the schools, the churches, voluntary organizations, and, most importantly, young people themselves.

The Youth Environment Council does not have to operate or supervise programs, although they may do so. A council could serve in a coordinating role only, working with youth to determine their needs, seeking broader community participation, suggesting possible community-wide programs, identifying new sources of funds and under-utilized resources.

The Council could serve as a catalyst for program development and could be a clearing house for information on youth program activities. But one of the primary responsibilities is to insure that youth are involved at all levels in the planning, implementation, and evaluation of youth programs.

In the following section a progress report is given on each community the CAC program is involved in. The reports will use the following outline. A special

report has been prepared for communities that do not fit into the outline. These special reports are submitted in the proper order with the other reports.

Outline for Progress Reports on Individual CACs

This report will use the following outline, but there are a number of communities that are impossible to fit into this outline. In these special cases a report that would be more fitting to describe the situation has been prepared.

- A. Stage of Organization and how long the group has been in operation.
- B. The people that are involved in the council.
 - 1. Chairman or contact person
 - 2. How many people are involved
 - 3. Description of the people.
- C. How often the council meets.
- D. The councils' objectives.
- E. The councils' sub-committees.
- F. Projects which they have sponsored or plan to sponsor.
- G. Comment and/or evaluation.

Progress Reports for CACs in Region A

Bagley

A. The development of a CAC in Bagley was hampered by the unfortunate death of the contact person. A new contact has been established and the first meeting is being planned. The situation would still be considered to be in the planning stage of development.

B. The contact person in Bagley is Rev. Vic Doran from Redeemer Lutheran Church.

C. The council will have to decide, at a later time, as to how often they want to meet.

D. No objectives have been set.

E. No sub-committees have been appointed.

F. They have not planned any particular projects yet.

G. The contact person seems to be a key person in the organization of this council and also seems to be very interested.

Baudette

A. The CAC at Baudette is just in the process of evolving out of the steering committee stage. There was a little difficulty in overcoming personal differences and putting together the physical structure of the council.

B. There are three key contact people involved in this council. Robert Anderson from Rowell Laboratories, Judge John R. Krouss and Bill Kellogg, who is the publisher of the local newspaper. For the time being there are about fifteen people involved in the council. One half of these are youths. The adults are mostly businessmen or from the school.

C. The council has been meeting about once a month.

D. The objectives of the group are centered around recreation for the youth and the problem of drug abuse. The youths seem to favor recreation while the adults favor doing something about drug abuse.

E. At the last contact the only sub-committees they had were those related to setting up the physical structure of the council. This would include a sub-committee in charge of the membership.

F. The only projects are ones which they are talking about. Such ideas as helping the school set up a drug education program and a teen center were among those discussed.

G. If the conflicts between the adults and youths on the council do not kill the group, they will become an effective CAC.

Bemidji

Mr. Aultman, who is the director in Region A, offered his services in doing the coordination of the CAC in Bemidji. More recently Mr. Aultman says he will not coordinate the Bemidji CAC. For this reason, Mr. William Jones, from the Bemidji Council was contacted in order to offer the council help.

Because of this, only very sketchy information about the council is available. They have taken a survey about youth problems and they are interested in forming a youth center. More information about the Bemidji CAC will be available at a later date.

Crookston

A. Crookston formed a youth council of their own before anyone in the CAC Program became involved. This group is in the completed stage of development but does not fit into the guidelines of what a CAC should look like.

B. There are about twenty-five people involved in the make up of the Crookston Youth Council. All the people on the council are adults. This is the basic reason why the group cannot be called a CAC. The make up of adults on the council is primarily the same as adults on the CAC. This would include teachers, counselors, judges, social workers, probation officers, police officers, school board and clergy. The leadership of the group is directed through an executive committee composed of Rev. Jim Hanson, Audrey Eickhof, Emil Bagley. The three on the executive committee are changed every six months.

C. The council meets twice a month.

D. The objectives of the council are as follows:

1. To function as a thinking, discussion and planning group which passes on, enthuses, etc., other groups to action.
2. To function as an investigative group, searching out problem areas, gathering facts and considering methods of action.

3. To examine the attitudes of adults toward the youth community and to evaluate the effects of these attitudes.
 4. To not take over existing youth activities or to not initiate, as an independent group, new youth activities.
- E. Sub-committees are reflections of the projects they work on.
- F. One of their most recent projects was the Drug Awareness Day on October 14, 1970.
- G. Even though this group does not fit the guidelines of a CAC, it is shaped to fit the needs of the local community and was first established by the local community. For this reason, this group is best for the community.

The coordinator's position in working with this community will be that of a resource person. Right now this consists of helping them find a way to incorporate the police into the council. Up until this time, the Police have not been participating as much as the Council would like them to.

East Grand Forks

- A. The Youth Council which has been in existence is in the process of reorganization. Until this time they have followed much the same kind of pattern as Crookston. Now they have formed a Sub-Committee to reorganize the Council to include youths.
- B. The Council is, at this time, composed of all adults. The fifty adults that make up the council are mostly from the various agencies around town that work with youths. These adults would primarily be the same ones that compose the adults in a CAC. All this is relatively unimportant seeing that they are in the process of reorganizing, to include youths on the council. The contact person for this group is Ken Barkman from the Crookston Mental Health Center.
- C. The council has met in the past about once a month.
- D. Basically, the group's objectives are in improving the areas in which the youth are involved. Again they are much like the council in Crookston.
- E. Right now, the most important sub-committee is the one which is in charge of the reorganization of the group.
- F. A youth center has been planned.

G. If the council is successful in reorganizing the council to include youths, they are on their way to becoming an effective CAC.

Fosston

- A. Most of the assistance to Fosston has been in the form of aid to contact people in determining who should be invited to the first meeting and trying to determine how far the boundaries of the CAC should reach. After extensive planning the first official meeting of the Fosston CAC will be held.
- B. The contact person for Fosston is Terence Stout from Fosston Public Schools. It should be noted that Mr. Stout has been very helpful in the preliminary planning for the council. It cannot be determined at this time just how many people would actually be involved.
- C. How often the council will meet has not been decided.
- D. The council's objectives will be determined at a later date.
- E. The sub-committees will depend on what the objectives of the council are.
- F. It is too early to determine what projects the council will sponsor.
- G. There is some interest in trying to have a council which will serve the needs of quite a number of smaller communities around the Fosston area.

Hallock

- A. Hallock is in the steering committee stage of development.
- B. The council is composed of an adult and youth cross section of the community. The adult chairman is Mr. Keith Rosengren and the youth chairwoman is Nancy Haubrick.
- C. The council has been meeting about once a month.
- D. The council's main objective centers around youth recreation.
- E. No knowledge has been obtained about the council's sub-committees.
- F. One of their projects is to form a youth center.
- G. The CAC coordinator will attend their January meeting.

Mahnomen

- A. Mahnomen is in the stage of planning a CAC. It would probably be more accurate to say that they are trying to determine whether or not Mahnomen can support a Citizens Action Council. There seems to be some question as to whether or not there are enough people who are willing to become involved in the council.
- B. Most of the work in determining who would be interested enough to participate is being done by Mrs. Emma Klepetka. It remains to be seen who will participate on the council. The problem is not in finding youth, but in finding interested adults.
- C. The coordinator will be in contact with Mrs. Emma Klepetka as to the proposed date of the first meeting.
- D. Objectives have not been determined, although there seems to be an interest in a teen center in the community.
- E. No sub-committees have been established.
- F. There is the possibility of organizing a teen center.
- G. There is the possibility of organizing a council that will be composed of both Mahnomen and Fosston and a couple of small communities in between. The reason for this is that Mahnomen is very dependent on its neighboring communities.

Park Rapids

- A. The CAC in Park Rapids is a formally organized Council.
- B. The CAC in Park Rapids is composed of an evenly divided group of youths and adults. The adult Chairman is David A. Pilkey. The youth Co-chairmen are Miss Marcy Ness and Mr. Mark Costello. The group is composed of almost fifty people from the community. The adults include the people who are suggested in the guidelines for CACs.
- C. Meetings are held periodically.
- D. The objectives of the council center around the improvement of the youth environment.
- E. Sub-committees include: Finance, By-Laws, Facility and Equipment and the Rotary Club Advisory Committee.

F. One of the council's projects was the development of a youth center for which they applied for funding from the Governor's Commission on Crime Prevention and Control.

G. The coordinator is not in the best of standing with this group for the reason that he is associated with the Governor's Crime Commission.

Red Lake Falls

First work in Red Lake Falls was with a Youth Council composed of people from the community that were involved with youths through their work. This group was strictly a professional group that discussed individual cases they had in common. Through working with this group, a Citizens Action Council was formed. This group is working very closely with the Youth Council. The Citizens Action Council is in its organization stage of development.

B. The person who is responsible for the organization of the council is the Council's Chairman Rev. Roy Seger. The Council also has a recording secretary. The Council is composed of twelve people. One-half of these are youths. The Adults are a fairly good cross section of the community. They include people from the clergy, school and businesses. The CAC can also call upon the Youth Council for aid in working on a particular project.

C. The first two meetings that the Council had were only a week apart for the reason that something could be organized quickly.

D. The Council's objectives are centered around Drug Abuse and the establishment of a youth center.

E. The group is centering its attention upon the problem of developing a youth center and will divide its efforts and include drug abuse at a later time.

F. The one main project that they are planning to sponsor is a youth center. They are now in the process of locating a place for their youth center and finding the means to support it. They are trying to make the project as self-supporting as possible.

G. It should be noted that this group is working very closely with the Youth Council which takes on many of the projects that a Citizens Action Council must take care of in other towns. An example of this would be that the Youth Council is now trying to locate some prospective foster home parents.

Rosseau

A. The first meeting in Roseau was on October 19, 1970. At this meeting the people formed a steering committee to do the organizing of the council. The

committee was going to follow a set of guidelines that were prepared for organizing a CAC. They were very anxious to get a council started so they were going to hold a number of meetings before the coordinator returned on December 7, 1970. For this reason much of the following information will be outdated. The group was to be completely organized by the December 7th meeting.

