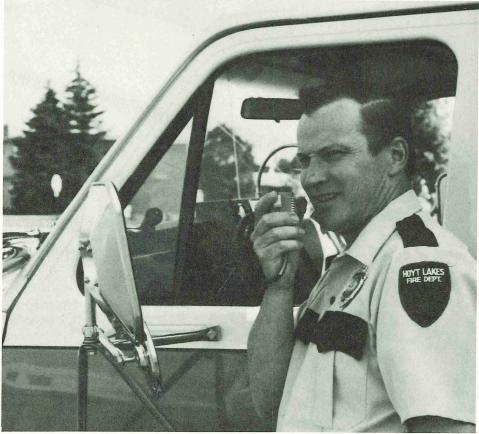
Annual Report 1983-84

ARROWHEAD REGIONAL DEVELOPMENT COMMISSION



Waferboard comes to Two Harbors (shown above, L-P's Hayward plant).



Hoyt Lakes EMT uses new network.

Creative Interplay Private ideas/public approaches

Persistent and creative interplay among state, local and corporate sources is essential to the public-private approach to development in the 80's. ARDC staff last year demonstrated this by brokering and managing the financial package for an \$18 million Louisiana -Pacific waferboard plant currently under construction in Two Harbors.

The plant will employ up to 100 in the bonding of aspen chips into a plywood substitute known as waferboard, and stimulate another 150 jobs in the field.

As manager of the public side of the project, ARDC worked closely with the City, Lake County, the Iron Range Resource and Rehabilitation Board (IRRRB), the State Department of Energy and Economic Development, the Department of Housing and Urban Development and the Louisiana-Pacific Corporation.

Here are the key components managed by ARDC: — A \$1.5 million federal Urban Development Action grant enabling the City of Two Harbors to initiate a revolving loan fund with L-P, its first customer; — A \$500,000 federal Community Development Block grant enabling Lake County to acquire the

eeded for the plant; — \$10 million ustrial revenue bonds issued by RRB to raise construction capital; d a \$5 million equipment loan through the IRRRB.

ARDC staff also helped Lake County set up a tax increment district and conduct the environmental hearings necessary to construction.

ARDC's lead on this project demonstrates the agency's agility in playing the creative intermediary on future large scale development proposals.

Look for ARDC action on these two major projects in the coming year:

Ouadna

A proposal to Hill City would use tax increment financing, Urban Development Action funds and a Community Development Block Grant to spur a \$2.5 million expansion and renovation project at Quadna Mountain Resort.

Bois Forte

Phase One of a \$6 million bingo gaming facility on Lake Vermilion will rely on ARDC assistance in packaging a complex project using the UDAG and SCDG programs, the IRRRB and the Bureau of Indian Affairs loan guarantee program. ARDC will work closely with the Bois Forte Reservation Business Council in combining public funding with other equity and private funding investments. The facility would be located near Tower.

Immediate Advice Advances life

Northeastern Minnesota's new \$500,000 "Advance Life Support Communications Network" is on line after more than three years of planning and development by ARDC in cooperation with hospitals, ambulance services and emergency medical providers from throughout the seven-county region.

Dedicated at St. Luke's emergency wing in November of 1983, the new system enables ambulance personnel in NE Minnesota to communicate with physicians at two Duluth hospitals, as well as their local hospitals.

The network uses six transmitting and receiving towers to put emergency medical technicians in immediate contact with physicians at either the regional trauma center at St. Luke's or St. Mary's, the regional resource hospital. Sophisticated terminals allow doctors at both hospitals to transmit over-the-road advice and authorize advance medical procedures.

In dedicating the system Congressman James Oberstar called it "one of the most sophisticated rural emergency networks in the country," and praised the cooperative efforts that brought it into place.

Local plan

ARDC efforts to improve emergency communications began with a locally developed plan completed in 1980. In addition to the Advanced Life Support Network three other objectives have also been achieved: (1) new radio transmitters have been installed in seven hospitals; (2) existing transmitters have been relocated to improve the communication range for ten hospitals; and, (3) mobile radios have either been replaced or modified for each of the thirty six ambulance systems in the Arrowhead region.

