

arrowhead regional development commission ARLIA TEDOTT TOTAL T

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chairman's letter



Innis Nesbitt Chairman

One of the pleasant responsibilities of being Chairman of the Arrowhead Regional Development Commission is to report to you that our program for 1977 has met and exceeded our expections.

During 1977 we have greatly increased our technical assistance to local communities. We began the year stressing the objective of more service to local governments, and after your review of this report, I am sure you will agree that we have met our goal.

We will continue to expand our cooperation with all levels of government to achieve for the Arrowhead Region those goals that have been outlined for the future.

The Commission this year began the process to develop a Comprehensive Regional Development Guide, the first stage of which will be completed by September, 1978. This Comprehensive Guide will focus on the goals and policies that must be undertaken to ensure adequate use of our resources.

Together, the Commission, the committees, the Board of Directors and staff pledge to you an aggressive and thoughtful approach to problem solving and to goal achievement for the development of the Arrowhead Region.

Respectfully Submitted,

Innis Nesbitt, Chairman

commission

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Michael Zilverberg Aitkin

introduction

It is not an easy task to introduce the functions of the Arrowhead Regional Development Commission (ARDC) to those unfamiliar with the agency; its purposes are as diverse, and far reaching as the problems and needs of the seven county area it serves. Above all, understanding ARDC entails a fundamental understanding of our governmental structure and its administrative agencies.

One way to describe ARDC is to say that it is a multi-county, multi-purpose planning organization created under the Minnesota Regional Development Act of 1969. Its jurisdiction encompasses the counties of Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis in Northeastern Minnesota. ARDC is one of 13 Regional Development Commissions in the State.

Through passage of the Regional Development Act, the State Legislature identified several problem areas which they felt the creation of Regional Development Commissions could help to address. Some of these problem areas include: 1) the need for better intergovernmental coordination at the Federal, State and local level; and 2) the need for a mechanism through which local units of government could communicate on a regional basis.

ARDC looks to the future, while addressing today's problems

With the vast number of State and Federal agencies and programs which abound today, it is not difficult to understand the need for effective coordination of these activities. It is important to ensure that each agency and/or program is not duplicating services or operating in direct conflict with another. This coordination effort, then, is one of the primary functions of ARDC. A good example of current efforts in this direction, is the Duluth-Superior Harbor Planning Project underway by ARDC's Metropolitan Interstate Committee (MIC). The MIC, in planning for the future of the harbor has had to coordinate communication between the Port Authorities of the Cities of Duluth and Superior, the U.S. Army Corps of Engineers, the Minnesota and Wisconsin Departments of Natural Resources, the U.S. Coast Guard, the Department of Commerce, the Minnesota Pollution Control Agency and the U.S. Fish and Wildlife Service. Each of these agencies, and still others not mentioned, have responsibility for various aspects of harbor management.

Another important function of ARDC is to serve as a forum for local units of government to come together to address common areas of concern. Contained within the Arrowhead Region are 302 units of local government, all of which have some form of representation on the Commission. Each of these units of government, no matter how large or small, or where they are

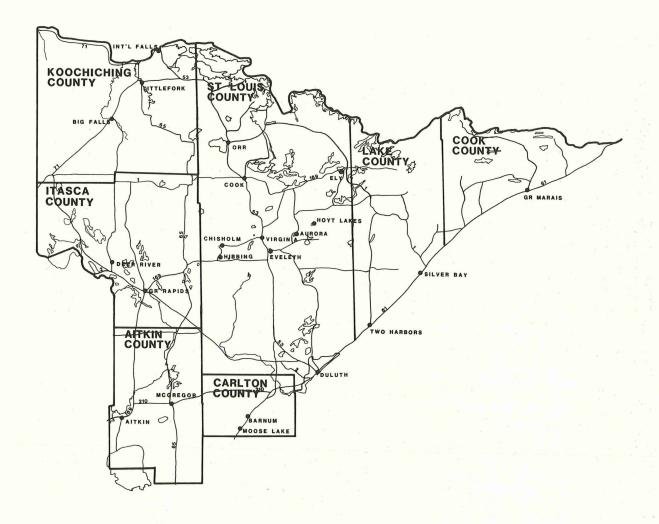
located in the Region, face similar problems. By working together, pooling resources and sharing ideas, ways of dealing with these problems can be found. The Missabe Intergovernmental Project involving the communities of Eveleth, Mt. Iron, Virginia, Gilbert and Fayal Township is one good example of such efforts. With planning assistance from ARDC, representatives from these communities are examining the potential for sharing such municipal services as law enforcement, fire protection and garbage disposal. The overall objective of the project is to identify ways of improving community services while achieving the same or lower costs.

Beyond facilitating intergovernmental coordination and serving as a regional forum, the Arrowhead Commission has several other responsibilities. According to the Regional Development Act, it is the function of Regional Development Commissions to provide technical planning assistance to local units of government, to conduct research and studies and to establish comprehensive Regional goals and policies.

In response to these challenges, ARDC has become involved in a number of planning and technical assistance programs which are aimed at addressing the needs of the Region. These programs are described for the reader in the following pages of this report and include such areas as Aging, Criminal Justice, Developmental Disabilities, Economic Development, Forestry, Transportation, Metropolitan Planning and Information Systems Development. To carry out its programs, ARDC has a professional planning staff, with expertise in a variety of areas.

The importance of public participation in each of the Commission's planning programs cannot be over emphasized. ARDC has ten advisory committees which meet monthly and have a combined membership of over 180 people from throughout the Region. The Commission itself, which is the agency's policy making body, has 51 members, including representation from the Region's counties, municipalities, townships, special districts, and numerous public interests. Also important to the Commission's planning programs are the numerous public meetings and hearings which are held by ARDC throughout each year.

One additional function of the Arrowhead Commission, according to the Regional Development Act is to review and comment on all project proposals involving state and federal funds as to the potential impact they may have on the Region. The Commission must also review the comprehensive plans of local units of government, independent boards, and commissions. A special section of this report, entitled PNRS (Project Notification and Review System) will provide information on the specific projects and plans reviewed by ARDC in 1977.



about the region

The seven-county Arrowhead Region in Northeastern Minnesota is unique in many ways. In size, the Region comprises one-quarter the state's total land area, and is larger than nine of fifty states in the nation. Its population, estimated to be 329,000 is only 8.6% of the state's total population, with approximately one-third of these people residing in Duluth and its surrounding metropolitan area.

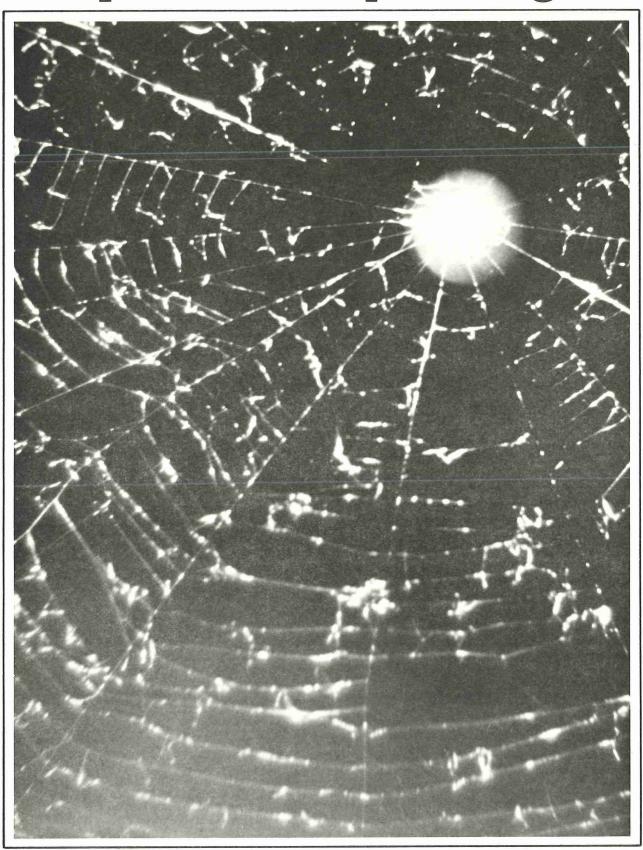
Beyond these basic statistics, several other factors contribute to the Region's uniqueness. Perhaps most impressive of these is the fact that the Region's three "Iron Ranges" provide nearly two-thirds of the Nation's total annual supply of iron ore, primarily in the form of taconite. In addition, the international port of Duluth, located at the head of the Great Lakes, ranks among the top 10 ports in the nation in terms of the volume of cargo shipped. Also located in the Region is Voyageurs National Park, the nationally renouned Boundary Waters Canoe Area, two National Forests and the scenic North Shore area of Lake Superior.

The economy of Northeastern Minnesota has historically been dependent upon its abundance

of natural resources, beginning with fur trading activities and followed by the expansion of railroads, lumbering and mining. While the economy of the Region still focuses heavily on mining and the forest industries, the service industries have become a third significant factor, particularly in the areas of education, health care and tourism. In years to come, many see the utilization of the Region's vast peat reserves, and the mining of copper/nickel as additional contributors to the economic base of the area.

The Region's greatest resource of all, of course, is its people. Projections show that the Region's population will remain quite stable during the next several years, increasing slightly to a total of 362,000 people by 1990. The median age in the Region in 1980 is projected to range from a high of 40.7 years of age in Aitkin County, to a low of 33.8 years of age in Lake County. This compares to a projected median age for the State of 28.9. The Region's average household size in 1970 was 3.11. This figure, in keeping with national trends, is expected to decrease by 1980 to 2.78.

comprehensive planning



crdg

Preparation of a Comprehensive Regional Development Guide (CRDG) for the seven county Arrowhead Region was initiated by ARDC in 1977. While portions of the CRDG have been developed in prior ARDC planning efforts (e.g., Regional Sewer and Water Plan, Regional Solid Waste Plan, Overall Economic Development Guide, Regional Criminal Justice Plan, etc.) the current process focuses on tying together all the various regional planning components and providing a comprehensive overall statement of regional goals and policies.

The Minnesota Regional Development Act requires that:

"The commission shall prepare and adopt, after appropriate study and such public hearings as may be necessary, a comprehensive plan for the region. The plan shall consist of a compilation of policy statements, goals, standards, programs, and maps prescribing guides for an orderly and economic development, public and private, of the region. The comprehensive plan shall recognize and encompass physical, social, or economic needs of the region, and those future developments which will have an impact on the entire region. In preparing the development plan the commission shall use to the maximum extent feasible the resources studies and data available from the planning agencies within the region, including counties, municipalities, special districts, and subregional planning agencies.'

The two year process needed to prepare the complete CRDG has been divided into two phases. The first phase (Sept. 1977-Sept. 1978) involves formulation of statements regarding the purpose and the use of the Guide, clarification of the mission, roles, and responsibilities of ARDC, and formulation of regional goals and policies. The scope of subject areas to be included in the CRDG are listed as follows:

Economic Development Land Use Transportation Housing Natural Resources Forestry Citizen Participation Public Administration Criminal Justice **Developmental Disabilities** Health **Human Services** Equal Opportunity Mental Health Education Arts Special Problems Intergovernmental Coordination **Activity Sectors & Centers**

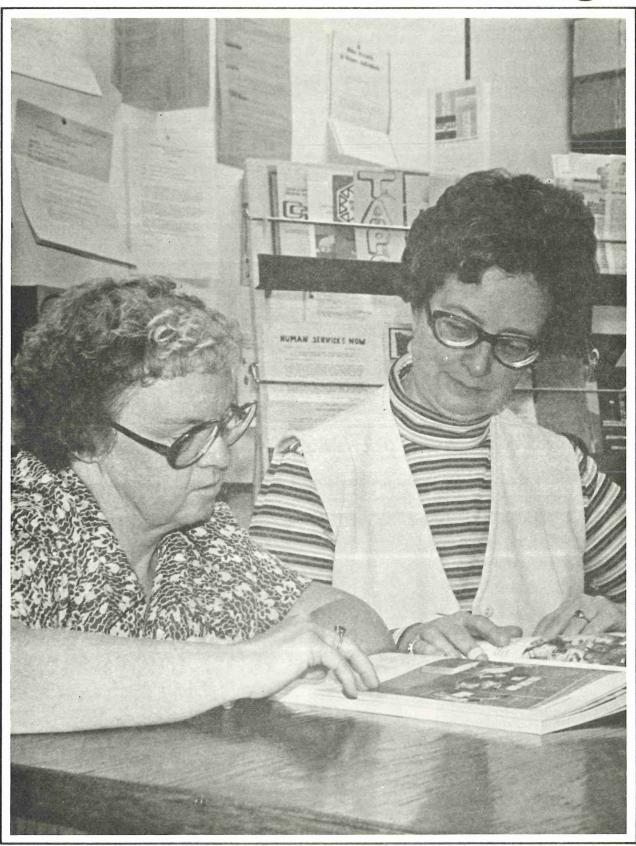
The second phase of CRDG development (Sept. 1978-June 1979) will include identification of specific objectives designed to address priority goals and policy areas, and the strategies to implement these objectives. Preparation of the CRDG will include involvement by all ARDC Advisory Committees as well as input from the public and local governmental units.

Guide will provide a comprehensive statement of regional goals and policies

The Guide is being designed to be of use to local organizations and units of government, as well as meeting ARDC's regional planning needs and responsibilities. Policies contained in the document will provide useful guidelines and decision-making considerations for local governments to utilize in addressing the major issues and problems they confront on a daily basis. The guide will also serve as a mechanism for communicating to state and federal agencies the goals designed to meet the unique needs of the Arrowhead Region. This communication is designed to help ensure consistency between regional goals and State or Federal actions within the Region.

Public hearings on the proposed Comprehensive Regional Development Guide will be held in 1978 to provide an opportunity for citizen reaction and input prior to final preparation. The guide will be updated on a regular basis following initial adoption to ensure that it reflects the changing conditions of the Region. The CRDG will serve as a basis for evaluating progress in achieving regional objectives and will reflect a continuing process conducted by representatives from the entire Region who are attempting to resolve social, economic and physical problems in a real world.

human resources planning



human resources coordination

In assessing the quality of life in the Arrowhead Region, it is important to consider the large number and variety of services available to meet the needs of the Region's population; health care, education, public safety, mental health services, vocational rehabilitation, programs for the aged and employment training are just a few of the many human services supported by local units of government.

Because the provision of such services involve the expenditure of large sums of money, not to mention time and effort, it is important that they be delivered in an effective and coordinated manner. With this in mind, ARDC, in 1974, created a Human Resources Coordinating Committee (HRCC) to initiate activities which would encourage communications and coordinated planning within the Region's human services delivery system.