B. The group declined to elect a chairman at the first meeting because they wanted to get more people involved before they did so. The initial group was composed of twelve adults but they were very anxious to include just as many youths. Probably the most influential man on the council is Sheriff Paul Knochenmus. Another person who is very interested in the council is the Editor of the local newspaper.

C. During the early stage of development the council has been meeting about every two weeks. This may have changed now but this was the plan at the original meeting.

D. The objectives of the Council seem to center around the following problems:

1. Police-youth Relations
2. Drug Abuse
3. Juvenile Court System

E. The Council has no sub-committees.

F. The CAC is too involved in their own organization at this time to sponsor any projects.

G. The CAC coordinator is very pleased with this group's willingness to get involved in improving their youth environment. The leadership which the group has will bring about many important changes. The adults that are involved in the Council are very willing to work with the youths.

Thief River Falls

A. The council is in an operational stage.

B. The CAC in Thief River Falls is composed of a cross section of both youths and adults from the community. The Council's Chairman is Mr. David Strong. Mr. Strong is the Public Information Coordinator for the Psychiatric Unit at North West Hospital in Thief River Falls. Bill Hogan Jr. was selected as the temporary chairman at the first meeting and is a student at the Thief River Falls High School.

- C. The Council meets as many times as necessary to fit its needs. If the Council has much business to conduct, it will meet more often than when things are slow. At present they will not have another meeting until the community survey that they are taking is completed.
- D. The Council is going to center its objectives around a survey which they are going to conduct on the problems which exist around Thief River Falls. This survey should be completed by the first part of January.
- E. The only sub-committee they would have is the committee that is working on the survey.
- F. No projects will be planned until they assess their needs.
- G. It is difficult to determine how well the group is going to do at this time. They have very adequate personnel and also benefit from the aid they receive from the college in town. The college was very helpful in preparing the community survey. The coordinator was also able to give them some assistance by obtaining a copy of a similar survey. This survey was very beneficial in preparing their own survey.

Warroad

A. After attending two meetings in Warroad, the people have not come to any decision as to whether they should form a Citizens Action Council or not. After the last meeting they decided they wanted to wait and make a decision at a later time. The people seemed to be inclined towards not doing anything about their youth environment in Warroad. They are convinced that all that can be done in the various youth problems is being done by the existing agencies. Nothing more will be done in Warroad until they think about some of the things that were discussed at the first two meetings for a while and then approach them again for their decision. This third attempt will be made in January 1971.

Warren

- A. The CAC in Warren was organized in September of this year. The physical structure of the Council is completed.
- B. The Council is composed of fourteen youths and fourteen adults. The Chairman of the group is Mike Peterson and the Secretary is Mrs. Katherine A. Sincok. The original contact person should also be mentioned as a key person. He is Richard Lahl who is a member of the school board.
- C. The Council has been meeting about once a month.
- D. The Council has one objective at this time. This is to improve the recreation facilities in the community. There has been some discussion about including drug abuse as a problem to be worked on.

E. The Council's sub-committees include a sub-committee to conduct a survey and a committee to telephone members about upcoming meetings.

F. The Council sponsored a survey to determine what the needs of the community were in the area of recreation. They are also planning to develop a teen center.

G. The comment about the council would have to be a very negative one toward the adults on the Council. The suggestion was made to the Council that there was no reason why a youth could not be chosen chairman. They followed this advice and a youth was selected as Chairman. The adults, however, very quickly lost faith and are now reluctant to attend any meetings. As a remedy, it was suggested that an adult Co-Chairman should be chosen to appease the adults on the Council.

Progress Reports for Communities in Region B

Aurora

A. Aurora has a steering committee that is now planning the formation of a CAC.

B. Herb Akins is the chairman of the council. Mrs. Carl Glavan was responsible for the arrangements of the first two meetings that were held. The council will consist of about eight youth and eight adults when it is completely organized.

C. The council has been meeting periodically.

D. The council's main consideration at the present is drug abuse.

E. Pat Baudhuin is the program committee chairman.

F. At the present time they are focusing their attention upon presentations about drug abuse.

G. The council is developing slowly but hopefully they will be able to accomplish something.

Chisholm

A. Work has been done to organize a CAC in Chisholm for the past two months. Due to many conflicts which arise, the contact person had to handle the first meeting. In doing this, the community formed a nucleus of people that will be the spearhead of the council. At this time they are still involved in the planning of the CAC. For this reason they are in the planning committee stage of development.

- B. The contact person is Darrell Shanks from the Chisholm Police Department. The person is very capable and is doing a fine job of selling the concept of CAC to others in the community. The person who has been nominated as secretary is Mrs. Lawrence Even. The rest of the people involved are a good cross-section of the community.
- C. Only one general meeting has been held as of now, and there is no other meeting planned until January 18, 1971.
- D. The council objectives include drug abuse education, the improvement of youth activities, and the improvement of police-youth community relations.
- E. The recommended sub-committees include publicity and three other sub-committees related to the objectives of the group.
- F. The one thing they plan on sponsoring is a Ride-along program. Other projects will come with time.
- G. The CAC in Chisholm will be very effective when they are fully organized.

Cloquet

- A. The CAC of Cloquet is completely organized. The structure of the group is very loose knit, but very effective.
- B. The person responsible for originally organizing the first meeting is Tom McKeever, who is a Juvenile Officer for the Cloquet Police Department. He is still very active in the operation of the council. Mr. Dave Sylvester and Mrs. Beth Anderson who are both from the high school are also very active in the council. The entire council is composed of 6 youths and 6 adults. For being a small group they surprisingly represent a fairly good cross-section of the community.
- C. The council has been meeting every Monday night in the local bank building.
- D. For the time being the council has only one objective. This objective is to improve drug education in Cloquet, After the first of the year they are planning to move into other areas such as youth employment.
- E. All sub-committees are related to the project they are on at certain times. There are no standing sub-committees.
- F. The projects they are involved in include the following:
 - 1. Preparing a series of articles to appear in the local newspaper.

2. Various radio presentations.
3. Individual members and groups are involved in giving presentations about drug abuse.
4. Establishment of Parent-Youth discussion groups.
5. Poster contest related to drugs.

G. The CAC of Cloquet is very active and should survive quite well on their own. They have not had to be pushed into doing anything. They are probably the most loosely organized group but they are also the most energetic.

Coleraine-Bovey

In attempting to organize the CAC in Coleraine and Bovey, contact was made with Mr. Paul Laramie who is the police chief. The first attempts in August to contact Mr. Laramie were very fruitless. He could not be contacted until the first part of November.

At this time, the coordinator explained to Mr. Laramie what the Citizens Action Councils are and the possibility of organizing a council in Coleraine and Bovey. Mr. Laramie stated that he would organize a preliminary meeting. Three dates were left open for such a meeting.

I contacted Mr. Laramie again on December 2, since he had failed to respond to my request. At this meeting Mr. Laramie stated that he would no longer organize this preliminary meeting. The reason for this is the fact that he feels that the situation in Bovey and Coleraine is hopeless and that it would be useless to try to do anything to improve the youth environment.

A new contact person has been located and plans for a first meeting are being made. The contact is Vince Nyberg who is the mayor of Coleraine.

Ely

A. The Ely CAC is a completely organized council. The general organization is very loose with the real power being in the sub-committees.

B. The person who gives the group the most leadership is Mr. Braun from the high school. The recording secretary is Dan Montgomery who is a high school student. Police Chief Ken Smith was the original contact person. The council is composed of 30 people. Of these, about one-half are youth.

C. The general council has been meeting about once a month. The sub-committees meet more often.

D. The council's objectives are the improvement of youth-establishment relations, the improvement of youth recreation and the improvement of drug abuse information.

E. The council has three sub-committees which are composed of ten people each. These sub-committees include:

1. Establishment relations - Ken Smith, chairman
2. Drug use and abuse - Dan Montgomery, chairman
3. Activities - Mr. Braun, chairman

F. The first project they plan on sponsoring is a campaign to recruit 200 people for volunteers as supervisors at various activities such as the youth center.

G. At this time the activities committee seems to be the most active segment of the council. This is particularly due to the excellent leadership of Mr. Braun.

Eveleth

Weekly progress reports have been reporting Eveleth as being served by activity that is not a CAC, but is similar to a CAC. The reason they have been classified as such is for the following reasons.

About the same time a CAC coordinator was hired, Eveleth was organizing a group to form a Youth Center. The head of this group was the Superintendent of Schools, Mr. Sig Rimestad. Mr. Rimestad had the support of the mayor, high school principal, members of the clergy and a Junior Achievement leader. In addition to this, the student council was involved with this group. The group was very successful and just recently opened their Youth Center in a vacant church building.

For the remodeling of the building and operation of the center, they were able to obtain monetary support from the city council, service organizations and churches. During this period of development, the coordinator kept in close contact with Mr. Rimestad and let him know that he would like to use this group at a later time to take on a number of other projects related to youth environment. In the beginning of November, Ron Cerar was appointed adult director of the youth center. Since this time plans have been made for organizing a meeting of some of the people involved in the youth center so that they could organize a CAC in Eveleth. This meeting will be on December 28, 1970.

Gilbert

- A. Gilbert has an officially organized CAC.
- B. At the present time there about fourteen people involved in the council. About one-half of these are adults and the other half youth. It should be noted that there is a committee now in operation that is deciding on the final memberships of the council. The chairman of the council is David Mowrey who is a counselor at the high school. Mr. Mowrey has given the CAC in Gilbert excellent leadership without completely dominating the council. At this time it is difficult to point out any other person who stands out in leadership. Due to the community's dependence on Virginia, the council lacks many people who compose a cross-section in other communities.
- C. The council has been meeting anywhere from once a month to once a week.
- D. The council is concerned with drug abuse, police-youth relations and recreation. At the present time most of their concern is directed towards recreation with other areas to be involved at a later time.
- E. At the present time there are two committees. There is one committee to make a decision on the final membership of the council and one to investigate the possibilities of creating a youth center.
- F. All the council's forces are being combined to form a youth center in one of the vacant buildings in Gilbert.
- G. At the present time the council is functioning quite adequately. This will continue if they are successful in producing a youth center. If the council runs against too many obstacles they will probably perish.