Chaired by Commissioner Walter Brink of Cohasset, the Committee continued in 1977, to provide a regional forum for the discussion of significant human services issues and to direct ARDC staff involvement in several major projects.

An important accomplishment last year was the successful completion of a pilot planning program which led to state funding of two multi-county Community Health Service Boards in the Region. One Board serves the Counties of Aitkin, Itasca and Koochiching; while the other encompasses Carlton, Cook, Lake and St. Louis Counties.

Authorized and funded through the Minnesota Community Health Services Act, the two Boards were the first multi-county health boards in the state to receive approval of their plans and funds for 1977. The Region now qualifies, through these Boards, for approximately \$1 million per year in state subsidies for public health services. The funds will be used to support such activities as community nursing services, home health care, school health services, communicable disease prevention, health education and emergency medical services. Under contract with the Region's counties, ARDC provided staff support for the preparation of the Plans which qualified the Boards for funding, and also acted as interim staff until the two Boards completed their own staff hiring process in mid-year.

ARDC also contracted in 1977 to provide planning services to the three Area Mental Health Boards in the Region. This goal oriented planning effort established the basis for a compatible region-wide approach to planning for mental health, mental retardation and chemical dependency services in the Region.

In addition to using the goal oriented planning

approach with the Area Mental Health Boards, the ARDC comprehensive Human Services Planning Program also successfully used this process in conjunction with the Arrowhead Developmental Disabilities Council, the ARDC Arts Committee, as well as the previously mentioned Community Health Boards. The compatability of planning approaches will encourage cooperation and coordination among human services agencies and programs, and will also assist in the development of a Comprehensive Human Resources Development Guide for the Region. The development of this Guide will be the major task of the Human Resources Coordinating Committee in 1978.

aging

As it completed its fifth, continuous year of operation, the Arrowhead Regional Development Commission's Arrowhead Planning Program on Aging maintained a varied and wideranging program which centered on improving the lives of the Region's older population.

Under authority of the federal Older Americans Act, ARDC has been designated as the official "Area Agency on Aging" (AAA) for the Arrowhead Region by the Governor's Citizens Council on Aging. Responsibilities as an AAA include research on aging needs and problems; advocating on behalf of senior citizens; coordinating services for the aging; development of an annual plan on aging; providing information and technical assistance to local government and service agencies; and the allocation and granting of Older Americans Act Title III funds for social service programs for senior citizens.

All of the above functions and responsibilities could only be carried out with considerable involvement on the part of the citizens of the Region. One means for such involvement is the ARDC Advisory Committee on Aging. Over half of the Committee's membership is made up of senior citizens with representation including private and public service agencies, minority and low-income citizens, councils on aging, and the general public. The Committee meets monthly and has responsibilities in areas such as development of the annual plan on aging, advising the Commission on aging issues, the development of regional goals and priorities on aging and the allocation of Title III social service funds within the Region. Harriet Headley of Twig serves as Committee Chairperson.

needs of aging noted at public meetings

In addition to Committee involvement, input regarding plan development and implementation is also sought from local units of government, individuals and organizations from throughout the area. The summer and fall were active periods in this regard as citizens participated in

open meetings in all seven of the Region's counties. The open meetings allowed concerned groups and individuals to publicly make note of the needs of the aging and to offer suggestions as to how these needs can be most effectively met. The comments made at these well-attended meetings enable the Commission to make program decisions based upon locally identified needs and problems.

In the important area of granting Title III funds for service programs for the aging, ARDC made the following allocations:

Itasca County Public Health Nursing Service - Home Health Aide Services\$ 5,600
Lake County Home Health Service - Home Health Aide Services2,850
Rainy River Community College - Education for the Elderly
Arrowhead Economic Opportunity Agency - Chore/Home Repair Services 22,584
Carlton County Public Health Nursing Service - Home Health Aide Services6,867
Duluth Indian Action Council - Supportive Services to the Elderly 1,500
Institute of Afro-American Awareness - Advocacy Project for Black Seniors 3,000
Aitkin County Public Health Nursing Service - Health Screening Project5,000
Legal Aid of Northeastern Minnesota - Senior Citizen Law Project38,307
Duluth Community Health Center - Senior Health Screening Project4,686
Duluth Housing Aid Service - Housing Assistance Services
Good Fellowship Community Club - Home Delivered Meals Project
Koochiching/Itasca Community Action Council - Grand Rapids Home Delivered Meals Project4,000
Koochiching County Council on Aging - Koochiching County Foot Care Clinics6,090
Itasca County Social Services Department - Itasca County Chore Services 18,770
Senior Citizen's Coalition of Northeast Minnesota - Senior Health Ombudsman Project15,000
Arrowhead Economic Opportunity Agency - Transportation Program 28,500

For more detailed information concerning these programs and the areas they serve, contact ARDC's staff on Aging.

As with all the activities of the program on aging, the awarding of the above service grants was aimed at the goal of achieving a comprehensive and coordinated system of services which assists the aging in obtaining maximum independence and dignity.

arts

1977 proved to be an important year for Arts in the Arrowhead Region, as ARDC stepped full-swing into a planning program aimed at developing Arts at the local level.

Based upon completion of a 1977-78 Arrowhead Arts Plan, the Region, on July 1, qualified as the first in the State to receive a block grant of \$38,500 from the Minnesota State Arts Board. The Plan received high marks from the State Arts Board particularly because of significant attempts made to identify local arts needs through numerous public meetings held throughout the Region.

Upon receipt of the block grant from the State Arts Board, ARDC began developing the process through which these funds would be channeled to local arts organizations in the Region. Eligible to receive arts grants from ARDC are tax exempt, non-profit organizations involved in the areas of visual arts, dance, music, theatre, literature, architecture and folk art. To advise the ARDC Board of Directors in the awarding of these grants, a 16 member advisory committee was created comprised of Arts representatives from each of the seven counties in the Region. Chaired by Shirley Swain of Duluth, the Arts Committee spent a great deal of effort reviewing numerous grant applications and eventually made recommendations on the awarding of eighteen grants totaling over \$27,000. The recipients were:

Grand Marais Playhouse - for a theatrical production which toured the entire Cook County area\$ 950
St. Louis County Heritage and Arts Center - to establish a pilot project childrens theatre and creative dramatic workshops for children
Vermilion Community College - to support a fine arts festival in Ely
A.M. Chisholm Museum - to conduct puppetry workshops and provide puppet shows
St. Louis County Heritage and Arts Center - to provide children's concerts and sound activity workshops300
Duluth Ballet - to develop marketing plan for the Ballet; to produce "A Christmas Carol"
College of St. Scholastica - to support Daisy Hill Theatre project for children and children's theatre workshops 2,930
University of Minnesota - Duluth - to compose and produce original music to accompany Dance Concert1,350
Mesabi Community College - to sponsor master piano classes and public concert by local artist

Friends of the Arts, via fiscal agent- to bring Duluth-Superior Symphony to Aitkin
Lake County Historical Society - to produce a photographic exhibition and slide presentation on early weaving and spinning techniques
Arrowhead Regional Environmental Ed. Council - to sponsor photographic exhibit by school age persons in Region using environmental theme410
WSCD - FM - to broadcast "Live from the Depot"
Chisholm Museum - to produce a children's booklet, "Our City as a Museum"
Duluth Art Institute - to sponsor free children's art classes
Fiber Handcrafters, via fiscal agent - to sponsor workshop and public lectures on Bolivian weaving up to 250
Duluth Art Institute - to sponsor fall schedule of art classesup to 250

The Arts Committee also continued to examine major issues relating to the allocation of public funds for the arts, as well as the relationship of regional arts councils to those at the state and federal level.

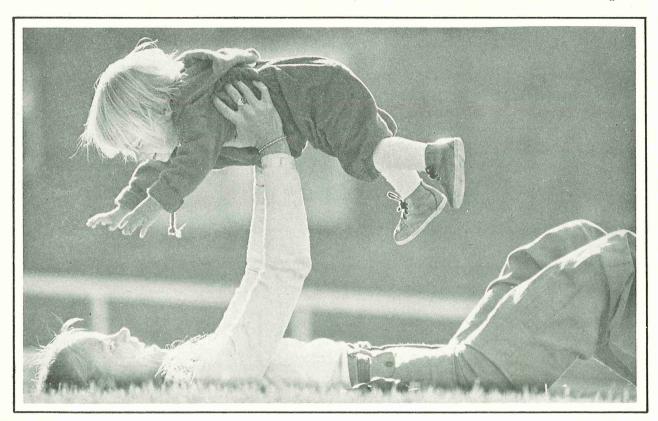
Late in the year, the Committee published its first quarterly newsletter, a major step in improving regional communications about the Arts.

developmental disabilities

1977 was the second year in which ARDC served as the host planning and administrative agency for the Arrowhead Regional Developmental Disabilities Council. Comprised of twenty-four members and chaired by Ms. Barbara Eaton of Duluth, the Council is charged with planning and coordinating services at the local level in order to develop a continuum of care for persons in the Region having disabilities associated with mental retardation, epilepsy, cerebral palsy, autism, and dyslexia.

In accomplishing this task, the Council takes on several roles. Above all, it serves as a public forum where service providers, consumers and other interested citizens can communicate, plan and work together. The Council is also an important source of information concerning services available for the developmentally disabled, and in this way can assist in coordinating service delivery. An additional role is that of acting as an advocate on behalf of the concerns of individuals with developmental disabilities.

A major planning effort undertaken by the Developmental Disabilities Council was completed in 1977 with the publication of the 1978 Regional Developmental Disabilities Plan. The process used to develop the Plan followed a goal-oriented model, which included setting



three year goals related to meeting the needs of developmentally disabled people in the Region. The Plan also assesses problems related to achieving these goals, prioritizes needs and problems, and sets one year objectives toward ameliorating them.

employers urged to hire the developmentally disabled

In addition to the funds received from the Governor's Planning Council on Developmental Disabilities and the State Planning Agency for the purpose of supporting the overall activities of the Developmental Disabilities Council in the Arrowhead Region, the Council also received a special grant of \$17,000 in October, 1977, to conduct a public information campaign. The campaign is aimed at encouraging the Region's small business employers to hire developmentally disabled workers. Involved in the one-year program will be an initial survey of small business employers to determine the current number of developmentally disabled people employed in the Region; the distribution of informational materials; and meetings with Chamber of Commerces and employers to explain the benefits of employing the developmentally disabled. A final survey to determine the effectiveness of the hiring campaign will also be conducted.

Another noteworthy event in 1977, was the development of a slide show for use in the Council's public information campaign and for general information purposes. Entitled, "The Right to Be," the show does an excellent job of presenting the problems and needs of the Region's developmentally disabled and briefly describes the functions of the Regional Council.

criminal justice

Major activities of the ARDC Criminal Justice Planning Program in 1977 focused on providing technical assistance to regional Criminal Justice agencies, developing a Criminal Justice Plan for 1978, reviewing local grant applications for funds from the Law Enforcement Assistance Administration (LEAA) and monitoring criminal justice program development in the Region. Established in 1970 under provisions of the Omnibus Crime Control Act, the program operates under the guidance of the ARDC Criminal Justice Committee. Committee Chairman is John Vukelich of Virginia.

During 1977 the Committee reviewed over 30 grant applications for State and Federal LEAA money. Twenty-one projects for a total of \$733,817 were eventually funded. They are as follows:

Aitkin County Misdemeanor Defense		
Project	.\$	7,200
Project C.A.R.E.		.83,185
Automated Legal Research - St.		
Louis County		.16,200

Colored Photo Processing Unit -
St. Louis County28,857
Community Youth Programming -
Arrowhead Regional Corrections35,739
Directions - City of Cloquet24,359
Duluth In-Service Training - Duluth 14,302
Residential Burglary Deterrence -
Duluth22,753
Grand Portage Indian Youth
Delinquency Prevention49,112
Operation I.D Aitkin County13,669
Police Crisis Intervention Training -
Duluth40,877
Public Defender Office - Sixth District 20,415
Regionalized Prosecution Concept -
St. Louis County43,415
Region B In-Service Training for
Law Enforcement
Posion D Three Channel December 2
Region B Three-Channel Recording
System
Regional Volunteers in Correction 62,802
St. Louis County Central Dispatch
Feasibility Study
St. Louis County Program for Aid to
Victims of Sexual Assault46,945
St. Louis County Victim/Witness
Assistance Program
Sixth Judicial District Training for
Restitution
TOTAL\$733,817
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In other activities during 1977, the ARDC Criminal Justice Committee and the Northeast Law Enforcement Administrators Council sponsored a statewide Conference on planning for jails and local correctional facilities. Conference attendees included criminal justice agency administrators, elected officials, planners, interested citizens and corrections personnel. Areas of discussion focused on comprehensive planning for jails, security, programming, design and standards, with special emphasis on juvenile detention.

Through the Criminal Justice program, ARDC also participated in a feasibility study for the sharing of law enforcement services in the cities of Eveleth, Gilbert and Virginia. ARDC staff worked closely with a local police study committee and developed recommendations for utilizing the existing resources of each community in a cooperative manner. The study was undertaken in conjunction with the Missabe Intergovernmental Project.

In the area of long-range planning, a major emphasis in 1977 was in juvenile justice. The Juvenile Justice Subcommittee of the ARDC Criminal Justice Committee completed a study of juvenile detention in the Region in response to State detention legislation enacted in 1976. The Sub-committee also made recommendations as to what types of projects should receive highest priority for Juvenile Justice grant funds in the coming year. Juvenile justice will continue to be a priority area for the Region in conjunction with the Federal Juvenile Justice Delinquency Prevention Act of 1976.

information systems

A major concern of ARDC in the area of human resources information systems is that local elected officials and human services agencies have current, reliable and pertinent information with which to plan for and manage their operations.

How many clients were served last year? Which programs demanded the greatest amount of staff effort? What were the measurable effects of the effort? Answers to these and similar questions must be provided to decision-makers in order to ensure that proper planning for future programs can take place.

With this in mind, ARDC in past years has placed an emphasis on the development of human resources information systems. 1977 was a year in which this emphasis "paid off," so to speak, as two systems, one in the area of mental health and the other in the corrections area, began operating.

Under continued funding from the Governor's Intergovernmental Information Services Advisory Council (IISAC), ARDC wrote the computer programs, established the procedures and began operating a Mental Health Information System which serves the Northland Mental Health Center in Grand Rapids, the Range Mental Health Center in Virginia, and the Human Development Center in Duluth.

Client data collected by these agencies are sent to ARDC, where the information is processed, summarized in computer printouts and returned to the agencies. Information that might have taken one employee several days to accumulate manually, is now made easily obtainable in this form. Throughout the entire process, safeguards are used to protect the confidentiality of the agencies records.

regional mental health information system first one operating in State

The Mental Health System represents the first regional information system operating in Minnesota. Other human service agencies in the Region have contacted ARDC to investigate development of services similar to those in the area of mental health.

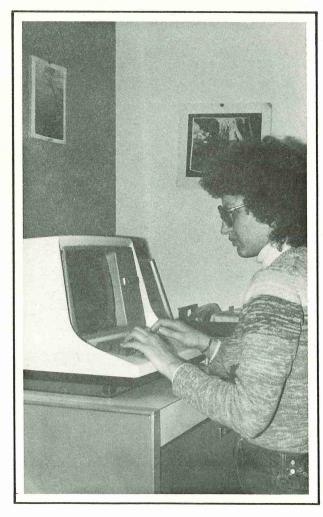
The other major human service information system initiated by ARDC was developed under contract for the Arrowhead Regional Corrections Board operating in six of the seven counties of the Arrowhead Region. The "Adult Offender Information System" provides the Board with client information on its adult probation, parole and incarceration programs. As was the case with the Mental Health System, ARDC, in 1977, wrote the computer programs, held training sessions, established a "user" committee, and began operating the system. The

basic demographic information used in the Adult Offender System is compatible with the Regional Mental Health System with no added burden to those filling out the client records.

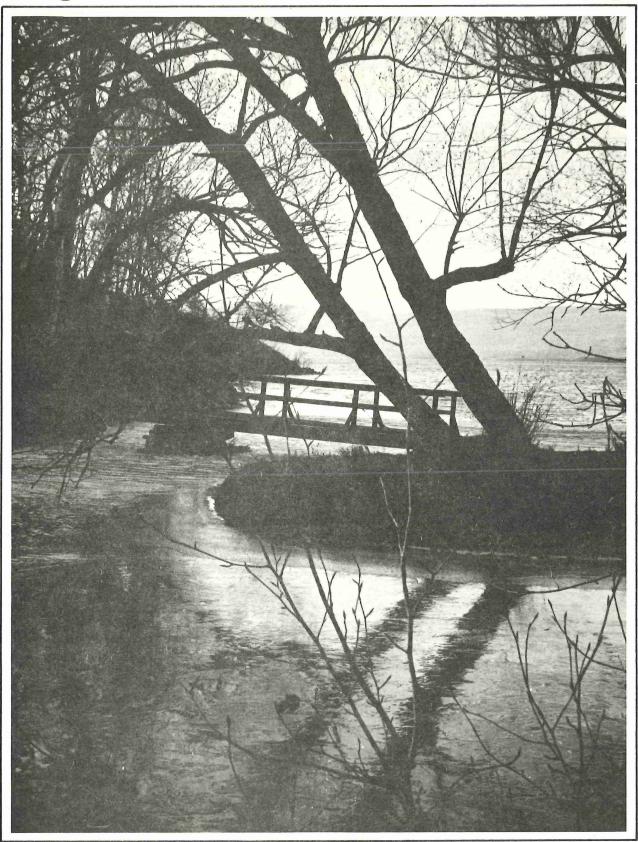
Also under design by ARDC for the Corrections Board is a "Juvenile Offender System." The system will provide the Corrections Board with data on Juvenile Probation and Detention Programs by July, 1978.

In other information systems activities, ARDC designed and wrote a computer program for a "staff effort" or "time management" system which is designed for use by virtually all types of human services agencies. It can be used in conjunction with the Mental Health System or as a free standing data processing service. ARDC also began investigation of coordinated approaches to fiscal information systems for human services agencies.

Region-wide compatibility of the information systems used by human resource agencies is a major objective of ARDC. Such compatible and accessible data is critical to meaningful local and regional planning. ARDC is involved in information systems to achieve this planning objective and to offer a service needed by local human service agencies in every part of the Arrowhead Region.



physical resources planning



coastal zone management

The North Shore of Lake Superior, from Duluth to the Canadian border, represents some of Minnesota's most spectacular scenery; indeed, many would agree that you have to travel hundreds of miles to find scenes to match those of the North Shore's rugged, wooded coastline.

While the advantages of having such natural beauty in your own "backyard" are obvious, it does not come without problems. To ensure that the North Shore maintains its unique character and special qualities, it is important to carefully plan for and manage its use.

funds provided to plan for use of coastal land and water resources

In 1972 Congress passed the Coastal Zone Management Act, which provides funds to coastal states (including those bordering the Great Lakes) to prepare and implement a management plan for the use of coastal land and water resources. Recognizing that this legislation could assist in maintaining the quality of Minnesota's North Shore area, the State Planning Agency (SPA), in 1974, initiated Minnesota's Coastal Zone Management (CZM) Program. ARDC's role in the program has been to assist SPA in the completion of several planning work elements; provide technical assistance to local North Shore governmental units; encourage and foster public participation and involvement in the planning process; and to serve as a forum where local governments and state and federal agencies can cooperatively discuss issues pertinent to the coastal area. ARDC has also worked to ensure that local concerns are represented and reflected in the CZM planning process.

Several other groups have played a major role in the CZM Program, including the Coastal Zone Management Policy Advisory Committee (CZM-PAC) and three Citizen Advisory Committees from St. Louis, Lake and Cook Counties. The CZM Policy Advisory Committee which has been meeting regularly since May, 1976, is comprised of the directors of six state agencies and seven representatives of local units of government from along the North Shore.

In developing a management plan for the Region's coastal area, a wide range of important issues have had to be addressed: commercial and industrial development; long range recreational needs in State Parks; water quality concerns, ranging from problems with on-site septic sewer systems to the shipment of hazardous materials on the Lake; and questions of "if" and "where" to locate major energy generating facilities, are only a few of the

numerous topics that have come under examination.

In late 1977, after years of study, the planning phase of the CZM Program began drawing to a close with the release of the first draft of the Coastal Zone Management Plan for the North Shore of Lake Superior. Representing a compilation of research studies, staff discussion papers and policy issues addressed by the CZM Policy Advisory Committee since its inception, the Plan was divided into four major chapters: Boundaries of the Coastal Zone; Permissable Land and Water Uses; Legal Organizations and Authorities for Managing the Coastal Zone; and Geographic Areas of Particular Concern.

After review of the draft Plan by the Policy Advisory Committee, the County Advisory Committees and various State and Federal agencies, several elements of the document were identified as requiring major revisions. Of primary local concern was the fact that the Plan went too far in directing the nature of local planning and zoning decisions, while it did not adequately address major issues such as nuclear waste storage, power and transmission line siting and shoreline erosion.

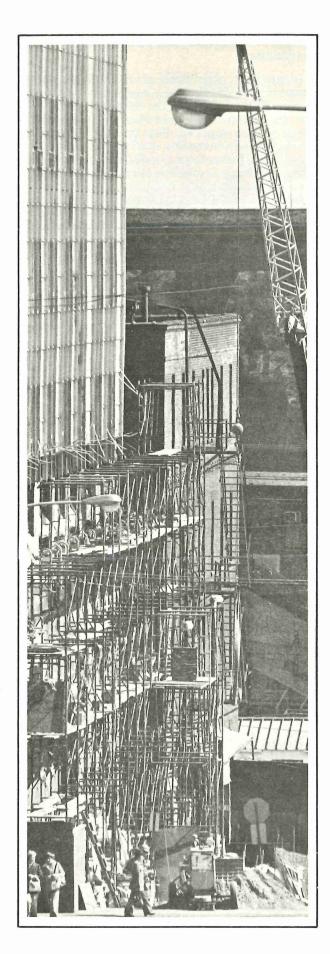
At the time of writing this report, the draft Plan is in the process of being revised to address these concerns. Following the release of the second draft Plan another review period will be established, including the scheduling of formal public hearings. If the second draft proves to be acceptable to the CZM Policy Advisory Committee, the County Advisory Committees, the State and Federal agencies involved, as well as the public, the Plan will then be recommended to the Governor for his required approval.

economic planning

1977 was a year in which the Local Public Works (LPW) Capitol Development and Investment Program, established under the Public Works Employment Act of 1976, necessitated a great deal of time and effort on the part of ARDC's economic planning division. Designed to quickly inject capital into the national economy by creating immediate employment and stimulating private investment, the LPW Legislation mandated the commitment of \$6 billion in funds by the Economic Development Administration (EDA) over a short one-year period.

Between project reviews and technical assistance to applicants, ARDC became involved to varying degrees with over 40 projects for which applications were finally accepted and ranked. In all, 16 projects were funded in the Arrowhead Region; 12% of Minnesota's total allocation.

Aside from the relative expediency with which the funds were committed, the LPW Program was unique in another important way. During the Round II funding cycle, which



accounted for \$4 billion, the matter of project identification and priority setting was done entirely at the local level. Dollar allocations, or 'planning targets,'' were given on the basis of population and unemployment, and the decisions regarding project selection were strictly local. City and county governments and school districts had the opportunity to determine entirely amongst themselves the relative importance of the needs of their area, to financially endorse each other's projects, or to combine planning targets to satisfy a common goal. A noteworthy example of this occurred in Aitkin County, wherein the City of Aitkin forfeited its submitted project and contributed its entire allocation of \$200,000 to a community hospital addition, a County sponsored project.

Conventional EDA Public Works funding in the Arrowhead Region during 1977 consisted of a water filtration plant modification project for the City of Beaver Bay, and a conference room addition and employee housing project for the Grand Portage Radisson. Both of the applications for these projects were prepared, submitted, and followed up by ARDC. A considerable effort was also expended in information gathering and review toward funding of a water filtration plant to serve Cloquet. When such funding is secured, the goal of constructing water filtration facilities for all communities in the Region drawing drinking water from Lake Superior and desiring such facilities will have been reached.

Final approval was given during 1977 to ARDC's Overall Economic Development Guide for the Arrowhead Region. The OEDG represents a formidable accomplishment by the ARDC Economic Policy Committee, an advisory committee comprised of local business, labor, industry, government, and environmental leaders, chaired by D. Kelly Campbell of Eveleth. EDA approval of the OEDG was sought only after sufficient review by the County Boards of the Region, and recommendations from interested parties were received.

A long-standing goal of ARDC's Economic Development Program also came closer to attainment during the past year, as ARDC staff increased involvement and assistance in the economic development programs of minority groups within the Region. The above mentioned technical assistance to Grand Portage and similar assistance to the Fond du Lac Indian Reservation represented significant steps in 1977. Beyond this, intensive sessions were held at ARDC in an attempt to assist the Minnesota Chippewa Tribe, representing six reservations from throughout Northern Minnesota, in compiling and submitting Overall Economic Development Programs to EDA under strict time and format requirements. Such assistance to minority programs is hoped to be increased in the coming year.

housing

In an attempt to gain broader representation from throughout the Region, the ARDC Housing Advisory Committee was reorganized in 1977, and expanded from nine to twenty-two members. Chairing the Committee is Ms. Betty Larson of Esko.

A major task of the Housing Committee in 1977 was to begin development of an updated Comprehensive Housing Plan for the Arrowhead Region. The Plan, which must be adopted by the Commission prior to April, 1978, is required by the Department of Housing and Urban Development (HUD) through ARDC's participation in the HUD 701 Comprehensive Planning Program.

As a first step in addressing the Plan, the Committee developed goals and policies for all aspects of housing in the Region. Included in this process was the formulation of an allocation system to encourage the equitable distribution of government assisted housing programs throughout the Region's seven counties. Specific objectives and more detailed implementation plans will be established in 1978.

growing inability of moderate income families to cope with rising housing costs a major concern

While much attention in the past has focused on government assisted housing programs, the Committee also addressed housing problems in the private market sector. The Committee's primary concern in this area was the growing inability of moderate income families to cope with rising housing costs. Identified as contributing factors were increased land costs, mortgage interest rates, development costs, labor, materials and operational costs.

In other housing related activities, several State and Federal housing agencies allocated funds to the Region in 1977 to assist in improving housing conditions. Rent subsidies for low-income elderly and families were provided through the HUD Section 8 and Leased Housing Program, while mortgage funds were made available through the Minnesota Housing Finance Agency (MHFA) and the Farmers Home Administration (FmHA). Additional funds from MHFA for housing rehabilitation grants totaled \$1,117,000 in 1977. Other funds were provided to the Region for publicly assisted multi-family projects.

ARDC also participated in a Regional Housing Consortium with Community Action Program Agencies in the Region. The purpose of the Consortium, which was made possible through a HUD Innovative Grant administered by the Governor's Manpower Office, was to identify methods for improving the rural housing delivery system.

forest management

Recognizing the importance of forests and the forest products industry to the quality of life and the economy of the Arrowhead Region, ARDC, in 1977, continued to support an active forest management planning program.

Serving as the backbone of the program is the ARDC Forestry Advisory Committee comprised of twenty-one individuals representing public interests, government agencies, county land commissioners, and private industries. Committee Chairman is Darrell Lauber of Grand Rapids.

The primary function of the Forestry Committee is to advise the ARDC Board of Directors on forestry related matters. The Committee was actively involved in 1977 in the examination of a number of state and federal forestry programs, as well as other specific issues affecting the Arrowhead Region. Highlights of action taken by the Committee include: the endorsement of continued state support for a state-wide forestry inventory; analysis of planning programs prepared for both the Chippewa and Superior National Forests; and the review and provision of recommendations regarding a forestry study being done in conjunction with a state-wide water quality planning program.

One of the more unique topics examined by the Forestry Committee in 1977 was an initial investigation into the possible use of forests as a large-scale alternative source of energy. Currently under study are an array of potential energy production methods ranging from the direct burning of wood, to chemical conversion of the forest biomass to methanol, an alcohollike fuel. Promotion of this possible use of forests could have significant impact on future trends in forest management, and investigation in this direction will continue by the Forestry Committee in 1978.



information systems

Over the past several years, ARDC has spent a great deal of time and effort in the development of an in-house capability to collect data and process it for use by the Commission and other governmental and private users. An integral part of that effort was the procurement of a computer terminal in 1974. By 1977, projects involving ARDC's in-house computer capabilities, proved to be one of the Commission's fastest growing areas of activity.

Several of ARDC's information systems projects involve the area of human services and are outlined in the Human Resources section of this report. Others, more closely related to land use planning and the storage and retrieval of general planning information, are described here.