Grand Marais

- A. The Grand Marais council is in the steering committee stage of organization.
- B. There are twelve people involved in the council. Of this group six are adults and six youths. Rev. Louis Wargo was selected as chairman and Richard White was selected secretary.
- C. The council has been meeting periodically.
- D. The council's objectives center around youth problems with an emphasis on drug abuse.
- E. There is a sub-committee in charge of membership.

- F. There are no projects that they are planning to sponsor at this time.
- G. The council is to cover all of Cook County.

Grand Rapids

Two different meetings have been attended in Grand Rapids. Both meetings were to investigate the possibilities of forming a CAC in this community.

The first meeting was organized by Mr. Ed Steffy from the Probation Department. This meeting was attended by a cross-section of adult and youth from the community. The result of this meeting was that they want the Youth Advisory Board to decide whether or not to form a CAC. The Youth Advisory Board is a committee of youth who advise the city council on matters related to youth.

The next meeting was with the Youth Advisory Board. The result of this meeting was that they wanted to wait and see what the Community Development Committee was going to do in the area of youth problems. The Community Development Committee is composed of various youth and adults throughout the community. This committee has been planning and investigating the past year and a half and are going to call a town meeting to decide what direction they will take. Youth problems are just one of the areas the committee gets involved in. The Youth Advisory Board said they would notify the coordinator when this town meeting is called. For this reason, they are being served by an organization that seems to meet the needs of their community. It is hopeful that progress will be made.

Hibbing

- A. At the present time Hibbing is in the steering committee stage, however, the council is very near fulfilling the qualifications of being an officially organized CAC. The only thing they must do is obtain the endorsement of the mayor and the village council.
- B. When the council is fully organized they will have a membership of about thirty people. One-half of this council will be youth. These thirty people represent a very good cross-section of the community. The adult chairman is Don Drolson who is the assistant principal in the high school. He has given the council very good guidance. In addition, the council has a youth chairman and a recording secretary.
- C. The council has been meeting about once a month.

D. The council's one main objective is the coordination of all activities related to youth problems with an emphasis on drug abuse.

E. The one sub-committee the council has is a committee that is preparing a profile of activities related to drug abuse. This would consist of knowing just what various agencies and organizations are doing or plan to do about drug abuse.

F. The project that they are now involved in is having all drug related activities being cleared through their council. The main reason for doing this is to eliminate duplication and present a coordinated effort against drug abuse.

G. The Citizen's Coordinating Council of Hibbing will be very successful if they can keep their conflicts of interest from killing them. The council has developed such a good cross-section of the community that they might be too much at odds and accomplish very little.

International Falls

A. The council in this community is in the steering committee stage of development.

B. The council selected John Nathe from the Walgreen Drug Store as chairman. The police chief, Richard Ellison, was the contact person who arranged the first meeting. Sheriff Milton Kochaniuk was an excellent resource for the council until his recent death.

C. The council has been meeting about once a month.

D. The council has been centering its attention around drug abuse.

E. No sub-committees.

F. No objectives.

G. The Chief of Police is backing the council. Mr. Karl Aho has been acting as coordinator for the development of this council.

Nashwauk

A. Nashwauk has an officially organized CAC. The council has been in operation but will very shortly reorganize to include a larger area. But for all practical purposes they are still completely organized.

B. The council is composed of about 20 people. Of this, about two-thirds are youth. The temporary chairman is Rev. Eldon Landvik. The council's secretary

is Mrs. Helen Buescher. Mrs. Buescher is also in charge of the publicity of the council.

C. The council has been meeting about once a month.

D. The council's one objective is to improve the recreation of the youth. When the council is reorganized they will be expanding this to include other objectives.

E. Sub-committees have been formed just when a special need arises. This has included a sub-committee in charge of membership and one in charge of preparing a youth code of conduct.

F. Projects include the expanded use of school facilities and also the expanded use of public buildings. Another one of their projects was to prepare a code of conduct for the youth to follow at all dances held in the community. A dance must be cleared through their council before it can be held in the community.

G. The council can take many progressive steps if the people involved will attend the meetings. The attendance has been quickly declining the past couple of meetings. Hopefully this is due more to the time of year rather than a losing of interest in the CAC.

Moose Lake

A. Moose Lake is in the planning or steering committee stage of development. It would probably be more appropriate to refer to them as being in a stage of trying to determine whether or not their community is capable of organizing a CAC. The people of Moose Lake are now trying to determine if there are enough people in their community willing to get involved in youth problems.

B. Mr. Glenn Hansen has been very cooperative in organizing both of the meetings. Another person who has given a lot of support to the idea of organizing a CAC is Wayne H. Peterson who owns a drug store in town. The first meeting had only three youth show up. The majority of the second meeting was attended by youth who were from the high school.

C. The meetings have been held about one month apart.

D. There are no objectives, however, the people seem to be concerned about drug abuse and youth recreation.

E. At the present time there is a committee that is trying to find out just who is interested in forming a CAC.

F. No projects have been planned at this time.

G. There is a definite concern among the people who attended the meetings as to the problems of youth. The big thing is to convert some of the concern into action. If this can be done there will be a council formed.

Mountain Iron

In trying to organize a CAC in Mt. Iron, two meetings were conducted.

The first group had about 15 people who were mostly adults. This group was very capable of talking about the youth problems they have had in their community but when it came to doing something about these problems it was a different story. Because of this lack of interest and youth at the meeting, another meeting with just the youth of the community was organized.

This second meeting was held on September 24, 1970, with about 60 youths from junior and senior high schools in attendance. This group was also very good at talking about the youth related problems in Mt. Iron. The things they seemed to be concerned about were drug abuse, youth recreation and police-youth relations. The only difference between this group and the first group was that they promised to try and find some interested adults in the community to aid them in trying to make some changes in these problem areas.

Proctor

A. The people involved in CAC work in Proctor are in a planning committee stage. They will stay in a planning committee stage for a while longer until they find out in what direction they will be headed. To enact one of their projects they might have to incorporate the council, and until they find out if they must incorporate the council, they do not want to proceed too far with the development of their council.

B. The chairman of the council is Rev. Cowan who is quite an able leader. One other person has shown himself to be very helpful -- Richard J. Peterson, who is a counselor in the Proctor High School. There are approximately 15 on the council. More than half of this amount are youths.

C. The council has been meeting about once a month.

D. The one objective of the council is to improve the recreation in the community.

E. All the sub-committees of the council relate to current needs of the council. This would include a finance committee and a committee in charge of locating facilities for a youth center.

F. The project which they are working on is the formation of a youth center. To use one of the buildings in the community they must be incorporated. For this reason they are waiting to see if they are going to use this building before completing the organization of their council.

G. There is a great need for a youth center in Proctor. The problem which comes up is that they will have great difficulty in obtaining the needed money for both the formation and the operation of the center. The reason for this is that the community is not completely self-sufficient, but is highly dependent on Duluth. The local resources that do exist are in financial trouble themselves. For these reasons the Proctor CAC will have a very difficult time in forming a youth center.

Silver Bay

A. Silver Bay has a CAC in the steering committee stage.

B. The first two meetings that were held in Silver Bay were organized by Fran Jevning from the Silver Bay Police Department. Mrs. Jevning is still involved in the council and is very helpful. Steven Gow was selected as the temporary chairman of the council and was left in charge of calling meetings. Mr. Gow is a recent graduate of Silver Bay High School. A steering committee was selected to decide upon who should be on the council.

C. The council has been meeting once a month.

D. The main objectives of the group center around drug abuse and problems which arise with the youth center in Silver Bay.

E. There is one sub-committee that is in charge of membership and to set up the specific goals of the council.

F. The council was responsible for the opening of the youth center.

G. The council has not been functioning to their ultimate capacity because of a lack of interest from many people.

Tower-Soudan

A. Tower-Soudan council is in a steering committee stage.

B. There has been only one meeting held which had 24 people in attendance. Ten of the people at the first meeting were youth. The group has been getting good support from Mayor Bud Anderson and Robert Jackson, who just retired from the

Army. Mr. Jackson wants to devote quite a bit of time to the council and is very respected in the community. The final membership of the council will not be known until the next meeting.

- C. The council has been scheduling meetings about a month apart.
- D. The council has not formally stated their objectives but they seemed to be mostly concerned about drug abuse, recreation, family life, and the juvenile court system.
- E. A sub-committee was formed to decide on the council's objectives and priorities.
- F. One project that seems very important is to have a coffee house for the youth.
- G. If the willingness to get involved carries beyond this first meeting, the CAC in Tower-Soudan will be very successful.

Virginia

- A. The CAC in Virginia is a fully organized council.
- B. The council is composed of 25 youth and adults. The council's chairman is Judge Ralph Harvey. The vice-chairman is Willis Swanson from the Range Mental Health Center. Mary Jane Poznanovic was selected as secretary.
- C. The council meets the second Monday of the month.
- D. The council's objectives are centered around drug abuse, youth recreation, and police-youth relations.
- E. One sub-committee was formed to determine the council's membership. There will be sub-committees that will be related to their objectives at a later time.
- F. No definite projects have been decided upon.
- G. There was a great deal of difficulty in getting the group to form into a council because of the conflicts of interest which exists. If they are able to overcome this, they will be a very effective CAC. The council is also very independent and hard to assist. Although this independence might hamper them at the present, it might be their greatest asset when there is no longer a CAC coordinator.

Recommendations -- Legislative Needs

The day to day activity and direct work with the Regional Development Act of 1969 indicates to the Commission that there is need to make some changes in the Act. These changes are recommended by the Commission in order to insure a better operation which will result in more efficient development and planning.

The Commission is cognizant of several other developments in programs developed on a federal and state level. These programs would enhance the work that the Commission is charged to do and therefore have been brought to the attention of the membership of the Commission.

Regional Development Act of 1969 -- Recommendations

It will be the policy of the Regional Commission during the 1971 legislative session to remain committed to the Regional Development Act of 1969 as passed by the 1969 Minnesota Legislature. However, several points within the body of the bill that will be under consideration are:

1. Changing the criteria for the Board of Directors membership. The present law requires not more than six elected officials to the Board.
 - a. The Commission's policy will be to permit more than a bare majority to be elected government officials. The Commission feels that no restrictions whatsoever insofar as elected officials are concerned relative to the Board of Directors.
 - b. The Commission's policy will be to support legislation that would permit flexibility as far as the number of Board of Directors so that the size of the Board could be modified to fit individual regional needs.
2. At the present time, the law permits the State Planning Agency to provide \$25,000 a year for the first two years of a Regional Commission's existence.
 - a. The Commission's policy will be that the legislature will continue to permit the State to provide funding for a Commission past the first two years.
 - b. The Commission's policy will be that Regional Commissions should not be limited to a maximum of \$25,000 a

year, but that leeway be granted to provide a wider discretion for the State of Minnesota to provide additional funding to match new federal programming and unexpected needs that arise in a given Commission area.

3. The 1969 legislature provided in the Act for a 1/2 mill levy to commence January 1, 1972.
 - a. The Commission's policy will be that we will not support any amendment that would remove this taxing authority from the Act, even though the Commission at this point has not seriously considered exercising this legislative prerogative.
 - b. However, the Commission would be willing to support a policy of holding taxing authority in abeyance provided that the legislature approves an amendment that does not put a ceiling of \$25,000 per annum on a Commission's State funding source.

Bills of Interest to the Commission

The Commission will be making several requests directly to the legislature and supporting other requests that we feel will enhance the opportunities of the constituencies of the Regional Commission area. The following will be special requests made by the Commission:

1. Fiscal disparities tax study.
2. Economic input/output study for the Region.

The above two proposals are being prepared and will be made for a direct grant by the legislature to the Arrowhead Regional Development Commission to conduct these studies in the 1971-72 biennium. These requests will amount to approximately \$400,000.

Details of these requests are being worked on by the Arrowhead staff and the University of Minnesota, Duluth, and will be presented to the legislature during mid session.

Other Bills of Interest to the Commission

Regional Juvenile Detention Home - The Arrowhead Regional Development Commission will make it a policy to support a proposal for legislation authorizing counties to levy in excess for a Regional Juvenile Detention Home.

Land Classification Studies - The Conservation Department, Division of Minerals, Forests, etc. was given the responsibility of classifying all state lands prior to developing a land management plan. This is for purposes of determining which lands should be exchanged, sold, etc. The Department is trying to get all counties involved in this same classification program as well as federal agencies, in order to develop a complete management plan and program for public lands.

The Department of Natural Resources will request an additional appropriation to complete the work. Classification and disposition of public lands is a matter that affects the Arrowhead Commission and we should be involved. We should make sure that we do have some say-so in review and that funds are made available to counties to do the classification work.

Shoreland Regulations, Flood Plain Management, Solid Waste Disposal, etc. As noted in Robert Edman's December 14, 1970 memo, we should watch all legislation requiring planning studies to make sure funds are available. The 1969 legislature made a number of new requirements for counties, including the above noted plans without providing funds. We should generate support from county organizations if a bill were introduced providing some state match to meet these requirements and extending the deadlines. Counties in the region and elsewhere in the state do not have financial resources to undertake these required planning studies and are reluctant to give up control to the state.

FWQA Planning Requirements - The FWQA planning requirements that are not prerequisites to receiving funds for sewage treatment facilities, include detailed river basin planning. The PCA intended to staff up for this. Any appropriations to PCA for this purpose should allow Regional Commissions or other qualified local agencies to do the actual planning.

Other Needed Legislation

Housing - The recommendation of the House Metro Affairs Committee is for a state-wide housing authority as well as a Twin Cities Metro housing agency. They also recommended that other metro or urban areas should have area-wide agencies. If a bill is introduced on this subject, we should make sure that Regional Commissions are also eligible.

New Community Development - The 1970 Housing Act passed with some sort of provisions regarding new community development. If it was House version, it provides that public agencies can sponsor new communities and provides federal financial help. New legislation may be required at state level. We should make sure that Regional Commissions are considered eligible sponsoring agencies. Possibly try to get additional state match.

Experimental City - House subcommittee on urban-rural balance recommended the creation of a new agency (Federal, state and private) to develop and build the experimental city that has been studied past several years. This should be tied to number 2 above. We should make sure that any legislation drawn up is broad enough to include the Arrowhead Regional Development Commission and that any new agency credited is not completely autonomous.

State Planning Enabling Legislation - The planning enabling legislation needs clarification and revamping particularly in the area of township powers. It is too late to do the job that should be done on it, but we should watch for any changes introduced, particularly by township organization, to make sure it is not made more confusing.

Sanitary Districts - The Farmers Home Administration turns back several million each year because Minnesota legislation is not clear on formation of private non-profit utility districts. Representative Gustafson of Wilmer introduced a bill last session to clarify and permit such organizations to be formed, but it died. This legislation of extending county powers to permit formation of special assessment improvement districts is needed if lakes are to be protected.

County Improvement Districts - As noted in Number 6, powers of counties to institute special improvement districts and to assess property owners for these improvements is limited in Minnesota. Should support any county efforts to provide urban services in unincorporated areas.

Summary

SUMMARY

The Commission believes that this annual report constitutes a tool, a handbook for "regional development commissions." It was our intention to provide a document which would not merely be a report, but rather a study of twelve months of organization and growing. We believe this has been accomplished by this annual report. Indicated in the proceeding pages are the methods, plans, strategy, accomplishments, projections, successes, actions and failures of the first regional development commission in the State of Minnesota.

This report will be a guide in the coming years for other regions organizing one of the most viable agencies for development known in the nation. This report will be an overview which will enable the Commission to study itself and avoid error and failure. It is not complimentary to the Commission to admit to error or failure -- it is however understandable when taken into consideration the fact that this was a new venture. These have been the "covered-wagon days" of regionalism in Minnesota. The coming years will be entry into the "jet age" of regionalism.

This report has dealt with the four main occupations of a regional development commission: administration, planning, research and action.

To introduce the section on administration, we discussed the historical development of the Commission. This development was prodigious. Single steps of the development might be seen as relatively simple to accomplish but each step was one detail that made up a large task and each step was interwoven with the other. Considering the section on administration were the myriad of operational details such as budgets, personnel, strategy, public relations, etc. The report indicates that they have been accomplished with success or are being developed or are being planned. Basically, the report shows that the Arrowhead Regional Development Commission is still being organized. It shows that the Commission is learning how a regional commission should be managed.

The portion of the report that deals with review systems shows that the Commission is well ahead of the rest of the state in organizing intelligent, coordinated development through review. This speaks well of the regional commission concept. It has allowed a base and an organization which can undertake a function that more and more becomes a requirement to obtain federal funds.

Formal planning in divisions other than economic development has been relatively unknown to the Commission. Yet, the section on planning clearly indicates that the Commission has the grasp of this important function. Comprehensive planning

is in the future, it has just now begun. The first steps to "put our house in order" are being taken through planning for water and sewer, housing, solid waste and other major factors in the environment. Simultaneously, planning will be started on other portions of the structure of the region. Parallel planning efforts will be undertaken to avoid duplication of effort, or going over the same field twice, and to promote complimentary factors in each aspect of planning. The planning indicated in this report shows that subsequent planning will be contingent upon that which has been accomplished previously.

It is not the intention of the Commission to "start from scratch" in comprehensive planning. It is not the intention to throw out all planning that has been done. The strategy is to use, correlate, incorporate previously done planning and make it part of an integral system.

Research has been the "long suit" of the Commission. This division was well developed in the predecessor organization. Probably one of the largest and most complete development reference libraries is housed at the Commission. Complementing resource materials on development is a very complete newspaper clipping file on development that has taken place within the region as well as those of state and national scope. The report indicates that research has not been confined to the needs of the Commission but has already branched out into studies that are unique and essential. The Research Department has a capability to research and analyze data needs of the local units of government.

A high priority has been given to the development of a computerized data collection and retrieval system. This program will be developed cooperatively with the University of Minnesota and the State Planning Agency.

In addition to preparing a library of directories, studies and reports, the Research Division is preparing new directories and reports that relate to the region.

The Arrowhead Regional Development Commission is a planning and development agency. It is not the primary function of the Commission to be involved in programs of implementation. Only in those instances where it is the charge of the Commission by a funding agency to implement programs, does the Commission become active in programs. When a program develops and is of a regional nature and needs the assistance of a regionally based agency, the Commission will offer assistance for programming and implementation.

The action programs of the Commission have been successful. They have accomplished the sub-goals for which they were intended. Application development is another of the Commission's "long suits." This is an endeavor in which the Commission has become actively involved.

This summary statement has pointed out the success of the Commission as it is reported in the annual report. We have not singled out any failures or shortcomings except to mention that indeed we have had failures. We believe the road that leads an agency to become a great servant of the public is one upon which mishaps take place. The Arrowhead Region will never reap the benefits that are to be had through regionalism unless we travel that road and be willing to face setbacks. Each success and each setback or failure will clearly say one thing -- we have tried and we will try again until the Commission brings to its region and to the state a method of harmonious and cooperative development. "Pro Bono Publico". (For the Good of the People).