. . . wealth of information available for local land use planning purposes

One example of computer information which has proven to be invaluable to the planning process of many local units of government is the data collected by the Minnesota Land Management Information Service (MLMIS). This information has been developed to such an extent that computer maps can now be made of the entire Region which provide information on 25 different variables including land use, soils, forest cover, ownership, zoning, geology, roads and water. All or any combination of these variables can be mapped for each forty acre parcel of land, resulting in a wealth of information available for local land use planning purposes.

Another system useful to local planning efforts is the Land Use Permit Information System developed by ARDC. This system stores data collected by county zoning officials from building/land use permit applications and includes such information as geographic location, type of construction, cost and value of construction, and zoning classification. The system will be changed to encompass the new State Building Code being developed and to generate new and more complete reports for county officials. The new reports, developed in conjunction with MLMIS, will contain representations of building activities on maps printed by computer. The ultimate goal of revising the permit system is to combine data collected by MLMIS with the land use permit data, thereby allowing for better data analysis.

ARDC also initiated a study in 1977 to assess the feasibility of using its computer capabilities to assist municipalities in the Region in automating their accounting and financial records. Initiated in the later part of 1977, the project involves assessing the actual needs of municipalities for automated financial systems, the evaluation of existing financial systems, deter-

mining the feasibility and costs of developing applicable computer programs, and an analysis of required computer equipment needed to operate the system. The goal of the project is to identify the most cost effective program capable of meeting the municipalities' needs. Funds to undertake both the Land Use Permit System Project and the Municipal Accounting Feasibility Study have been provided to ARDC by the Intergovernmental Information Systems Advisory Council (IISAC).

Many other sources of data are available to ARDC computer users including the Minnesota Analysis and Planning System (MAPS). From MAPS a user may obtain data already collected by the U.S. Census, the Minnesota Department of Taxation, the Bureau of Economic Analysis, Department of Commerce, and the Department of Education, among others. Easily accessible information such as this is an important tool for local decision makers and ARDC encourages the use of its computer facilities by any interested local unit of government in the Region.

land use

1977 was a year in which ARDC's Land Resources and Transportation Advisory Committee (LRTAC) significantly broadened its scope of activities and took on several new initiatives. While recreation and transportation planning were areas of major concern, the development of a regional land use plan and other general land use planning activities did not lag far behind. Chaired by Aitkin County Commissioner, Michael Zilverberg, LRTAC is comprised of representatives of the Region's counties and municipalities, transportation, environmental quality, forestry, and agricultural interests, zoning administrators and various public agencies.

Accordingly to requirements of the Department of Housing and Urban Development, ARDC must complete a Land Use Plan for the Arrowhead Region by April, 1978. To address this issue

LRTAC, in 1977, identified ARDC's mission, role and responsibilities in land use planning; the Plan's general purpose and use; and regional land use goals and policies. Other components of the land use planning process which will be completed in early 1978 include the detailed development of land use policies and the identification of land use problems, needs and priorities. Following a public review process and Commission approval, the Regional Land Use Plan will be incorporated into ARDC's Comprehensive Regional Development Guide (CRDG).

In other activities, ARDC, in 1977, entered into an agreement with the State Planning Agency, with funds provided by the Legislative Commission on Minnesota Resources, to prepare atlases for each of the Region's seven counties that will contain 25 different resource data items. The data, which includes such things as land use, soil type, forest cover, geology, relief, and gravel and peat deposits, is part of a computerized data base prepared by the Minnesota Land Management Information System (MLMIS) available through the State Planning Agency. The ultimate goal of ARDC's demonstration program, known as "Regional Perspectives," is to acquaint county planning commissions with the value of this resource information.

technical assistance provided to cities and counties

ARDC's technical assistance efforts, in 1977 continued to aid communities in the Voyageur Planning Area, including Big Falls, Cook, International Falls, Island View, Littlefork, Northome, Orr, Ranier, and South International Falls. All of these communities have, since 1973, initiated land use planning programs, established goals, policies and plans. They are all now in various stages of completing a variety of code enforcement programs. Technical planning assistance to many of these communities was provided through ARDC's International Falls Office.

Under a contractual agreement, ARDC also began assisting Koochiching County in preparing a detailed land use and capital improvements plan for the area east of International Falls along Rainy Lake and Highway 11 to Island View and the entrance to Voyageurs National Park. Funds to conduct the study were provided to Koochiching County through the State Planning Agency's Land Use Planning Grant Program.

In Carlton County, ARDC is assisting the City of Barnum to amend their land use plan and zoning ordinance, and to prepare a capital improvement program aimed at water, sewer, and housing needs. The amended plan and implementation program will be completed by mid-1978. This effort was also made possible from funding provided to Barnum by the State Planning Agency.

In the counties of Aitkin, Cook, Carlton, Koochiching, Lake and St. Louis numerous meetings have been attended by ARDC staff to assist county planning commissions with their land use planning and implementation programs. This form of technical assistance is an on-going service provided by ARDC.

Finally, in 1977, as in previous years, ARDC continued to monitor the progress of the Peat Study currently underway in Northeastern Minnesota to determine the potential for developing the Region's peat reserves as a possible energy source for the state. ARDC is under contract to the Department of Natural Resources to assist in the Social/Economic Phase II study effort being conducted by the University of Minnesota.

transportation

Another major initiative for ARDC in 1977, was the broadening of its transportation planning activities. In past years, transportation planning in the Region has been largely confined to the Duluth-Superior Area. In 1977, however, a region-wide transportation planning program was begun and, for the first time, issues such as rail abandonment, airport, bikeway and highway improvements, and traffic safety were addressed from a regional perspective.

Perhaps the most significant development in 1977 in the area of transportation planning occurred in November with the procurement of grant funds from the Minnesota Department of Transportation to conduct a year-long transit planning study for the Iron Range. Due to recent expansion in the taconite industry, a number of growth impacts (namely an influx of laborers and scattered residential development) have contributed to the need for public transit services in this area. With the assistance of an Iron Range Transit Advisory Committee, ARDC began an extensive examination of the needs and potential for new or expanded transit services. A major product of the study will be to evaluate how para-transit services such as carpooling, vanpooling, and other para-transit services designed to operate in lower population density areas, might be utilized. In addition, particular attention will be given to special population groups and the need for subscription or other work trip based services.

Another major transportation project in which ARDC was involved in 1977, was the State Transportation Plan development process directed by the Minnesota Department of Transportation (MN/DOT). In July, ARDC established a Regional Transportation Advisory Task Force comprised of individuals from throughout the Region representing both public and private interests in all modes of transportation. Chairing the Committee was Warren Youngdahl of Marcell. One of the primary responsibilities of the Task Force was to identify, expand and refine a list of specific regional transportation needs. In addition, the group developed and weighted criteria to prioritize proposed transportation projects for the Region; reviewed a series of policy issues of regional and state-wide significance; and made numerous policy recommendations to MN/DOT for adoption as elements of the State Transportation Plan.

Some of the policy issues addressed by the Committee included the need for improving procedures to more adequately deal with the effects of commercial and industrial development on transportation facilities; development and management of the Duluth-Superior harbor; the handling of rail passenger service in Minnesota; and coordination of State efforts in bikeway development with those of local

governments.

Yet another new transportation function of ARDC is the review of applications submitted from within the Region for MN/DOT's paratransit demonstration program. ARDC is also available to provide technical assistance to local governments interested in developing local transit or transportation programs.

recreation

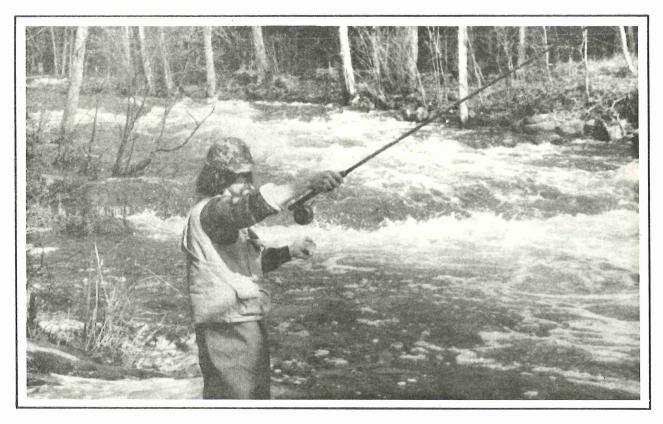
The Arrowhead Region is endowed with many natural resources which provide an excellent base for the development of multi-use recreational facilities. Easy access to camping, boating, hiking, skiing and other conventional outdoor sports facilities contributes significantly to the Region's quality of life.

With this in mind, ARDC, in 1977, significantly expanded its recreational planning efforts. Areas of involvement included participation in major outdoor recreation grant programs, identification and prioritization of regionally significant recreation sites, participation in the State Comprehensive Outdoor Recreation Planning Process, and the provision of technical assistance to local units of government for recreation planning and grant application preparation.

The Federal Land and Water Conservation Fund Grant Program (LAWCON), in conjunction with the Minnesota State Natural Resources Grant Program administered by the Legislative Commission on Minnesota Resources (LCMR), are major sources of funding to which local units of government in the State can apply for the development of outdoor recreation facilities (i.e. parks, athletic courts and trails). In 1977, nearly 60 applications for these funds were prepared by various units of government in the Region.

While in past years, the awarding of LAWCON/LCMR recreation grants has been left to the discretion of the Minnesota State Planning Agency and the Legislative Commission on Minnesota Resources, 1977 was the first year in which ARDC was provided an opportunity to formally review and prioritize applications submitted from within the Region. Through the use of this process local elected officials and citizens are able to impact state level decision making.

Responsible for reviewing and prioritizing recreation project applications from the Arrowhead Region in 1977 was the ARDC Land Resources and Transportation Advisory Committee (LRTAC). Because the recreation prioritizing process had not occurred prior to 1977, the Committee had to first design a review process and develop criteria for project evaluation. Once this was accomplished, LRTAC concluded its prioritization procedures and submitted its recommendations to the State Planning Agency for consideration. Although the announcement of 1977 grant awards was not made prior to the writing of this report, it is expected that the 1977 allocation for projects in the Arrowhead Region will exceed the 1976 figure of \$400,000.



Another major area of ARDC involvement which will impact the LAWCON/LCMR program is the identification and prioritization of regionally significant recreation sites in Northeastern Minnesota. In July, 1977, ARDC initiated a planning process to: design evaluation criteria; inventory regional recreation sites; and eventually prioritize and submit a ranked listing to the State Planning Agency for incorporation in the regional recreation grant program. The list will guide SPA in determining which regionally significant site should receive highest priority for funding and development in future years. ARDC will complete its work activities in this area by June, 1978.

ARDC was also very active, last year, on the Outdoor Recreation Planning Technical Advisory Committee (ORPTAC). The purpose of this committee is to assist the Department of Natural Resources (DNR) in the planning and development of the 1979 State Comprehensive Outdoor Recreation Plan (SCORP). The Committee, in 1977, worked closely with DNR in completing recreation surveys and played a major role in the overall plan development process.

To round out its recreation planning activities in 1977 ARDC took on two other functions: technical assistance in preparing recreation grant applications was provided to local units of government; and the development and maintenance of a useful recreation data base was initiated. These and other recreation planning activities will continue in 1978.

water resources

In 1972, the Water Pollution Control Act Amendments, Public-Law 92-500, set a national goal of restoring and maintaining the "chemical, physical and biological integrity of the nation's waters." Prior to passage of this Act, planning for water pollution control received little attention. Through this legislation, however, water quality planning has now been strongly accentuated. Section 208 of the law provides for state and area-wide planning which will result in water quality programs designed to help state and local officials make decisions and implement plans related to water pollution control.

Responsible for conducting and coordinating Minnesota's Water Quality Management Program is the Minnesota Pollution Control Agency (MPCA). One of the major emphases of the state-wide Program has been to ensure active citizen participation in the planning process. This is where the assistance of ARDC and other Regional Development Commissions across the state has come into play.

In late 1976, ARDC, under contract to MPCA, established a Regional Water Quality Management Planning Advisory Committee, comprised of fourteen (14) members representing

numerous interests in the Region. The Committee, chaired by Loren Rutter of Kinney, is responsible for providing recommendations on the control of "non-point"* sources of water pollution in the Arrowhead Region and for coordinating local citizen participation in the "208" Program.

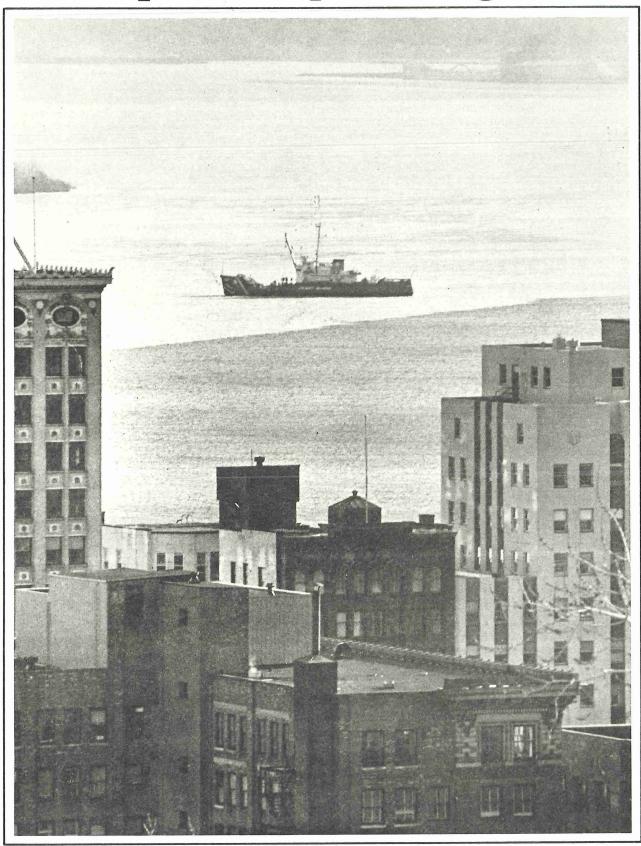
In the first quarter of 1977, the Committee developed and adopted a regional public participation program which included the sponsoring of numerous water quality exhibits and workshops throughout the Region. A comprehensive mailing list for the distribution of water quality materials and a regional slide show were also developed in an effort to inform citizens of water quality issues facing Northeastern Minnesota.