Appendix

STUDIES AND REPORTS

Division of Research

Profile, City of Duluth

Profile, City of Duluth, lists the deficiencies and potentials of the City in relation to its designation as an economic Growth Center. The on-going activity for social, environmental and economic growth are outlined. (42 pages)

Profile, Herman Township

This eight-page pamphlet is a sample copy of the development of community profiles by the Arrowhead District. It includes a statistical profile of the community plus a narrative pointing out deficiencies and solutions. (8 pages)

Iron Range Redevelopment Center, Feasibility Study

This 34-page document shows the compatibility of the several communities of the Iron Range from Grand Rapids through Biwabik. Charts and maps of most public and private facilities are included to illustrate the narrative of this study. (34 pages)

Manufacturers' Directory of the Arrowhead Region in Northeastern Minnesota, 1970-1971

Lists the region-made products and their producers in the seven county area of Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis. There are over 300 firms listed in this regional directory. (23 pages)

Population Served by Selected Governmental Units, 1960

Portrays actual 1960 population and average population served by governments in the seven county region. Includes a special listing of cities (12), villages (60) and townships (173) with 1960 population. (9 pages)

Market Comparison of Duluth-Superior and Other Similar Sized Markets in the U. S. A. by Selected Demographic and Economic Measurements, 1968

This market study relates the Duluth-Superior area by the use of the following measurements: population, households, retail sales, effective buying income, sales activity, buying power and overall quality index. Based on Sales Management's Survey of Buying Power. (7 pages)

Work Force Estimates of Northeastern Minnesota, 1969

Contains county level work force data from 1965 through 1969 for each county. Duluth is shown separately and combined with St. Louis County. A monthly breakdown is shown for the latest year — 1969. Data includes work force, employment, number of unemployed and unemployed as percent of work force. (4 pages)

Retail Sales in Northeastern Minnesota

This report presents the findings of the 1967 Census of Business compared to those of 1963 by major classifications, counties and cities with populations of 2,500 and over. Can be used by market analysts and businessmen to evaluate this region's position and progress among the major segments of business. (14 pages)

A Study of Wholesale Business in Northeastern Minnesota

This 1967 Census of Business comparison report gives data for the major classifications of wholesaling establishments, sales, payrolls and employees by counties and cities over 5,000 and the SMSA. (13 pages)

A Study of Selected Services Industry in Northeastern Minnesota

This report publishes the major findings of the Services segment of the 1967 Census of Business for the Arrowhead region. Services as defined in this report are those establishments primarily engaged in rendering a variety of services to individuals and business establishments. (13 pages)

Local Government Finances in the Arrowhead Region, 1962-1967

This report provides a view of the financial structure of the region on a local government level. Individual county analysis is given concerning the changes between 1962 and 1967. (10 pages)

Land Area Comparisons of the Arrowhead Region and Selected States

This two-page report indicates the relative size of the Region in comparison to entire states. Size is given in sq. miles.

Lake Area Comparisons Within Counties of the Arrowhead Region

Data on lakes by county are presented in comparison to the region and the state. Items shown are number of lakes, lake area, percent lakes having ten acres or more in area, etc. Area given in square miles and in acres. (2 pages)

Northeastern Minnesota Representative Wage Rate Survey

This is a survey of union base wage rates, fringe benefits and other related wage data for selected occupations in the region. Initiated as a pilot study by Arrowhead Regional Development Commission and the State Department of Manpower Services, it is now gathering additional support from the Minnesota AFL-CIO Federation of Labor to expand into a state-wide survey. A second printing has been made because of its popularity. (25 pages)

Feasibility Study, Northern St. Louis County Industrial Park Site

The Commission secured a technical assistance grant from the Economic Development Administration and hired a consultant to conduct this study. It was recommended that any investment for industrial park purposes be concentrated at the Kinney location. (39 pages)

Feasibility Study, Fond du Lac Indian Reservation Industrial Park Site

The Commission secured a technical assistance grant from the Economic Development Administration and hired a consultant to conduct this study. This is one of the few studies in the region directed at the potential of the Indian on the Reservation. (27 pages)

Division of PlanningArrowhead Tourism Development Credit Corporation

This document represents a formal request for financial assistance to the Upper Great Lakes Regional Commission. (17 pages)

Arrowhead Overall Economic Development Program (1968)

The OEDP was the basic document for the Arrowhead District. It contains a socio-economic description of the District, the problems and deficiencies, potentials for growth, the goals, sub-goals and the projects. (149 pages)

First Annual Report (1969)

This First Annual Report gives an indication of the direction of the Arrowhead Economic Development District has taken during the year immediately after designation. Listing of active projects and priorities shows the trend of economic development that the District considers as basic to building an economic foundation. (59 pages)

Strategy Paper (1968)

The approach to the goals that the Arrowhead District will use to overcome the inhibiting factors that retard economic growth are summarized in this brief paper prepared for EDA. (14 pages)

Positive Action Program for the Growth Center

A required document prepared for EDA outlining positive steps which will be taken to alleviate unemployment and under-employment through the development of programs and projects. The Positive Action Program is designed to provide justification for projects within the economic Growth Center. (42 pages)

Proposal for the Extension of the Duluth Growth Center to Knife River

This proposal was prepared for the specific purpose of showing justification for the extension of the Growth Center to include Knife River an unorganized community in Lake County. The data in this report serves as the back-up material for the request for designation of the described area as a continuous part of the Growth Center, and is thus, an official document for EDA purposes. Two documents were submitted; the first, 19 pages and the second, 27 pages.

Guidelines, Project Notification and Review System

Two draft copies and a final copy were prepared as a preliminary step toward the eventual goal of full utilization of the former Isabella Job Corps Camp as a work experience camp and a vocational training center. (12 pages)

Arrowhead Development District Work Program

Preliminary draft of a work program and reconnaissance study describing the region, the potentials, on-going programs and a proposed program designed to meet the requirements of the Regional Planning Development Act of 1969. This document contains an inventory of planning agencies, special districts, independent agencies and innovators for change. (114 pages)

Fond du Lac Indian Reservation OEDP

A socio-economic description of the conditions of an Indian Reservation in the Arrowhead District. Includes needs, goals and probable projects. (15 pages)

Grand Portage Indian Reservation OEDP

A socio-economic description of the conditions of an Indian Reservation in the Arrowhead District. Includes needs, goals and probable projects. (19 pages)

Quarterly Reports

Required documents prepared for EDA describing the activities of the District staff. (23 pages each)

Inventory of Planning Agencies, Special Districts, Independent Agencies,
Innovators for Change, and Governmental Offices Programming Development

The list of agencies, districts, independent agencies, and government offices which appears here is not comprehensive. This listing has been prepared as a result of the response to a survey conducted for the purpose of preparing a resource directory for the Arrowhead Region. The absence of some agencies or offices is caused by the fact that they did not respond to the survey questionnaire. However, this listing is a viable resource.

Agricultural Stabilization and Conservation Service

208 1st National Bank Building Daniel Davidson
Grand Rapids 55744

3235 Miller Trunk Highway Jon Hedman
Duluth 55811

401 6th Avenue North
Virginia 55792

Arrowhead Regional Development Commission

900 Alworth Building Fudy F. Esala
Duluth 55802

Arrowhead Economic Opportunity Agency

Virginia 55792 Vincent Gentilini

Earnun Planning Commission

Earnun 55707 Ray Skarbakke

Eigfork Planning Commission

Eigfork 56628

Eiwabik Planning Commission

Eiwabik 55708 Frank Licari

Eovey Planning Commission
Eovey 55709

George Heglund

Bureau of Indian Affairs
Grand Portage 55305

Robert Panek

Bureau of Land Management
Harrold Building
405 East Superior Street
Duluth 55802

Wallace Chapin

Carlton County ASC
Box 287
Earnum 55707

Carlton County SCS
P. C. Box 318
Earnum 55707

Donald E. Eenrud

Carlton County Planning Commission
Carlton 55718

Fruce Erown

Carlton Planning Commission
Carlton 55718

William Charon

Carlton County Welfare Department
Carlton County Court House
Carlton 55718

Chisholm Industrial Development Corporation
Chisholm 55719

Chisholm Planning Commission
Chisholm 55719

Dan Prazich

Cloquet Planning Commission
Cloquet 55720

Harold Otterson

Cook County Extension Service
Grand Marais 55604

Gerald Eisler

Cook County Family Service Department
Cook County Court House
Grand Marais 55604

Fay From

Cook County Planning Commission
Grand Marais 55604

Cook Industrial Development Corporation
Cook 55723

County Extension Service
Carlton County Court House
Carlton 55718

County Veterans Service Office
123 Court House
Duluth 55802

Arthur Larson

Court House
Virginia 55792

Henry Zallar

Court House
Hibbing 55746

H. Robert Bloomquist

City Hall
Ely 55731

Mathew Stukel

Court House
Grand Marais 55604

County Commissioners

Court House
Grand Rapids 55744

Wesley Kuoksa

Deer Fiver Planning Commission
Deer River 56636

Gilbert Quaal

Department of Conservation, Enforcement and Field Service

3250 Trudeau Road
Duluth 55811

K. C. LaMoone

111 Golf Course Road
Grand Rapids 55744

Earl Laotka

Box 691
Grand Rapids 55744

Earl Nelms

Schroeder 55613

Dan Foss

Division of Vocational Rehabilitation

910 8 $\frac{1}{2}$ Street South, Box 18
Virginia 55792

Andrew D. Selvo

311 West First Street
Duluth 55802

Robert Lundahl

Duluth Planning Commission
Duluth

Earl Berstad

Duluth Department of Economic Development
City Hall
Duluth 55802

Robert Hoch

Ely Industrial Development Corporation
Ely 55731Ely Planning Commission
Ely 55731

George Bubash

Eveleth Industrial Development Corporation
Eveleth 55734Eveleth Planning Commission
Eveleth 55734

Mitch Eotanich

| | |
|--|-------------------------|
| Eveleth Recreation Commission Hippodrome Building Eveleth 55734 | Lewis J. Sabetti |
| Federal Milk Market Administrator, Dairy Division 508 Providence Building Duluth 55802 | Earl E. Culland |
| Floodwood Development Corporation Floodwood 55736 | |
| Gilbert Local Development Corporation Gilbert 55741 | |
| Gilbert Planning Commission Gilbert 55741 | |
| Grand Marais Planning Commission Grand Marais 55604 | Mrs. Ray Eyholm |
| Grand Portage Community Action Program Grand Portage 55605 | Ronald Sherer, Director |
| Grand Portage National Monument Box 666 Grand Marais 55604 | William Bromberg |
| Grand Portage Reservation Business Committee Grand Portage 55605 | Paul Cyrette |
| Grand Rapids Chamber of Commerce Welcome House Grand Rapids 55744 | Claude Titus |
| Grand Rapids Industrial Foundation Grand Rapids 55744 | |

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|---|------------------|
| Grand Rapids Planning Commission Grand Rapids 55744 | Miles Reis |
| Hibbing Development Commission Hibbing 55746 | |
| Hibbing Planning Commission Hibbing 55746 | Harlen Hedtke |
| Hoyt Lakes Planning Commission Hoyt Lakes 55750 | Howard Johnson |
| Housing and Redevelopment Authority of Hibbing 3112 6th Avenue East Hibbing 55746 | Howard Reed |
| International Falls Local Development Corporation International Falls 56649 | |
| International Falls Planning Commission International Falls 56649 | Fred Arlock |
| Itasca County Area Development Association Route 3, Box 8 Grand Rapids 55744 | Leslie Mattfield |
| Itasca County Civil Defense Itasca County Court House Grand Rapids 55744 | L. O. Randall |
| Itasca County Extension Service Itasca County Court House Grand Rapids 55744 | Gerald Sullivan |
| Itasca County Planning Commission Grand Rapids 55744 | L. V. Hartle |

Itasca County Veterans Service Office
Itasca County Court House
Grand Rapids 55744

Wesley Kuoksa

Itasca County Welfare Department
Itasca County Court House
Grand Rapids 55744

Elwyn Boe

Itasca-Koochiching Action Council, Inc.
Grand Rapids 55744

Itasca State Junior College
Route 3
Grand Rapids 55744

Juvenile Probation Officer
Grand Rapids 55744

Warren Peterson

Koochiching County Planning Commission
International Falls 56649

Melvin Johnson

Lake County Extension Service
Lake County Court House
Two Harbors 55616

Thomas Kean

Lake County Planning Commission
Two Harbors 55616

David Battaglia

Lake County Welfare Department
Lake County Court House
Two Harbors 55616

Wilbur Peterson

Lakes and Pines Community Action Council, Inc.
139 East 1st
Cambridge 55008

| | |
|---|---------------------|
| Land Commissioners Office Itasca County Court House Grand Rapids 55744 | William Marshall |
| Mesabi Jobs, Inc. 2031 East Second Avenue Hibbing 55746 | David Oxman |
| Minnesota Conservation Department, Division of Game and Fish 42 Shady Lane, Ely Lake Eveleth 55734 | LeRoy Rutske |
| 1015 Wilson Cloquet 55720 | LeRoy Angell |
| 111 Golf Course Road Grand Rapids 55744 | Jay Jaucek |
| Minnesota Conservation Department, Division of Lands and Forestry 6163 Rice Lake Road Duluth 55803 | Jerry Murphy |
| Deer River 56636 | George Licke |
| Orr 55771 | Ken Anderson |
| Cook 55723 | Richard Peterson |
| Two Harbors 55616 | Donald Omernik |
| Box 456 Hibbing 55746 | John Rodewald |
| Eveleth 55734 | Randolf Hopia |
| Side Lake 55781 | Kenneth Baumgartner |
| Bigfork 56628 | Robin Nelson |
| Hibbing 55746 | Sigurd Bystrom |

Minnesota Department of Agriculture
Division of Plant Industry
528 Board of Trade Building
Duluth 55802

Minnesota Department of Corrections
605 Providence Building
Duluth 55802

Warren Peterson

Minnesota Department of Manpower Services
390 North Robert Street
St. Paul 55101

214 North Fifth Avenue
Virginia 55792

Roy Skramstad, Manager

310 North West Third Street
Grand Rapids 55744

Clayton K. Riste, Manager

Hibbing 55746

Victor Collyard, Manager

Human Resources Development
223 West First Street
Duluth 55802

Francis Lynch, Manager

407 West Superior Street
Duluth 55802

Roy H. Anderson, Manager

Moose Lake Industrial Development Corporation
Moose Lake 55767

Moose Lake Planning Commission
Moose Lake 55767

Wesley Kamlin

Mt. Iron Joint Recreation - Village and School
Box 291
Mt. Iron 55768

Mrs. Victor Kailanen

Mountain Iron Planning Commission
Mt. Iron 55768

Leo Beck

Nashwauk Local Development Corporation
Nashwauk 55769

Nashwauk Planning Commission
Nashwauk 55769

Nett Lake Reservation Business Committee
Nett Lake 55772
Donald Chosa

North Central School and Experiment Station
Highway 169E
Grand Rapids 55744
William Matalamaki

Northeastern Minnesota Development Association
500 Alworth Building
Duluth 55802
Robert Babich

Proctor Development Corporation
Proctor 55810

Proctor Planning Commission
Proctor 55810

St. Louis County Extension Service
111 Old Main - UMD
Duluth 55812
George Saksa

Area Extension Office
105 Lab School
2205 East 5th Street
Duluth 55812

St. Louis County Health Department
512 St. Louis County Court House
Duluth 55802
A. J. Houghlum, M. D.,
M. P. H.

Fayal and McKinley Roads
Eveleth 55734

210 St. Louis County Court House
Hibbing 55746

City Hall
Ely 55731

P. O. Box 183
Cook 55723

P. O. Box 64
Meadowlands 55765

St. Louis County Planning Commission
Duluth 55802

Howard Cooper

St. Louis County Welfare Department
St. Louis County Court House
Virginia 55792

George Martinette

Silver Bay Planning Commission
Silver Bay 55614

John Bangsund

Stuntz (Township) Planning Commission
Stuntz

Fred Mikelich

Tower Planning Commission
Tower 55790

Ross Olson

Two Harbors Industrial Development Corporation
Two Harbors 55616

Two Harbors Industrial Development Council
709 11th Avenue
Two Harbors 55616

Walter Norlen

Two Harbors Planning Commission
Two Harbors 55616

Joe Standish

U. S. Air Force Recruiting Office
Suite 12, Ryan Building
Hibbing 55746

T. Sgt. James Wilson

United States Department of Agriculture
C & M S Consumer Food Programs
8 Marr Building
Grand Rapids 55744

Wallace Froemming

Box 176
Eveleth 55616

Ralph Maki

338 Federal Building
Duluth 55802

John Rydberg

United States Department of Agriculture
Forest Service
North Central Forest Experiment Station
Route 3
Grand Rapids 55744

Roger Bay

United States Department of Agriculture
Soil Conservation Service
124 North Pokegama
Grand Rapids 55744

Robert Amborn

3237 Miller Trunk Highway
Duluth 55801

Herbert Boe

United States Department of Commerce
Economic Development Administration
505 Sellwood Building
200 West Superior Street
Duluth, Minnesota 55802

John B. Arnold, III

United States Department of Labor
Bureau of Apprenticeship Training
204 Federal Building
Duluth 55802

John Rossman

United States Forest Service
Two Harbors 55616

Joseph App

Marcell 56657

Michael Hathaway

Box 1035
Cook 55723

Raymond Benton

Grand Marais 55604

Donald Burge

Box 961
Virginia 55792

Wayne Smetanka

Upper Great Lakes Regional Commission
Christie Building
Duluth 55802

Virginia Industrial Development Commission
Virginia 55792

Virginia Planning Commission
Virginia 55792

Dr. D. V. Richter

Virginia Recreation Department
Miners Memorial Building
Virginia 55792

James Padgett

Welch Center
605 North Central Avenue
Duluth 55807

Rev. Noel Stretton

Youth Opportunity Center
223 West 1st Street
Duluth 55802

CATEGORICAL LISTING OF AGENCIES

The purposes of this report will best be served by the listing of the agencies and offices under the categories of their program functions. This list is not comprehensive but serves as a description of the development activities in the Region.

EMPLOYMENT SERVICE:

Minnesota Department of Manpower Services.
 Minnesota State Employment Service
 Grand Portage Community Action Program
 Arrowhead Regional Development Commission
 U. S. Air Force Recruiting Office
 Division of Vocational Rehabilitation
 Cook County Family Service Department
 Upper Great Lakes Regional Development Commission
 Itasca County Veterans Service Office
 Arrowhead Economic Opportunity Agency
 Grand Portage Reservation Business Committee
 Lakes and Pines Community Action Council, Inc.
 Itasca-Koochiching Action Council, Inc.
 Duluth Department of Economic Development
 Nett Lake Reservation Business Committee

JOB TRAINING:

Mesabi Jobs, Inc.
 Minnesota Department of Manpower Services
 Minnesota State Employment Service
 Arrowhead Regional Development Commission
 Grand Portage Community Action Program
 U. S. Air Force Recruiting Office
 North Central School and Experiment Station
 U. S. Department of Commerce - Economic Development Administration
 Division of Vocational Rehabilitation
 County Veterans Service Office
 Upper Great Lakes Regional Commission
 U. S. Department of Labor - Bureau of Apprenticeship Training
 Itasca State Junior College
 Itasca County Veterans Service Office
 Department of Conservation - Enforcement and Field Service
 Arrowhead Economic Opportunity Agency

Grand Portage Reservation Business Committee
 Nett Lake Reservation Business Committee
 Lakes and Pines Community Action Council, Inc.
 Itasca-Koochiching Action Council, Inc.
 Duluth Department of Economic Development

HEALTH:

St. Louis County Health Department
 Grand Portage Community Action Program
 Lake County Extension Service
 Arrowhead Regional Development Commission
 Division of Vocational Rehabilitation
 St. Louis County Veterans Service Office
 Upper Great Lakes Regional Commission
 Cook County Extension Service
 U. S. Department of Agriculture - C. & M. S. Consumer Food Program
 Itasca County Veterans Service Office

WELFARE:

Itasca County Welfare Department
 U. S. Air Force Recruiting Office
 Lake County Welfare Department
 Grand Portage Community Action Program
 Arrowhead Regional Development Commission
 St. Louis County Veterans Service
 Carlton County Welfare Department
 St. Louis County Welfare Department
 Cook County Family Service Department
 Upper Great Lakes Regional Commission
 U. S. Department of Agriculture - C. & M. S. Consumer Food Programs
 Itasca County Veterans Service Office
 Arrowhead Economic Opportunity Agency
 Lakes & Pines Community Action Council, Inc.
 Itasca-Koochiching Action Council, Inc.
 Nett Lake Reservation Business Committee
 Grand Portage Reservation Business Committee
 Duluth Department of Economic Development