In other efforts, the Committee began to examine the sources of non-point water pollution in the Region including such problems as surface water run-off from construction, forestry, urban areas, agricultural and mining activities. In looking at these problems more closely, and developing recommendations on how to deal with them, committee members raised many basic issues and questions, such as: "Is this source of pollution a problem in our Region? If so, how serious is it? Which management practices do we want to put into effect to correct the problem? Who should be in charge of the program?" Once these questions are addressed, the Committee will forward their recommendations to the State Water Quality Task Force and the Minnesota Pollution Control Agency.

Another way in which ARDC was involved in water resources planning in 1977 was through initial discussions with Minnesota's Water Planning Board. Created by the 1977 State Legislature, the Water Planning Board is responsible for directing the preparation of a Framework Water and Related Land Resources Plan for the State. Its ultimate objective is to outline for the Legislature alternatives for the best use of Minnesota's water resources. To assist the Water Board in its planning process, ARDC, in 1977, co-sponsored two informational meetings in the Region. Further involvement with the Water Planning Board is expected to continue in 1978.

^{*(}Non-point sources of water pollution are those which enter waters indirectly by washing off land or seeping through soil into the ground water.)

metropolitan planning



metropolitan interstate committee

With the large number and variety of governmental units and agencies operating in a metropolitan area today, it is not difficult to understand the need for a cooperative and comprehensive approach to metropolitan planning and development. While this task, under any circumstances, is not an easy one, it becomes even more challenging when the area bisects two state lines. This is the challenge facing the Duluth-Superior Metropolitan Interstate Committee (MIC).

Comprised entirely of representatives of local government from throughout the Duluth-Superior Metropolitan Area, the MIC was created in 1975 under a joint powers agreement between ARDC and its Wisconsin counterpart, the Northwest Regional Planning Commission. In addressing a wide spectrum of issues, the Committee's primary concern is to provide direction for an orderly development of the metropolitan community. Growing out of this effort have been numerous programs and projects, many of which have resulted in better services at a reduced cost to local units of government.

Major programs addressed by the MIC in 1977 can be described in three categories: Transportation, Land Use and Harbor Planning. Some of the highlights of each area are described in the following pages.

land use

SHOPPING CENTER LOCATION: DOWNTOWN OR SUBURBS?

Facing Duluth, Superior and many other communities today is a classic land-use issue: what will be the impact of a new shopping center in a suburban vs. downtown location? More specifically, do the advantages of the downtown location so outweigh that of the suburban location, that public action and even public money should be directed toward that end? In Duluth's case, the MIC, in 1977, was asked to find out.

The two candidate locations for a new major shopping center in Duluth have been identified as 1.) along highway 53 or 2). Harbor Square in the downtown area. Harbor Square is a City of Duluth concept which invisions a shopping center complex located over Interstate 35.

The role of the MIC has been to identify what impacts would take effect in locating a shopping center at either site. Impacts on transportation, energy consumption, spin-off development, the business community, municipal revenues and

expenditures, and the environment are all important concerns in such an issue.

Essentially, the City of Duluth is attempting to determine if public expenditures are justifiable on the Harbor Square Project. This is the MIC study's major use, but beyond that, it will also serve as a prototype analysis for other communities facing similar issues.

Actual MIC involvement in the study has occurred at two levels. An early first cut analysis was prepared which identified key advantages for both locations. As an example, it was pointed out that nearly 500,000 gallons of gasoline would be saved annually if the downtown site were chosen because of its more central location and superior transit service.

To further refine the preliminary analysis, a major \$130,000 consultant based study is being conducted by the MIC. Widespread participation in the study has been obtained by conducting 1,200 direct household surveys, through workshops and by involving the City Council, Administration and Planning Commission in selecting the study consultants. While the results of the second analysis has not been completed at the time of the writing of this report, it is expected that the findings will have significant impact on determining the location of Duluth's next major retail complex.

TOWN PLANS

As the result of recent development pressures, the MIC is assisting suburban communities within the Duluth area to prepare comprehensive land use plans. Pointing out the importance of this effort is the fact that over 40% of the net housing increase in the Duluth area has occurred outside the Duluth City limits.

During 1977, comprehensive plans were completed for three townships: Duluth, Solway, and Rice Lake. Several mechanisms were used to involve citizens in the planning process including the use of mailout surveys, step by step involvement by each planning commission, involvement of the town boards at key stages of the plan development, and finally, by formal public hearings at the conclusion of the planning process.

SPIRIT MOUNTAIN I-35 CORRIDOR

For several years the MIC has attempted to coordinate development in the area around the Spirit Mountain Recreation Area interchange on I-35. When a major investment of either public or private funds occurs, the adjacent land often experiences radical changes in property value and development pressures. Such is the case in this instance.

Involved is a 7½ acre parcel which was valued at \$15,000 prior to Spirit Mountain. This piece of property has now become a "develop" vs "don't develop" issue between Duluth and Proctor, with a purchase price of approximately \$350,000. While the cooperative efforts of the

MIC were unable to resolve the issue in 1977, the project did identify the need for frontage road changes on the North side of I-35.

transportation

Transportation planning, over the past few years, has been one of the MIC's largest areas of involvement. 1977 was no exception as the Committee focused its efforts on an everincreasing range of transportation issues.

ASSISTANCE TO DTA CONTINUES

One public agency with which the MIC has a strong working relationship is the Duluth Transit Authority (DTA). Like all public services, the DTA is continually faced with rising operating costs; wages, gasoline and insurance, in particular. With the support of the MIC, the DTA has taken an aggressive course in offsetting these inflationary costs.

A prime example of this effort, is the MIC's Woodland Corridor Study. The purpose of the Study is to reduce the cost of providing transit service between downtown Duluth and the Woodland neighborhood by identifying additional potential ridership and eliminating overlap in existing routes and schedules. To gain input from citizens in the area, over 1,000 households were directly contacted and asked to complete travel diaries.

Other surveys which were conducted and analyzed by the MIC for the DTA resulted in the recommended resumption of Sunday transit services in Duluth after an absence of several years. While many have argued the pros and cons of Sunday services, the programs success or failure will be measured with the use of ridership and revenue goals which were set prior to initiating the service.

The MIC has also assisted the DTA in developing a marketing program aimed at increasing ridership levels by selling the service to a wider segment of the community. The DTA estimates that each local dollar invested in the Marketing Demonstration Project will have an annual return of ten dollars worth of increased ridership. MIC's contribution to the Project in 1977 consisted of staff assistance and \$7,000 of Urban Mass Transportation Administration planning funds.

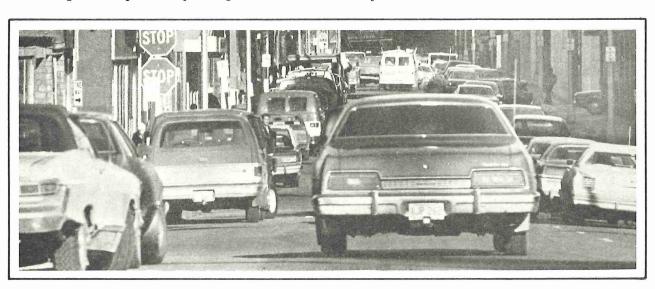
Both Duluth and Superior in 1977, faced the important issue of whether or not increased operating costs for public transportation services should be borne by government subsidy, by increased rider fares, or by service cuts. While this is not an unusual government issue, it is particularly sensitive in the area of public transportation because of the negative impact on ridership which may result.

To address this issue in Duluth, the MIC identified seven different transit budgets and evaluated each for its impact on cost and farebox revenues. The results and a recommended course of action were presented and eventually adopted by the DTA and the City. The City's decision will limit service cuts on low ridership routes where farebox revenues do not meet the DTA's Revenue Efficiency Standards.

This same issue surfaced in Superior due to Wisconsin's failure to continue its transportation subsidy program on a continuing basis. As in Duluth, the MIC identified and evaluated several options and presented them to the City of Superior for review.

VANPOOLING DEMONSTRATION PROGRAM

The MIC also prepared and sent to the DTA and the City of Duluth a proposal for a vanpooling demonstration program. The purpose of the analysis was to determine if there is a role for vanpooling in increasing ridership to the downtown Duluth area and elsewhere, without hurting the regular DTA bus service. The results of the analysis indicate that a vanpooling program could be feasible and suggests a demonstration program for getting the project underway.



ELDERLY AND HANDICAPPED TRANSPORTATION SERVICES

The Elderly and Handicapped Transportation Services Program is another important element of the MIC's planning efforts. The purpose of this study is to identify the demand for transportation services from people who cannot use the DTA system and to propose a responsive, cost-effective means of supplying that demand with services. The results will be used by local agencies to coordinate a transportation service strategy.

AEROBUS PROJECT

The purpose of this MIC project is to determine whether the current bus system operating in Duluth is the best means of providing transit services to the community. The alternative proposed by the City of Duluth is the Aerobus, an express shuttle comprised of gondola-like cars suspended by an overhead cable. The role of the MIC is to determine for the City the relative impact of this and other systems in terms of capital and operating costs, energy use, travel time and safety.

The MIC staff conducted a mini-evaluation in May, 1977 which indicated that the Aerobus system would indeed be favorable over the conventional bus system. The results were endorsed by the MIC with a recommendation that the concept warranted a more in-depth analysis.

At issue are demands for services for over 11,000 people in the Duluth area. Presently serving some of these people are a myriad of public, quasi-public, and private agencies. The MIC study indicates that \$400,000 is spent annually by these agencies in providing services, and that by coordinating their efforts, three times the services could be provided.

TRANSPORTATION PLAN

In order to have a guide or framework in which to make decisions on important transportation issues, the MIC worked, in 1977, toward the development of a Comprehensive Transportation Plan for the Duluth-Superior Area. The plan will identify goals and objectives to be used in decision making and will also identify and prioritize actual projects which should be moved toward implementation.

harbor planning

Outside the massive investments in the Iron Range taconite industry, the major capital investments made in the tri-state area over the past few years have been in the Duluth-Superior harbor. Investments in the last three years alone have exceeded \$200,000,000. Coupled with the tremendous national interest in preserving the quality of Lake Superior, it should be of no surprise that the

Duluth-Superior harbor is a major focal point of controversy.

To provide coordinated direction for the future of the harbor, the MIC, in late 1976, became involved in a two year Harbor Study. The Study is funded by the Office of Coastal Zone Management and the Department of Housing and Urban Development.

The planning process for the Study began in December 1976, with a workshop involving people knowledgeable of the harbor. The session identified a wide-range of issues and initiated discussions on how to resolve them. Over time, this list of concerns concentrated on the issues of dredge disposal, environmental protection, industrial development, water transportation and recreational development.

To resolve one aspect of these problems the MIC adopted Policy Guidelines for the Water Transportation System of the Duluth-Superior Harbor. This document, which was integrated into the overall metropolitan transportation planning process, is to be used in evaluating decisions involving local water transportation problems.

Throughout the year, research on harbor issues relied heavily on existing information, which, although relatively plentiful, had been patchwork and uncoordinated. One area where basic information was lacking concerned a comprehensive assessment of fish and bird habitat in the harbor. Since the harbor's natural resources are so important, MIC contracted with the University of Minnesota - Duluth and the University of Wisconsin - Superior to undertake inventories of these key resources. Both studies will be completed by June 1978.

One complex issue which has been interwoven throughout the others is the myriad of public agencies involved in harbor management. A public workshop was held on this matter in an attempt to define a new, more coordinated approach. Another attempt to achieve better coordination was the formation of an interagency advisory commitee to provide formal input to the harbor planning process.

In November, the MIC released a draft harbor plan which sought to resolve the most basic harbor issues. The draft will be intensively reviewed by public and private interests prior to adoption by the MIC and the local units of government. Essentially, the draft plan proposes land use patterns for the harbor, designates dredge disposal operations and sites, offers recommendations on new developments, sets aside crucial environmental areas and provides three alternatives for managing the harbor.

special projects

economic adjustment project

One of the largest and most controversial issues facing the Arrowhead Region in 1977 was the threatened shutdown of Reserve Mining Company's operations in the communities of Babbitt and Silver Bay. Because of an earlier court-order to stop dumping its taconite tailings in Lake Superior, Reserve was faced with finding a suitable on-land tailings disposal site. When controversy erupted over finding such a site, closure of the mine and plant was identified as a possible course of action.

While everyone involved in the Reserve case hoped that a suitable tailings disposal site would be found prior to the threatened closure, all agreed that the possibility of massive unemployment in several communities could not be ignored. To find ways of offsetting the effects of this potential problem, ARDC, in late 1976, received a grant from the Economic Development Administration's Title IX Program. ARDC's efforts to develop strategies to address this problem became known as the Economic Adjustment Project and was provided direction by a ten member Advisory Committee comprised of local elected officials, and labor and business leaders. Serving as Committee Chairman was Silver Bay Mayor Melvin Koepke, with Mayor Dick Mahal of Babbitt serving as Vice-Chairman.

plant closure averted, but problems of one-industry towns remain

For several months the Committee and support staff from ARDC worked under the shadow of the possible plant and mine closure. Then, on April 8, 1977, a court decision enabled Reserve Mining Company to proceed with plans for developing an on-land disposal site. Despite this decision, which postponed the threatened closure, the project committee recognized that the problems of one-industry towns and a need for greater overall economic diversification remained in the Arrowhead Region. For this reason the Economic Adjustment Project continued throughout 1977.

Resulting from the Project was a report to the Economic Development Administration which identifies ways and means to achieve greater economic diversification in the Region. The report focuses on economic development efforts in the subject areas of forestry, recreation, mineral extraction, and industrial and business diversification. It also suggests improvements in transportation networks to enhance the

locational attributes of the Region. Environmental protection measures and the effects of technological changes were also cited in the report as major determinants of job expansion and of the Region's economic base.

With the initial Project report completed, plans are to involve the Economic Adjustment Project Advisory Committee in efforts to implement the suggested economic diversification strategies. It is hoped that the Title IX Economic Adjustment Project will provide the framework for a more balanced, stable and environmentally responsible growth of the economy of the Arrowhead Region.

messabi intergovernmental project

The expansion of the taconite industry on the Iron Range in recent years has resulted in a number of major impacts on the area. Increased population, in particular, has affected the housing market, stimulated commercial development and, above all, placed a greater demand for municipal services on several Iron Range communities.

To address this problem, in 1976, the four East Range communities of Eveleth, Virginia, Mountain Iron and Gilbert, with assistance from ARDC, received a \$70,000 Innovative Grant from the Department of Housing and Urban Development (HUD) to undertake the "Messabi Intergovernmental Project." In March, 1977 Fayal Township also joined the group. The goal of the project is to identify and recommend alternative solutions to the numerous problems facing the communities, with special emphasis on investigating ways of sharing municipal services. Providing direction for the project is a 15 member Project Steering Committee comprised of representatives of each of the five communities.