INDUSTRIAL DEVELOPMENT:

Itasca County Extension Service

U. S. Department of Commerce-Economic Development Administration
 Minnesota Department of Employment Security
 Grand Portage Community Action Program
 Arrowhead Regional Development Commission
 Two Harbors Industrial Development Council
 Hibbing Development Corporation
 Upper Great Lakes Regional Commission
 Northeastern Minnesota Development Corporation
 Cook County Extension Service
 Itasca County Area Development Association
 Grand Rapids Chamber of Commerce
 Cook Development Corporation
 Chisholm Development Corporation
 Ely Development Corporation
 Eveleth Development Corporation
 Gilbert Development Corporation
 Grand Rapids Development Corporation
 Hibbing Development Corporation
 International Falls Development Corporation
 Moose Lake Development Corporation
 Nashwauk Development Corporation
 Two Harbors Development Corporation
 Virginia Development Corporation
 Floodwood Development Corporation
 Proctor Development Corporation

AGRICULTURE:

Itasca County Extension Service
 North Central School and Experiment Station
 Lake County Extension Service
 Arrowhead Regional Development Commission
 Department of Conservation - Enforcement and Field Service
 Agricultural Stabilization and Conservation Service
 Upper Great Lakes Regional Commission
 Minnesota Department of Agriculture - Division of Plant Industry
 Cook County Extension Service
 Federal Milk Market Administrator
 U. S. Department of Agriculture - C. & M. S. Consumer Food Program
 U. S. Department of Agriculture - Soil Conservation Service
 U. S. Department of Agriculture - Farmers Home Administration
 Carlton County Agriculture Stabilization Committee
 Carlton County Soil Conservation Service
 St. Louis County Extension Service

CONSERVATION:

U. S. Department of Agriculture - Forest Service
 Land Commissioner
 Itasca County Extension Service
 North Central School and Experiment Station
 Bureau of Land Management
 Bureau of Indian Affairs
 Grand Portage National Monument
 Lake County Extension Office
 Arrowhead Regional Development Commission
 Minnesota Conservation Department - Division of Lands and Forestry
 Department of Conservation - Enforcement and Field Service
 Agricultural Stabilization and Conservation Service
 Upper Great Lakes Regional Commission
 Minnesota Conservation Department - Division of Game and Fish
 U. S. Forest Service
 Cook County Extension Service
 St. Louis County Extension Service
 U. S. Department of Agriculture - Soil Conservation Service

RECREATION:

Itasca County Extension Service
 Bureau of Land Management
 Grand Portage National Monument
 Grand Portage Community Action Program
 Lake County Extension Service
 Arrowhead Regional Development Commission
 Eveleth Recreation Commission
 Mt. Iron Joint Recreation - Village and School
 Minnesota Conservation Department - Division of Lands and Forestry
 Department of Conservation - Enforcement and Field Service
 Agricultural Stabilization and Conservation Service
 Upper Great Lakes Regional Commission
 Cook County Extension Service
 St. Louis County Extension Service
 Virginia Recreation Department
 Welch Center
 U. S. Department of Agriculture - Soil Conservation Service
 U. S. Department of Agriculture - Farmers Home Administration
 Minnesota Conservation Department - Division of Game & Fish
 U. S. Forest Service

HOUSING:

Federal Housing Administration
Grand Portage Community Action Program
Arrowhead Economic Development District
Housing and Redevelopment Authority of Hibbing
Upper Great Lakes Regional Commission
U. S. Department of Agriculture - Farmers Home Administration

HUMAN RESOURCE ASSISTANCE:

Itasca County Extension Service
Grand Portage National Monument
Grand Portage Community Action Program
Lake County Extension Service
Arrowhead Economic Development District
Division of Vocational Rehabilitation
Cook County Family Service Department
Upper Great Lakes Regional Commission
St. Louis County Extension Service
Itasca County Veterans Service Office

SMALL BUSINESS LOANS:

U. S. Department of Commerce - Economic Development Administration
Grand Portage Community Action Program
Arrowhead Economic Development District

HOUSING LOANS:

Federal Housing Administration
Arrowhead Economic Development District
St. Louis County Veterans Service Office
U. S. Department of Agriculture - Farmers Home Administration

FARM LOANS:

Arrowhead Economic Development District
St. Louis County Veterans Service Office
Agriculture Stabilization and Conservation Service
St. Louis County Extension Service
U. S. Department of Agriculture - Farmers Home Administration

UTILITY LOANS:

Arrowhead Economic Development District
Grand Rapids Chamber of Commerce

INDUSTRIAL DEVELOPMENT LOANS:

U. S. Department of Commerce - Economic Development Administration
Grand Portage Community Action Program
Arrowhead Economic Development District

COMMUNITY PLANNING:

Itasca County Extension Service
Itasca County Civil Defense
U. S. Department of Commerce - Economic Development Administration
Federal Housing Administration
Grand Portage National Monument
Arrowhead Economic Development District
Department of Conservation - Enforcement and Field Service
Upper Great Lakes Regional Commission
St. Louis County Extension Service
Grand Rapids Chamber of Commerce
Carlton Planning Commission
Barnum Planning Commission
Carlton County Planning Commission
Cloquet Planning Commission
Moose Lake Planning Commission
Cook County Planning Commission
Grand Marais Planning Commission
Itasca County Planning Commission
Bigfork Planning Commission
Bovey Planning Commission
Deer River Planning Commission
Grand Rapids Planning Commission
Nashwauk Planning Commission
Koochiching County Planning Commission
International Falls Planning Commission
Lake County Planning Commission
Silver Bay Planning Commission
Two Harbors Planning Commission
St. Louis County Planning Commission
Biwabik Planning Commission
Chisholm Planning Commission

Duluth Planning Commission
 Ely Planning Commission
 Eveleth Planning Commission
 Gilbert Planning Commission
 Hibbing Planning Commission
 Hoyt Lakes Planning Commission
 Mt. Iron Planning Commission
 Proctor Planning Commission
 Stuntz (Township) Planning Commission
 Tower Planning Commission
 Virginia Planning Commission
 Cook Development Corporation
 Chisholm Development Corporation
 Ely Development Corporation
 Eveleth Development Corporation
 Gilbert Development Corporation
 Grand Rapids Development Corporation
 Hibbing Development Corporation
 International Falls Development Corporation
 Moose Lake Development Corporation
 Nashwauk Development Corporation
 Two Harbors Development Corporation
 Virginia Development Corporation
 Floodwood Development Corporation
 Proctor Development Corporation

REGIONAL PLANNING:

Itasca County Civil Defense
 U. S. Department of Commerce - Economic Development Administration
 Grand Portage National Monument
 Arrowhead Economic Development District
 Department of Conservation - Enforcement and Field Service
 Upper Great Lakes Regional Commission
 County Extension Service
 Minnesota Conservation Department - Division of Game and Fish

YOUTH WORK:

Itasca County Extension Service
 Itasca County Welfare Department
 North Central School and Experiment Station
 Minnesota Department of Employment Security
 Minnesota State Employment Service

Grand Portage National Monument
 Grand Portage Community Action Program
 Lake County Extension Service
 Arrowhead Economic Development District
 Division of Vocational Rehabilitation
 Department of Conservation - Enforcement and Field Service
 Upper Great Lakes Regional Commission
 St. Louis County Extension Service
 Virginia Recreation Department
 Welch Center
 Youth Opportunity Center
 Itasca-Koochiching Action Council, Inc.
 Lakes and Pines Community Action Council, Inc.
 Nett Lake Reservation Business Committee
 Grand Portage Reservation Business Committee
 Duluth Department of Economic Development
 Arrowhead Economic Opportunity Agency

RECREATION LOANS:

Grand Portage Community Action Program
 Arrowhead Economic Development District
 St. Louis County Extension Service
 U. S. Department of Agriculture - Farmers Home Administration

RECREATION PLANNING:

Itasca County Extension Service
 Grand Portage Community Action Program
 Lake County Extension Service
 Arrowhead Economic Development District
 Department of Conservation - Enforcement and Field Service
 Upper Great Lakes Regional Commission
 St. Louis County Extension Service
 Virginia Recreation Department
 U. S. Forest Service
 U. S. Department of Agriculture - Soil Conservation Service
 Grand Rapids Chamber of Commerce
 Cook Development Corporation
 Chisholm Development Corporation
 Ely Development Corporation
 Eveleth Development Corporation
 Gilbert Development Corporation
 Grand Rapids Development Corporation

Hibbing Development Corporation
International Falls Development Corporation
Moose Lake Development Corporation
Nashwauk Development Corporation
Two Harbors Development Corporation
Virginia Development Corporation
Floodwood Development Corporation
Proctor Development Corporation

NATIONAL RESOURCE DEVELOPMENT:

U. S. Department of Agriculture - Forest Service
Land Commissioner Office
Itasca County Extension Service
Bureau of Land Management
Grand Portage National Monument
Grand Portage Community Action Program
Lake County Extension Service
Arrowhead Economic Development District
Minnesota Conservation Department - Division of Lands & Forestry
Upper Great Lakes Regional Commission
Cook County Extension Service
St. Louis County Extension Service
Minnesota Conservation Department - Division of Game and Fish
U. S. Department of Agriculture - Soil Conservation Service
U. S. Forest Service

SOIL CONSERVATION:

U. S. Department of Agriculture - Forest Service
Itasca County Extension Service
Lake County Extension Service
Arrowhead Economic Development District
Department of Conservation - Enforcement and Field Service
Agriculture Stabilization and Conservation Service
Cook County Extension Service
St. Louis County Extension Service
U. S. Department of Agriculture - Soil Conservation Service

TIMBER CONSERVATION:

U. S. Department of Agriculture - Forest Service
Land Commissioners Office

Itasca County Extension Service
 North Central School and Experiment Station
 Bureau of Indian Affairs - Branch of Forestry
 Grand Portage National Monument
 Lake County Extension Service
 Arrowhead Economic Development District
 Department of Conservation - Enforcement and Field Service
 Minnesota Conservation Department - Division of Lands and Forestry
 Agriculture Stabilization and Conservation Service
 Upper Great Lakes Regional Commission
 St. Louis County Extension Service
 U. S. Department of Agriculture - Soil Conservation Service
 U. S. Forest Service

WATER CONSERVATION:

U. S. Department of Agriculture - Forest Service
 Itasca County Extension Service
 Grand Portage National Monument
 Lake County Extension Service
 Arrowhead Economic Development District
 Department of Conservation - Enforcement and Field Service
 Minnesota Conservation Department - Division of Lands and Forestry
 Agriculture Stabilization and Conservation Service
 Upper Great Lakes Regional Commission
 Cook County Extension Service
 St. Louis County Extension Service
 U. S. Department of Agriculture - Soil Conservation Service
 U. S. Forest Service

GAME CONSERVATION:

Lake County Extension Service
 Arrowhead Economic Development District
 Department of Conservation - Enforcement and Field Service
 Agriculture Stabilization and Conservation Service
 Upper Great Lakes Regional Commission
 St. Louis County Extension Service
 U. S. Forest Service

SOCIAL SERVICE:

Juvenile Probation Officer
 Itasca County Welfare Department

Grand Portage National Monument
Grand Portage Community Action Program
Arrowhead Economic Development District
Division of Vocational Rehabilitation
St. Louis County Veterans Service Office
Cook County Family Service Department
Upper Great Lakes Regional Commission
St. Louis County Extension Service
Virginia Recreation Department
Welch Center
Minnesota Department of Corrections
Itasca County Veterans Service Office
Arrowhead Economic Opportunity Agency
Lakes & Pines Community Action Council, Inc.
Nett Lake Reservation Business Committee
Grand Portage Reservation Business Committee
Duluth Department of Economic Development
Itasca-Koochiching Action Council, Inc.

HOME ECONOMICS:

St. Louis County Extension Service
Upper Great Lakes Regional Commission
Lake County Extension Service
Itasca County Extension Service
Carlton County Extension Service

LISTING OF MEETINGS, CONSULTATIONS AND
APPOINTMENTS - 1970

January

| <u>Local Gov't & Related Groups</u> | <u>State Gov't.</u> | <u>Federal Gov't.</u> | <u>Private Development</u> | <u>Private Consultants</u> |
|---|--|---|---|--------------------------------|
| 13 | Education 1 Conservation 2 Highway 2 Planning 3 Manpower 10 Crime 7 Health 1 Econ. Dev. | EDA 5 HUD FHA 1 USDA 1 Manpower Crime Health UGLRC Forest | Econ. Dev. 10 Commerce 2 Recreation 1 Public Relations 1 | Legal 2 Technical 2 |

February

| | | | | |
|---------------|---|---|----|------------------------|
| Public Rel. 1 | Education Conservation Highway 1 Planning 1 Manpower 12 Crime 7 Health Econ. Dev. 2 Civil Service 1 | EDA 3 HUD FHA 2 USDA 3 Manpower 5 Crime Health 1 UGLRC 2 Forest 1 | 23 | Legal 1 Technical 3 |
|---------------|---|---|----|------------------------|

| Related Groups & Local Gov't. | <u>March</u> | | | |
|----------------------------------|---------------------|-----------------------|----------------------------|----------------------------|
| | <u>State Gov't.</u> | <u>Federal Gov't.</u> | <u>Private Development</u> | <u>Private Consultants</u> |
| 23 | Education | EDA 24 | Econ. Dev. 5 | Legal 4 |
| | Conservation | HUD | Commerce 6 | Technical 5 |
| | Highway | FHA | Recreation | |
| | Planning 3 | USDA | Public Relations 2 | |
| | Manpower 1 | Manpower 4 | | |
| | Crime 4 | Crime | | |
| | Health 1 | Health | | |
| | Econ. Dev. 1 | UGLRC 2 | | |
| | U of M 1 | Forest | | |
| | Civil Service 1 | BIA 2 | | |
| | | FWQA 1 | | |

| <u>April</u> | | | | |
|--------------|----------------|------------|--------------------|-------------|
| 14 | Education | EDA 14 | Econ. Dev. 9 | Legal 2 |
| | Conservation 1 | HUD | Commerce 6 | Technical 2 |
| | Highway | FHA | Recreation 2 | |
| | Planning 1 | USDA | Public Relations 2 | |
| In-Service | Manpower 5 | Manpower 2 | Research 1 | |
| Training 1 | Crime 4 | Crime | | |
| | Health 1 | Health | | |
| | Econ. Dev. | UGLRC | | |
| | | Forest 1 | | |

| <u>May</u> | | | | |
|------------|--------------|--------|--------------|-------------|
| 19 | Education | EDA 10 | Econ. Dev. 8 | Legal 3 |
| | Conservation | HUD | Commerce 7 | Technical 7 |
| | Highway | FHA 1 | Recreation 3 | |
| | Planning | USDA | Research 5 | |

Local Gov't. &
Related Groups

State Gov't.

Federal Gov't.

Private Development

Private
Consultants

Manpower 8
Crime 5
Health 3
Econ. Dev.
Resources Com 1
U of M 1

Manpower 2
Crime
Health
UGLRC 2
Forest

Public Relations 4

June

7

Education
Conservation 2
Highway
Planning 3
Manpower 3
Crime 3
Health
Econ. Dev. 2
Legislature 1
U of M 1

EDA 9
HUD
FHA 1
USDA
Manpower
Crime
Health
UGLRC 1
Forest 1

Econ. Dev. 4
Commerce 8
Recreation 3
Research 1

Legal 3
Technical

In-Service
Training

1

July

11

Education
Conservation
Highway
Planning 5
Manpower 5
Crime 3
Health
Econ. Dev.
U of M 4

EDA 4
HUD
FHA 1
USDA
Manpower 1
Crime
Health
UGLRC
Forest

Econ. Dev. 5
Commerce 5
Recreation
Public Relations 2
Research 3

Legal 2
Technical 5

Local Gov't. &
Related Groups

State Gov't.

Federal Gov't.

Private Development

Private
Consultants

IRRRC 1
Civil Service 1

August

| | | | | | | | |
|--------------------------|---------------|----------|---|------------------|---|-----------|---|
| 14 | Education | EDA | 6 | Econ. Dev. | 4 | Legal | 2 |
| | Conservation | HUD | | Commerce | 9 | Technical | 2 |
| | Highway | FHA | 2 | Recreation | 1 | | |
| | Planning | USDA | | Public Relations | 1 | | |
| | Manpower | Manpower | | | | | |
| | Crime | Crime | | | | | |
| | Health | Health | | | | | |
| In-Service Training 1 | Econ. Dev. | UGLRC | 2 | | | | |
| | U of M | Forest | | | | | |
| | Civil Service | Customs | 1 | | | | |

September

| | | | | | | | |
|----|--------------|----------|---|------------|---|-----------|---|
| 32 | Education | EDA | 6 | Econ. Dev. | 3 | Legal | 4 |
| | Conservation | HUD | | Commerce | 9 | Technical | 4 |
| | Highway | FHA | | Recreation | 3 | | |
| | Planning | USDA | | Research | 1 | | |
| | Manpower | Manpower | | | | | |
| | Crime | Crime | | | | | |
| | Health | Health | | | | | |
| | Econ. Dev. | UGLRC | | | | | |
| | PCA | Forest | | | | | |
| | University | | | | | | |

Local Gov't. &
Related Groups

State Gov't.

Federal Gov't.

Private Development

Private
Consultants

October

| | | | | | | | | |
|------------|--------------|---|----------|---|------------------|---|-----------|---|
| 48 | Education | 1 | EDA | 4 | Econ. Dev. | 6 | Legal | 2 |
| | Conservation | 1 | HUD | | Commerce | 5 | Technical | 5 |
| | Highway | 1 | FHA | 1 | Recreation | | | |
| | Planning | 5 | USDA | 1 | Public Relations | 2 | | |
| | Manpower | 4 | Manpower | | | | | |
| In-Service | Crime | 3 | Crime | | | | | |
| Training | Health | | Health | | | | | |
| 2 | Econ. Dev. | 2 | UGLRC | | | | | |
| | U of M | 5 | Forest | | | | | |
| | PCA | 2 | | | | | | |

November

| | | | | | | | | |
|----|--------------|---|----------|---|------------|---|-----------|---|
| 61 | Education | | EDA | 6 | Econ. Dev. | 3 | Legal | 2 |
| | Conservation | | HUD | | Commerce | 2 | Technical | 4 |
| | Highway | 1 | FHA | | Recreation | 2 | | |
| | Planning | 5 | USDA | | Research | 1 | | |
| | Manpower | 7 | Manpower | 1 | | | | |
| | Crime | 8 | Crime | | | | | |
| | Health | | Health | | | | | |
| | Econ. Dev. | | UGLRC | | | | | |
| | U of M | 8 | Forest | | | | | |
| | PCA | 1 | | | | | | |

Local Gov't. &
Related Groups

State Gov't.

Federal Gov't.

Private Development

Private
Consultants

December

| | | | | | | | | |
|----|--------------|----|----------|---|------------------|---|-----------|---|
| 47 | Education | | EDA | 6 | Econ. Dev. | 3 | Legal | 1 |
| | Conservation | 2 | HUD | 2 | Commerce | 5 | Technical | 6 |
| | Highway | 2 | FHA | 1 | Recreation | 1 | | |
| | Econ. Dev. | | USDA | 2 | Public Relations | 2 | | |
| | Planning | 6 | Manpower | 6 | Research | 1 | | |
| | Manpower | | Crime | | | | | |
| | Crime | 12 | Health | | | | | |
| | Health | 2 | UGLRC | | | | | |
| | U of M | 3 | Forest | | | | | |
| | PCA | 1 | | | | | | |
| | Admin. | 1 | | | | | | |