While a number of service areas were identified as having potential for joint operation and cost sharing, the areas receiving the most attention in 1977 were law enforcement, fire protection, garbage collection, operation and management of wastewater treatment plants and animal control. Law enforcement, in particular, became a major sub-element of the Project.

Throughout the year, numerous meetings were held and in-depth investigations took place into the best possible ways of providing better services, more efficiently. With guidance from the Project Steering Committee, thorough reports and detailed recommendations regarding the sharing of services were prepared by staff of ARDC's Iron Range Office in Virginia, and were presented to the participating units of local government.

Highlights of the recommendations are as follows:

LAW ENFORCEMENT - Of major concern in this area was identifying ways to improve current law enforcement services. The final recommendation favors consolidation of all law enforcement services by the three cities of Eveleth, Virginia and Gilbert including such elements as communications, records, criminal investigation, juvenile work, patrol services, purchasing and training. While initial reaction to the suggested total consolidation of the three police departments was not favorable, it is hoped that specific elements of the consolidation proposal can be implemented in the future.

FIRE PROTECTION - Examined under this element of the Project, was the possibility of up-grading the communication systems of the Virginia and Eveleth Fire Departments in a manner which would also allow better coordination between the two cities. The potential for building a single new fire hall to serve both communities is also being investigated at the time of writing this report.

GARBAGE COLLECTION - In this service area, recommendations are that all four cities, as well as nearby Fayal Township, share a new method of "containerized" garbage collection. It was estimated that the City of Virginia alone, by instituting this service, could reduce its current number of garbage collection employees by over 80% and would use only one garbage truck, as compared to the three the city now operates.

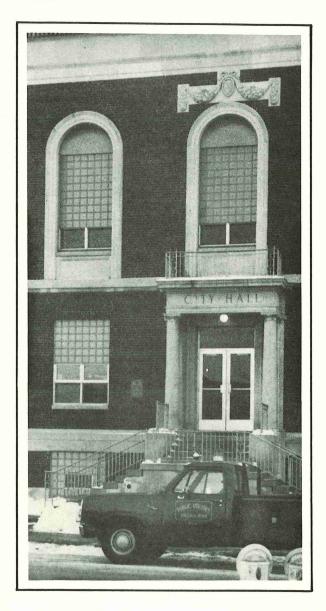
WASTE WATER TREATMENT PLANTS - Due to more stringent pollution control measures recently enacted by the State and Federal governments, many communities across the State have completed or will have completed in the near future, new wastewater treatment plants. Such is the case with many municipalities on the Iron Range. Regarding this issue, the Study recommends that one operating and managing agent be hired to operate the new wastewater treatment plants in Eveleth, Virginia, Mt. Iron and Gilbert. Also interested in this arrangement and included in the recommendations are the cities of Aurora, Hoyt Lakes and Chisholm. The recommendations point out that tax dollars would be saved, along with ensuring the uniform and qualified operation of all plants.

ANIMAL CONTROL - At the start of the Messabi Intergovernmental Project, only the City of Virginia had full scale animal control services.

Recommendations have been made that all four cities remain responsible for their own animal control, while utilizing and sharing the cost of holding the empounded animals at a central pound in Virginia. Fayal Township has also expressed interest in this arrangement.

"The project did what we wanted it to; it gave us the necessary information to make knowledgeable decisions."

At the time of writing this report, each of the above recommendations were in various stages of review by the local units of government involved. While it is certain that not all recommendations will be acceptable to the participating communities, the Project has been viewed as a positive step forward in intergovernmental coordination and communication. As Eveleth Mayor Clement A. Cossalter stated, "The Project did what we wanted it to; it gave us the necessary information to make knowledgeable decisions."



committees

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(April, 1977)

A List of Services Available to Disabled People in Wisconsin and Minnesota (February, 1977)

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Conceptual Description - Arrowhead Regional Mental Health Information System (December, 1977)

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Adult Corrections System's Manual (August, 1977)

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Economic Survey of Northeastern Minnesota (August, 1977)

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Federal Outlays in the Arrowhead Region (January, 1977)

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Investigation of High Water Damages in Lake and Cook Counties, MN (March, 1977)

Cook County Zoning Ordinance - Draft (September, 1977)

Cook County Health Code (December, 1977) Lake County Liquor Study (August, 1977) Investigations into the Financing of the Ely Tertiary Wastewater Treatment Plant

(August, 1977)

Evaluation of LANDSAT Data for Regional Planning Purposes (January, 1977)

Energy and the Arrowhead Region - A Synopsis of Energy Supply, Demand, Constraints and Opportunities (March, 1977)

Transit Position Paper 77-1: DTA School Service Analysis Update (March, 1977)

Transit Working Paper 77-1: Duluth Sunday Service (March, 1977)

Solway Comprehensive Plan (May, 1977)

Proposed Development Plan for the I-35 Corridor: TH2-TH53-Inventory and Analysis (March, 1977)

Duluth-Superior Transportation Plan - Long Range Element (November, 1977)

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Transit Working Páper 77-3: Woodland Corridor (December, 1977)

Working Paper: Concept for a Van Pool Demonstration Program (September, 1977)

Transportation for Mobility Handicapped People (December, 1977)

Commercial Development Community Impact Analysis - Consumer Preference Survey (November, 1977)

Commercial Development Community Impact Analysis - Final Report, Williams Kuebelbeck and Associates, Inc. (December, 1977)

Recommendations for the Town of Duluth Comprehensive Land Use Plan (October, 1977)

Town of Rice Lake Comprehensive Plan (December, 1977)

Superior Industrial Site Survey, Case Institute of Technology Property (March, 1977)

Planning the Duluth-Superior Harbor: Dredge Disposal the Next 50 Years (April, 1977)

Estuarian System: Summary (July, 1977)
Policy Guidelines for the Water Transportation
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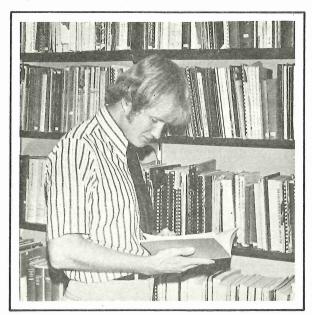
Short Range Improvement Plan for the Duluth-Superior Harbor Area (August, 1977)

Duluth-Superior Harbor Fishery Survey, Center for Lake Superior Environmental Studies, University of Wisconsin, Superior (July, 1977)

Assessment of Habitat Types and Bird Populations in the Duluth-Superior Harbor, Lake Superior Basin Studies Center, University of Minnesota, Duluth (September, 1977)

Duluth-Superior Harbor Area Management Plan (November, 1977)

Inventory of the Resources of the Duluth-Superior Harbor: Identifying the Issues (December, 1977)



project notification

The Arrowhead Regional Development Commission in 1970 was designated by the Governor of Minnesota as the "Clearinghouse" for the seven county area of Northeastern Minnesota. Regional clearinghouses are required by the Federal Office of Management and Budget under Circular A-95, and are set up to facilitate the coordination of state, regional and local planning and development efforts. As a clearinghouse, ARDC is empowered to review and comment on local project applications requesting federal grants and loans.

In addition to the authority granted ARDC under Circular A-95, the Commission is also granted the following powers under the Regional Development Act of 1969:

- review and comment on long-term comprehensive plans of local governmental units within the Region
- review and comment on plans of independent boards and commissions having multi-county or multi-community impacts, for conformance with regional plans and policies
- review and comment on applications for federal and state grants or loans made by governmental units, independent commis-

sions, boards or agencies within the Region.

The procedure utilized by ARDC in carrying out its review function is referred to as the Project Notification and Review System (PNRS).

Upon receipt of a project notification, ARDC contacts local units of government, agencies and individuals that may be affected by or interested in the project, and requests their comments. After a reasonable period for response, ARDC provides a final review of the project. The project applicant is then responsible for sending the application, along with all comments, to the appropriate federal or state funding agency.

The PNRS procedure does not guarantee or deny the funding of a project, rather, it provides the potential funding sources with an idea of the impact that the project may have within the Region.

Listed on the following pages are all proposed projects and plans received for review by ARDC in 1977. The list does not attempt to indicate which of the projects/plans were eventually funded. Also, please note that, while most project applicants requested project funding from more than one source (i.e. federal or state agency, local governmental unit or private sources), only the primary source is listed under "Agency Applying To."

A key to agency abbreviations and the total financial assistance requested from each funding agency in 1977 is at the end of the chronological listing of individual projects.

PROJECT	PROJE	CT COST	APPLICANT	AGENCY	APPLYING TO	
Lake County Bridge # 7916		\$129,920	MN/DOT		MN/DOT	
Full Year/Part Day Head Start		399,137	Arrow. Econ. Opp. Age	ncv	HEW	
Drainage Renovation Proj.		40,000	Aitkin County	·	GRDC	
Sewage Facilities		N/A	City of Duluth			
Land Use Planning		14,240	City of Gilbert		SPA	
Missabe Mt. & Midway Land Use		28,000	City of Virginia		SPA	
Land Use Planning		20,000	City of Hibbing		SPA	
Land Use Planning		19,335	Wouri Township		SPA	
1977 Community Health Services Plan		180,000	Carlton, Cook, Lake & S	t. Louis	MDH	
			Counties			
1977 Community Health Services Plan		810,000	Aitkin, Itasca & Koochi	ching	MDH	
			Counties			
Mille Lacs Lake Watershed		12,000	Crow Wing County		SPA	
Comp. Plan Amend. & Cap. Improv. Prog.		8,000	City of Barnum		SPA	
T.H. 33 & Trans. Plan Altern.		20,000	City of Cloquet		SPA	
Economic Impact of Competing Land Uses		12,000	City of Aurora		SPA	
Land Use Prog. Admin.		40,000	City of Grand Marais		SPA	
Comp. Planning & Zoning		32,000	City of Keewatin		SPA	
Voyageurs Nat'l. Park Acqu.		9,813,000	National Park Service		DOI	
Home Winterization Prog.		47,438	Arrow. Econ. Opp. Age	ncy	CSA	
Land Use Planning		31,250	Itasca County		SPA	
Plan Amend. & Impl. Prog.		27,000	City of Aitkin		SPA	
Land Use Planning		10,000	Lake County		SPA	
Land Use Plan		29,592	Stunz Township & St. L	ouis County	SPA	
Land Use Plans for Six Townships		35,252	St. Louis County		SPA	
Land Use Planning		40,000	Koochiching County		SPA	
Messabi Intergovernmental Proj. Land Use I	Planning	60,730	City of Eveleth		SPA	
Duluth Housing Plan		N/A	3		N/A	
Glen Place - Ph. II	(loan)	1,375,000	City of Duluth		FHA	

Community Action Brog	\$	270 900	Duluth Comm. Act. Brog.	CSA
Community Action Prog. Weatherization Prog.	Ф	279,800 31,333	Duluth Comm. Act. Prog. Koochiching/Itasca Act. Council	CSA
N.E. Mn. Indus. Dev. Plan/Action Prog.		31,333	ARDC	EDA
EBCE Replication Proj.		150,174	Duluth Public Schools	HEW
Fed. Urban Aid Prog. for Small Urban Areas		972,000	MN/DOT	FH(w)A
Water Purification Plant		4,261,500	City of Cloquet	EDA
Equipment Purchase		7,000	CWBC Industries	DVR
Aspen Cattle Feeding Proj.		37,400	Kooch./Itasca Act. Council	GRDC
Carlton Water Systems		530,000	City of Carlton	HUD
Thomson Water Systems		349,600	City of Thomson	HUD
Beaver Bay Sewers		500,000	City of Beaver Bay	HUD
Cloquet Rehab. Proj.		65,000	City of Cloquet	HUD
Nashwauk Water Proj.		50,000	City of Nashwauk	HUD
Palisade Sewage Collection		345,000	City of Palisade	HUD
Aitkin County Drainage System		410,000	Aitkin County	HUD
Purchase of Rubber Stamp Manf. Equip.		15,590	Duluth Sheltered Workshop	DPW
American Writers on the Environ.		66,994	University of Minnesota Regents	HEW
Sr. Health Assessment Prog.		5,665	Duluth Comm. Health Cntr.	HEW
Sr. Citizen Law Proj.		50,076	Leg. Aid of N.E. Minnesota	HEW
Housing Service Prog.			Duluth Housing Aid Service	HEW
Chore/Home Repair		22,150	Arrow. Econ. Opp. Agency	HEW
Title VII Nutrition Prog.		183,166	Duluth Comm. Act. Prog.	HEW
Burton Park Tennis Court		60,000	City of Buhl	HUD
Recreation Shelter		180,560	City of Gilbert	HUD
Wolf Lake Refuge Learning Cntr.		101,100	Teen Corps of America	HUD
Reconstruction of Sewer		22,000	City of Chisholm	HUD
Airport Development		2,400,000	City of Grand Rapids/Itasca County	
City Water Improvements		130,000	City of Kinney	HUD
Supplemental Wood Heat Proj.		8,749	Lakes & Pines Comm. Act. Prog.	CSA
Water Main Proj.		80,000	City of Floodwood	HUD
Water System Improvements		260,000	City of Chisholm	HUD
Citizen Advocacy Prog.		28,399	Duluth Assoc. of Retarded Citizens	SPA
Big Fork Elderly Housing	(loan)	453,500	Condor Development	FHA .
Finntown Neighborhood Renewal		415,000	City of Virginia	HUD
Rural Innovative Housing Proj. Consortium		30,000	Arrow. Econ. Opp. Agency	HUD
Community Facility Improvements		53,000	Town of Solway	HUD
Head Start, Full Year-Part Day		201,736	Koochiching/Itasca Act. Council	HEW
Housing Proj. for Elderly & Low Income		481,032	Orr Housing Corp.	FHA
Rural Fire Station Design Plans		12,000	St. Louis County	GRDC
Econ. Dev. District Prog.		86,642	ARDC	EDA
Psychosocial Rehab. Cntr.		109,224	Human Dev. Center	HEW
Sewer & Street Improv.		87,628	City of Barnum	FmHA
Land Use Plan/Zoning		12,500	Fayal Township	SPA
Circuit Rider Zoning Adm.		21,200	City of Big Falls	SPA
Annexed Lands/Ind. Park Study		8,000	City of Gilbert	SPA
Land Use Plan/Zoning		8,000	City of Tower	SPA
Land Use Plan		26,667	City of Aurora	SPA
Land Use Plan		10,000	City of Bovey	SPA
Relocation Impacts		43,000	City of Biwabik	SPA
City Roadway Trans. Plan		20,000	City of Cloquet	SPA
Voyageur Area Rezoning		14,000	St. Louis County	SPA
West Range Rezoning		35,252	St. Louis County	SPA
Lake County Subdiv. Ord.		5,500	Lake County	SPA
Directory of Comm. Res. Serv.		4,445	Assoc. of Res. for Retarded in Mn.	SPA
Comp. Comm. Devel. Prog.		385,000	Fond du Lac Resv. Business Comm.	HUD
Recreation Shelter		180,500	City of Gilbert	HUD
Finntown Neighbor, Renewal		420,000	City of Chichelm	HUD
Sewer Manhole Replacements		22,000	City of Chisholm	HUD GRDC
Rural Hous. Ass't. Prog.		48,000	Lakes & Pines Comm. Act. Council	
Comp. Emp. & Training Act. Title III		314,095	City of Duluth	DOL
Indian Girl's Group Home		96,661	Duluth Indian Action Council	CSA
Solid Waste Mgm't. Plan - '77 Revisions		N/A	Western L. Superior Sanitary Dist.	N/A
Area Plan on Aging		N/A	ARDC	N/A
N. Mn. Loran - C Trans. Station		N/A	DOT/COAST GUARD	N/A

Lk. Superior Boat Launch Site		\$ 8,000	Town of Tofte	LAWCON
Burton Park Tennis Courts		65,000	Town of Buhl	LAWCON
Picnic & Recreation Area		12,000	Town of Marcell	LAWCON
Maple Hill Park		74,000	Town of Stunz	LAWCON
Tennis Courts		4,000	Town of Blackberry	SPA
Tennis Courts		41,014	City of Ely	SPA
Tennis Courts		50,000	City of Wright	SPA
Apartments	(loan)	283,000	Hill City Apt. Partnership	FmHA
Public Defender's Inves.	(IOUII)	283,000	Beltrami Cty Public Def. Off.	LEAA
Outreach Prog. for Child, Parents & Teach.		187,578	Human Dev. Center	HEW
Water Line - Sunset Cove Add.		134,889	Kooch. County	FmHA
Crisis Intervention		8,500,000	Gov. Manpower Off.	CSA
Int'l, Falls Area Land Use Plan		26,317	Kooch. County	SPA
Improv. of TH61, West of Two Harbors		N/A	MN/DOT	MN/DOT
Aspen Feed & Fuel Plant		385,000	Aspen Fiber Corporation	FmHA
Sewer Extension		158,000	City of Hibbing	HUD
Courthouse Remodeling		121,000	Itasca County	EDA
		1,484,872	Streeter Masonry, Inc.	HUD
Proctor Elderly Housing Jay Cooke Park - Managm't. Plan				DNR
		5,000,000	Mn. Dept. Nat. Res.	DIVK
Voyageurs National Park Management				
Statement & Environmental Assessment of				
Aircraft Landing		N/A	National Park Service	N/A
Tennis Courts		8,982	City of Bovey	SPA
Tennis Courts		23,500	City of Hill City	SPA
Tennis Courts		39,960	City of Silver Bay	SPA
Tennis & Basketball Courts		33,050	Harris Township	SPA
Tennis Courts		32,000	City of Cloquet	SPA
Tennis Courts		38,000	City of Gilbert	SPA
Tennis Courts		38,000	City of Tower	SPA
Tennis Courts		9,700	City of Moose Lake	SPA
Tennis Courts		27,000	City of Deer River	SPA
City Offices		820,000	City of Duluth	EDA
Comprehensive Plan		N/A	Solway Township	SPA
Tennis Courts		14,591	City of Effie	SPA
Tennis Courts		11,445	City of Tamarack	SPA
Tennis Courts		50,000	City of Virginia	SPA
Tennis Courts		43,100	City of Chisholm	SPA
Tennis Courts		29,550	City of Int'l. Falls	SPA
State Project 6920-22, 6022-35, 3608-32,	,	20,000	only of the trade	0111
3808-33 (TH. 53)		100,000,000	MN/DOT	FH(w)A
Center Improvement			Duluth Indian Act. Council	HEW
Park			City of Babbitt	LAWCON
Tennis & Basketball Courts			City of Tamarack	SPA
Recreation Area		9,268		
McKinley Park		95,000	City of Two Harbors	LAWCON LAWCON
		22,000	Town of Breitung	
Regional Rec. Area		37,510	Town of White	LAWCON
Spirit Mt. Entrance		375,000	City of Duluth	LAWCON
Western Waterfront Trail		275,000	City of Duluth	LAWCON
Gunflint Hills Park Proj.		12,000	City of Grand Marais	SPA
Improv. to Pine Grove		20,625	City of Aurora	LAWCON
Municipal Park & Rec. Area		82,500	City of Marble	LAWCON
Exten. Segog & Homewood Add.	(loan)	1,250,000	City of Two Harbors	FHA
Recreation Area		N/A	City of Hermantown	N/A
Tennis & Basketball Court		9,106	City of Wrenshall	SPA
Tennis Courts		6,000	Fredenberg Township	SPA
Miner Memorial Rec. Area		220,000	City of Virginia	LAWCON
Carey Lake Rec. Area		99,900	Town of Stunz	LAWCON
Clear & Dark Lakes Access		27,000	City of Int'l. Falls	LAWCON
Community Center Rec. Area		30,820	Town of Lakewood	LAWCON
Piedmont Heights Outdoor Athl. Crt.		43,550	City of Duluth	SPA
Trans. Prog.		36,000	Arrow. Econ. Opp. Agency	HEW
Retired Sr. Volunteer Prog.		69,150	St. Louis Cty. Social Serv. Dept.	ACTION
Tennis Courts		34,700	City of Keewatin	SPA
Park Garage & Maint. Bldg.		18,000	City of Aitkin	LAWCON

Rice Lake Nat'l, Wild, Ref. Plan	3	\$ N/A	Dept. of Interior	N/A
Silver Bay Harbor of Refuge	.1	108,600	City of Silver Bay	LAWCON
Community Action		300,871	Duluth Comm. Act. Prog.	CSA
Woodland Manor		1,509,556	Edmunds Co.	HUD
McGregor Step I Facility Plan		20,132	City of McGregor	EPA
Community Action		484,977	Kooch/Itasca Action Council	CSA
Marble and Calumet Step I Facility Plan		27,000	City of Marble	EPA
Virginia Step I Facility Plan		76,800	City of Virginia	EPA
Elderly Nutrition Prog.		315,855	Mn. Chippewa Tribe	HEW
Eveleth Planning & Zoning		22,000	City of Eveleth	SPA
Lake Inventory & Res. Prog.		18,090	Aitkin County	SPA
Int'l. Falls Land Use Plan Duluth Follow Through Prog.		40,000 266,625	City of Int'l. Falls Duluth Public Schools	SPA HEW
Land Use Planning		100,000	City of Duluth	SPA
Irongate Housing	(loan)	2,580,325	Smiley & Glotter	HUD
N.E. Adult Day Care	(Ioun)	25,222	N.E. Adult Day Care Proj. Inc.	HEW
Ely Seniors Housing	(loan)	1,083,644	Brutger Co.	HUD
Pokegama Apartments	(loan)	459,477	David C. & Mary Glea Shaw	HUD
Keewatin Apartments	(loan)	1,000,000	Keewatin Apt. Partnership	FmHA
Land Use Planning		10,000	City of Chisholm	SPA
Community Development Block Grants		65,000	City of Cloquet	HUD
Head Start, Full Year		210,836	Kooch/Itasca Action Council	HEW
Coastal Zone Mgm't. Prog.		300,000	SPA	CZMP
Silver Bay Step II Facility Plan		11,149	City of Silver Bay	EPA
T.H. 71 Upgrading			MN/DOT	FH(w)A
Cook County Bridge Replacement		123,987	Cook County	MN/DOT
Year IV Community Development Block Grant	t ·	3,600,000	City of Duluth	HUD
Youth Employ. & Training Prog.		340,240	Region III CETA Consortium	DOL
State Project 3115-32		2,000,000	MN/DOT	FH(w)A
Youth Community Conservation and		00.004	Desired III OFFIA Comments	DOI
Improvement Project Employment and Training Prog.		62,221	Region III CETA Consortium	DOL
Coordination & Econ. Dev.		60,000	NEVO	DOL
Admin. & General Community Programming		239,000	Arrowhead Econ. Opp. Agency	CSA
Cromwell Wastewater Treatment Facility Pla	n	21,700	City of Cromwell	EPA
Comm. Dev. Corp. Grant	•••	67,409	Savanna-Nemadji Comm. Dev. Corp	
Restoration/Preservation Research & Plannin	ng Grant		City of Duluth	DOI
Park & Pool Dev.	ag Oran	150,000	City of Littlefork	LAWCON
Baseball Diamond Bleachers		2,000	Town of Blackberry	LAWCON
Athletic Courts		12,772	Town of Rice Lake	SPA
Tennis Courts, Skating Rink & All Purpose Bu	ilding	70,000	City of Coleraine	LAWCON
Tennis Courts		43,100	City of Coleraine	SPA
Athletic Field		11,000	City of Grand Marais	LAWCON
Tennis & Basketball Courts		13,144	City of Grand Marais	SPA
Legion Memorial Park		12,000	City of Grand Rapids	LAWCON
Riverside Park		54,000	City of Grand Rapids	LAWCON
Tennis Courts		25,000	City of Grand Rapids	SPA
Tennis Courts		38,000	Town of Great Scott	SPA
Tennis Courts		12,000	City of Palisade	SPA
Comm. Park & Rec. Center		66,000	City of Cook	LAWCON
Tennis Courts for Comm. College		50,260	City of Grand Rapids	SPA
Comp. Plan Assist.		2,000,000	City of Hibbing	HUD
State Proj. 6907-23 (T.H.2) TAB A-1, Environ., Narrative		N/A	MN/DOT	N/A
Site Acq. & Hous. Rehab. for Elderly		N/A	U.S. Air Force	N/A
Crystal Lake Townhouse	(loop)	65,000	City of Cloquet	HUD
Storm Sewer Constr.	(loan)	1,200,000 458,300	City of Grand Rapids City of Grand Rapids	HUD EDA
Southview Townhouse	(loan)	825,000	H. Lee Kuluvar	HUD
Marble Elderly Housing	(loan)	990,988	Condor Development	HUD
Elderly Housing	(loan)	1,269,234	Itasca County HRA	HUD
Northern Mn. Housing	(loan)	1,216,000	Houle Property Manag. & Dev. Co.	HUD
Retired Sr. Volunteer Proj.		42,133	Arrowhead Econ. Opp. Agency	ACTION
Tennis & Basketball Courts		49,000	City of Chisholm	SPA
		10,000	City of Chibitonia	

Duluth Zoo-Children's Sect.		\$ 139,000	City of Duluth	LAWCON
	loan)	1,260,000	H. N. Juntti & Co.	FHA HEW
Education for Cooperative Action 3rd Year - Comm. Dev. Block Grant		35,089 131,000	University of Minnesota Regents City of Hibbing	HUD
Follow Through Prog.		360,992	Duluth Public Schools	HEW
Rationale for Restitution Prog.		24,918	University of Minnesota-Duluth	DOJ
Sr. Companion Prog.		170,427	Mn. Assoc. for Retarded Citizens	ACTION
State Proj. 6906-13,5907-22		2,327,000	Mn. Dept. of Trans.	DOT
Environmental Ed. Prog.		52,800	Ind. School District #318	HEW
Head Start Prog.		226,625	Duluth Comm. Action Prog.	HEW
Comp. Employ. & Training Prog.		N/A	City of Duluth	N/A
Comp. Employ. & Training Prog. Title II Comp. Employ. & Training Prog. Title VI		N/A N/A	City of Duluth City of Duluth	N/A N/A
Automated Legal Research		18,000	County Attorney's Office	LEAA
Fire Department Proj.		30,000	Vermillion Lake Township	FmHA
Pike Town Hall		50,000	Pike Township	FmHA
Chisholm/Hibbing Airport		760,000	Mn. Dept. of Trans.	FAA
Outdoor Recreation Dev. & Planning		11,000	City of Moose Lake	LAWCON
Outdoor Recreation Dev. & Planning		138,000	City of Hibbing	LAWCON
Commercial Dev. Community Impact		128,000	ARDC	EDA
Community Center		40,000	City of Duluth	HEW
City Planning Proj.		9,300	City of Biwabik	SPA
Post Office		N/A		N/A
CETA Summer Youth Prog.		N/A	CETA Consortium	N/A
Summer Rec. Prog Isabella		12,580	CETA Consortium	CSA HUD
Site Acq. & Housing Rehab.		65,000	City of Cloquet State Planning Agency	CZMP
Coastal Zone Prog. Health Planning		150,000 213,840	Health Sys. Agency of Western	CZMP
neattii Flaiiiiiiig		213,040	Lake Superior	HEW
Duluth-Superior Work Prog.		310,874		ΓA, FH(w)A, CZMP
Bullin Superior Work 110g.		010,071	1102, 011	CENSUS
Rainy Lake Bike Trail		90,000	MN/DOT	FH(w)A
Northern Mn. Public TV		150,000	Northern Mn. Public TV, Inc.	UGLRC
Planning Assistance Appl.		15,000	City of Duluth	HUD
Dispatch Study		35,000	St. Louis Cty. Attorney's Office	LEAA
N.E. Mn. Energy Assessment		26,666	ARDC	EDA
Family Health Cntr. Prog.		8,632,851	Group Health Assoc. of N.E. Mn.	HEW
In-Home Services		25,000	Carlton Cty. Human Services	HEW
Public Health		6,666	Aitkin Cty. Public Health Nursing	HEW
Foot Care Clinic		7,577	Kooch. Cty. Council on Aging	HEW
Institute of Afro-American Awareness		6,300 3,000	Inst. of Afro-Am. Awareness	HEW HEW
Duluth Indian Action Council			Duluth Ind. Act. Council Good Fellowship Center	HEW
Meals West Grand Rapids Home Deliv. Meals		3,628	Kooch./Itasca Act. Council	HEW
Title VII Nutrition		448,311	Arrow. Econ. Opp. Agency	HEW
Nursing Services		15,734		HEW
Study for Iron Range Interpretative Prog.		39,800		UGLRC
Voyaguers Nat'l. Park Coordination		75,000		UGLRC
Basket & Volleyball Courts	9.	40,000	City of Grand Rapids	SPA
A-95 Review & Comment Process		4,000		EDA
Duluth Hgts. Recreation		48,000	3	SPA
Remodeling Project		58,800	Duluth Indian Action Council	HEW
Emergency Energy Conserv. Proj.		117,787	KoochItasca Act. Council	HEW
Model Projects on Aging		250,000		HEW
Emergency Energy Conserv. Proj.		47,438	Arrowhead Econ. Opp. Agency	CSA
Potential for Dev. of Anorthasite, Manganese and Metalized Iron Proj.		83,874	ARDC	UGLRC
and Metanzed fron Proj. Larson Tower Apt.		2,481,687		HUD
Aitkin Manor Apts.	(loan)			HUD
Food & Nutrition Prog.	(LULII)	15,000		CSA
Apt. Bldg.	(loan)		_	FmHA
Water & Sewer Sys. Improv.	(loan)		_	FmHA
Food & Nutrition Prog.	()	37,576		CSA
Research & Demo. Proj.		80,000		CSA
Home Improv. Grant Prog.		238,343	Kooch./Itasca Act. Council	MHFA

Home Improv. Grant Prog.	\$	154,7 <i>7</i> 5	Lakes & Pines Comm. Act. Council	MHFA
Home Improv. Grant Prog.		507,758	Arrow. Econ. Opp. Agency	MHFA
Train. & Teach. Assist. for Food and				
Nutrition Program		25,000	Mn. Nutrition Campaign	CSA
Plan & Development Proj.		60,944	American Indian Fellowship	HEW
Iron Range Motor Pool		350,700	St. Louis County	EDA
Sturgeon Bridge Repl.		43,600	Kooch. County	MN/DOT
Hay Creek Bridge Repl.		43,600	Kooch. County	MN/DOT
Ely Ski-Slide Proj.		239,500	City of Ely	LAWCON
McGregor Park		111,750	City of McGregor	LAWCON
Motel	(loan)	944,500	H. N. Juntti & Co.	FmHA
South Falls Addition	(loan)	908,111	Bruger Co., Inc.	HUD
Modernize Public Housing	,	5,500	Cloquet HRA	HUD
College Aut. Ex. Cable		149,496	Mn. State Community College	HEW
1978 Comm. Health Services		1,926,634	St. Louis, Lake, Cook and Carlton C	
10, 0 30, 11, 12, 12, 12, 12, 12, 12, 12, 12, 12		1,020,001	Health Serv. Bd.	MDH
1978 Comm. Health Services		427,211	Kooch., Itasca & Aitkin County	
10, 0 00 1100 501 11005		12, ,211	Comm. Health Serv. Bd.	MDH
Juvenile Cntr. Addition		125,000	Arrow. Reg. Corrections	FmHA
Sub-division		N/A	Stenberg-Tessier	HUD
Proposed Postal Facil.		10,000	U. S. Postal Service	N/A
Water System Imp.	(loan)	396,000	Hill City	FmHA
Feasibility of Federal Qualification of MHMNP	(Ioan)	85,500	Mn. Health Maintenance Network	
Student Housing		1,336,061	College of St. Scholastica	HUD
Air Pollution Control		67,210	St. Louis County Health Dept.	EPA
Retired Sr. Volunteer		69,150	St. Louis County Soc. Services	HEW
Trans. Prog.		205,434	Arrow. Econ. Opp. Agency	SPA
Clinton Rec. Prog.		60,000	Clinton Township	LAWCON
Finntown Neighbor Renewal		419,000	City of Virginia	HUD
Step I Waste Water Prog.		43,360	City of Deer River	EPA
S.A.P. #70-01		70,000	Cook County	MN/DOT
State Proj. #6922-33		6,900,000	MN/DOT	FH(w)A
CETA		62,211	Region III CETA Consortium	DOL
Step I Fac. Plan			City of Ely	EPA
Water Front Econ.		30,000		UGLRC
Region III CETA Consortium		24,400 N/A	City of Two Harbors Reg. III CETA Consortium	N/A
			Kooch./Itasca Act. Council	HEW
Nutrition Prog. Housing Rehab. for Elderly, Handicapped and		11,181	Rooch./Hasca Act. Counch	III vv
Low Income		65,000	City of Classics	HUD
Volunteer Fire Dept.		65,000 35,000	City of Cloquet Town of Cotton	FmHA
				LEAA
Technical Ass't. for Jails		253,144	Mn. Dept. of Corrections	CSA
Emergency Energy Conserv.		166,032	Arrowhead Econ. Opp. Agency	
Emergency Energy Conserv.		91,050	Duluth Comm. Act. Prog.	CSA
Crystal Beach Waterline		1,000,000	Kooch. County	FmHA
Sewer & Water Exten.		97,000	City of Bovey	EDA
Courthouse Remodeling		100,000	Carlton County	EDA
Home Imp. Grant-Year II	*	276,124	Duluth HRA	MHFA
Chore Services Proj.		20,856	Itasca County Soc. Serv.	HEW
Sr. Health Ombudsman Proj.		16,100	Duluth Area Sr. Coalition	HEW
Police Facilities Improv.		124,300	City of Virginia	EDA

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financial assistance requested

IN 1977 PROJECT NOTIFICATIONS

Dec. 16, 1976-Dec. 15, 1977

AGENCY NAM	ME		AMOUNT				
Federal Grant Requests							
	ACTION	\$	206,922				
CSA	Community Services Administration	4	490,500				
HEW	Department of Health Education and Welfare		1,424,964				
HUD	Department of Housing and Urban Development		9,741,517				
DOC	Department of Commerce		4,941,207				
DOI	Department of Interior		26,338,646				
DOL	Department of Labor		1,162,603				
DOT	Department of Transportation		6,335,613				
EDA	Economic Development Administration (DOC)		209,816				
EPA	Environmental Protection Agency		2,794,500				
FmHA	Farmers Home Administration		117,275,551				
LEAA	Law Enforcement Assistance Administration		353,612				
UGLRC	Upper Great Lakes Regional Commission		337,074				
002110	Total Federal Grant Requests	\$	171,612,525				
State Grant R	•	•					
GMO		Φ	105 500				
GMO	Governor's Manpower Office	\$	125,538				
	Governor's Rural Development Council		393,624				
IRRRB	Iron Range Resources and Rehabilitation Board		99,549				
MBA	Minnesota Board on Aging		73,069				
MCCPB MDA	Minnesota Crime Control Planning Board		3,992				
	Minnesota Department of Aeronautics		1,250,000				
MDC	Minnesota Department of Corrections		29,615				
MDE MDH	Minnesota Department of Education		7,000 1,848,308				
MDPW	Minnesota Department of Health Minnesota Department of Public Welfare		15,590				
MN/DOT	Minnesota Department of Fublic Wehare Minnesota Department of Transportation		7,146,283				
MHS	Minnesota Department of Transportation Minnesota Historical Society		2,500				
MHFA	Minnesota Historical Society Minnesota Housing and Finance Agency		1,265,216				
MILLY	Minnesota Housing and Finance Agency Minnesota Legislature—Special Appropriations		35,000				
MPCA	Minnesota Legislature—Special Appropriations Minnesota Pollution Control Agency		34,516				
SPA	State Planning Agency		9,637,755				
SFA	Total State Grant Requests	\$					
n 1 11	•						
Federal Loan		\$ \$					
	State Loan Requests						
	and State Grant Requests	\$					
	and State Loan Requests	\$					
Local Share	ax Dollars Committed	\$					
	\$						
GRAND TO	TAL PROJECT COSTS	\$	224,588,226				

	Federal		State		Local		Other		TOTAL
Metro	\$ 246,800	\$	24,800	\$	58,727	\$	51,373	\$	381,700
Transportation			2,500						2,500
Human Resources	188,844		22,424		71,401		1,134		283,803
EDA & Community Development	351,250		45,547		33,113	1	03,557		533,467
Land Use	43,800				21,900		23,500		89,200
Natural Resources	68,000		5,000		5,000				78,000
Information Systems		1	58,577		10,000		73,934		242,511
ARDC Support					21,028				21,028
TOTAL	\$898,694	\$2	58,848	\$:	221,169	\$2	253,498	\$1	,632,209

1977 revenues

Year Ending December 31, 1977

1977 expenditures

Year Ending December 31, 1977

	Salaries	Personnel Burden	Personnel	Indirect	Printing	Travel	Other		TOTAL
Metro	\$ 82,065	\$ 24,078	\$106,143	\$ 73,865	\$ 4,000	\$ 4,335	\$ 193,357	\$	381,700
Transportation	1,033	303	1,336	930		81	153		2,500
Human Resources	96,726	27,330	124,056	86,330	3,000	18,719	51,698		283,803
EDA & Community Development	173,800	50,633	224,433	156,183	5,000	20,905	126,946		533,467
Land Use	36,143	10,605	46,748	32,533	1,000	3,245	5,674		89,200
Natural Resources	32,227	9,455	41,682	29,006	2,000	3,780	1,532		78,000
Information Systems	48,479	14,223	62,702	43,634	2,000	3,188	130,987		242,511
ARDC Support						15,000	6,028		21,028
TOTAL	\$470,473 \$	136,627	\$607,100	\$422,481	\$17,000	\$69,253	\$ 516,375	\$1,	,632,209

Estimated revenues and expenditures for 1977 (Unaudited statement).

	Federal		State		Local		Other		TOTAL
Metro	\$ 260,041			\$	45,221	\$	27,140	\$	332,402
Transportation		\$	55,000				2,250		57,250
Human Resources	186,600		18,000		75,333		12,000		291,933
EDA & Community Development	117,056		27,000		49,443				193,499
Land Use	40,036		73,333		20,505		40,173		174,047
Natural Resources	93,500		25,723						119,223
Information Systems			79,289		25,366		48,000		152,655
ARDC Support					44,000				44,000
TOTAL	\$697,233	\$ 2	278,345	\$ 2	259,868	\$1	29,563	\$1	,365,009

1978 projected revenues

Year Ending December 31, 1978

1978 projected expenditures

Year Ending December 31, 1978

	Salaries	Personnel Burden	Total Personnel	Indirect	Printing	Travel	Other	TOTAL
Metro	\$ 97,616	\$ 29,734	\$127,350	\$ 85,337	\$ 6,447	\$ 5,000	\$ 108,268	\$ 332,402
Transportation	10,988	3,347	14,335	9,606	2,000	5,000	26,309	57,250
Human Resources	123,976	37,763	161,739	108,381	3,000	17,000	1,813	291,933
EDA & Community Development	85,576	26,067	111,643	74,812	1,500	5,000	544	193,499
Land Use	68,922	20,994	89,916	60,253	3,000	5,000	15,878	174,047
Natural Resources	44,453	13,540	57,993	38,861	3,000	5,000	14,369	119,223
Information Systems	62,381	15,346	77,727	52,085		1,500	21,343	152,655
ARDC Support						15,000	29,000	44,000
TOTAL	\$493,912	\$146,791	\$640,703	\$429,335	\$18,947	\$58,500	\$ 217,524	\$1,365,009

commission staff

ADMINISTRATION	Maril
Rudy R. Esala, Executive Director	Offi
Rikku L. Silvola - Deputy Director	METRO
David A. Martin - Director of Planning	Dick I
Edward Brockman - Director of Financial	John P
Management	Jim He
Nancy Schneuer - Executive Secretary	Kris L
Patty Kruger - Bookkeeper	Kay Je
Candi Wallin - Receptionist	Katie
AGING	Gerry
Steven Krasner - Director	Mark
Kathy Johnson - Regional Specialist II	Rod S
Patricia Gosz - Intern	Debbi
Michael Erickson - Intern	NATURA
Michelle Javorina - Intern	Randy
Pamella Ovshinsky - Intern	Steve
Colleen Hope - Secretary	Jim Er
CRIMINAL JUSTICE	Rita C
Susan Saetre - Director	SPECIAI
Tom Mullins - Regional Specialist II	Al Bal
Sandra Lane - Secretary	TRANSI
ECONOMIC DEVELOPMENT	Steve
Tom Renier - Director	BOARD
William Bolander - Regional Specialist III	Rober
Stephen Cox - Regional Planner I	F. Rob
Toni Schmidt - Secretary	Ser
Mary Boyd - PNRS Secretary	PROJEC
HOUSING PLANNING	Beck
Noel Knudson - Director	Ser
HUMAN SERVICES	Booz,
Tracy Page - Director	me
Terry Hill - Developmental Disabilities	City o
Planner II	Colleg
Terry Donovan - Information Systems	Wo
Specialist I	Dean
Gloria Brush - Arts Development Specialist I	Acc
Katie Pelley - Secretary	Emil A
INFORMATIŎN SERVICĔS	Grave
Cindy Conkins - Director	Pro
Robert Lundberg - Printing and Publications	Huma
Yvonne Pinsonnault - Graphics	Pro
Debora Peters - Library Intern	Pro
INFORMATION SYSTEMS	Midw
Dennis Erickson - Director	Richa
Michael Cochran - Programmer I	He
LeAnne Eickhof - Programmer I	St. Lo
Terese Meger - Programmer I	mu
Cindy Van Guilder - Keypunch Operator	Sister
Karen Witzig - Intern	Ag
DeeAnn Rasmussen - Secretary	State
LAND USE PLANNING	Pro
Michael Morgan - Director	Unive
Bob Paquette - Regional Planner II	Pla
Mike Johns - Regional Planner I	mu
Bob Louiseau - Regional Planner I,	Unive
International Falls Office	Pla
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commentary

Over the years, the Arrowhead Regional Development Commission has developed an organizational procedure that encourages broad citizen participation in the planning and decision-making process.

Active participation by all levels of government, public and private organizations, business, labor, and individuals has been the underlying strength of the Commission and the key to the success of its programs.

It is the Commission's general assumption that broadened participation is advisable because it increases the representativeness and responsiveness of administrative and political institutions.

Public interest organizations and citizen groups have insisted on openness of the political and administrative process. Further, they insist on a free flow of public information necessary to form thoughtful positions on issues.

The very nature of the Arrowhead Region with its abundance of natural resources, sparks heated public discussions on land use and other resource decisions. It is the Commission's objective to provide these voices a forum to debate the issues and the organizational support necessary to the accomplishment of public goals that are consistent with the wishes and best interests of the people of Northeast Minnesota.

The Arrowhead Regional Development Commission is dedicated to the principle of broad participation, easy access to information and an active forum for debate and conflict resolution.

Rudy Esala

Executive Director