More radio towers will be added to the communications system as additional funding becomes available. Existing towers are located in Duluth, Virginia, Coleraine, Tamarack, Two Harbors and Finland.

Interstate

The Advanced Life Support Network is part of a bi-state system that was coordinated with the Northwest Emergency Medical Services Council in Wisconsin. Funding for the project came primarily from the Department of Health and Human Services.

HT



ARROWHEAD REGIONAL DEVELOPMENT COMNISSION Chairman's Letter There was a movie released this year called The Right Stuff which had to do with what it takes to become a successful regional development commission includes:

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an active, dedicated membership on the Commission, Board of Directors and advisory groups

a high quality professional staff — local support

At ARDC we are continually striving to insure that each of these achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved. a high quality, professional staff At ARDC we are continually striving to insure that each of these ingredients is improved and enhanced. The articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of these articles in this annual report will give you a flavor of what can be achieved by the careful blending of the careful blendin - performance, with real impact leadership that is not afraid of taking risks ngredients.

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Ouring the past year we have again placed a major emphasis on our economic and community development. During the past year we have again placed a major emphasis on our economic and community development on the past year we have again placed a major emphasis on our economic and community development on the number one priority for Northeastern Minnesota. We've expanded out of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year we have again placed a major emphasis on our economic and community development of the past year again placed a major emphasis on our economic and community development of the past year again placed a major emphasis on our economic and community development of the past year again placed a major emphasis of the past year again placed a major emphasis of the past year again placed and year again pl assistance programs. "Jobs" remain the number one priority for Northeastern Minnesota. We've expanded our business assistance capabilities and have developed new natural resources thrusts, in wood products and peat business assistance capabilities and have developed new natural resources thrusts, in wood products and peat business assistance capabilities and have developed new natural resources. development.

ARDC has worked closely with every major development organization serving Northeastern Minnesota, and we are particularly proud of the working relationships we have established with the IRRRB and the newly formed ARDC has worked closely with every major development organization serving Northeastern Minnesota, and we are particularly proud of the working relationships we have established with the IRRRB and the newly formed are particularly proud of the working relationships. Natural Resources Research Institute at UMD. Natural Resources Research Institute at UMD.

Our efforts to strengthen local economic Development Council, the Lake County Economic Development implementation of the Cook County Resource Development. Our efforts to strengthen local economic development capacity and leadership have assisted in the formation as implementation of the Cook County Resource Development Council, the Lake County, the East Range Joint Polymentation of the Cook County Development Corporation (Koochiching County), the East Range Joint Polymentation, the Koochiching County Development Corporation (Koochiching County Development Corporation) implementation of the Cook County Resource Development Council, the Lake County Economic Development Council, the East Range Joint Powers Commission, the Koochiching County Development Corporation (Koochiching County Development Council serving the Duluth-Superior-Hermantown-Proctor area. Similar Commission, the Koochiching Council serving the Duluth-Superior-Hermantown-Proctor area. Similar Commission, the Koochiching Council serving the Duluth-Superior-Hermantown-Proctor area. Commission, the Koochiching County Development Corporation (Koochiching County), the East Range Joint Powers area. Similar Commission, the Koochiching County Development Council serving the Duluth-Superior-Hermantown-Proctor area. Similar the D Board and the Metropolitan Development Council serving the Duluth-Superior-Hermantown-Proctor area. Similar the Duluth-Superior-Hermantown-Proctor area. Similar We believe that our work is enhanced and with which to collaborate.

Board and the Metropolitan Development Council serving the coming Year. We believe that our work is enhanced and with which to collaborate.

Board and the Metropolitan Development Council serving the Duluth-Superior-Hermantown-Proctor area. Similar the Council serving the C Natural Resources Research Institute at UMD. trengthened by having solidly organized local leadership with which to collaborate.

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The challenges we face in Northeastern Minnesota are diverse and difficult. But I believe that the people of our and difficult. But I believe that the people of our challenges we face in Northeastern Minnesota are diverse and difficulties. ARDC is proud to play its role in these difficulties. ARDC is proud to play its role in these difficulties. The challenges we face in Northeastern Minnesota are diverse and difficult. But I believe that the people of our these efforts.

The challenges we face in Northeastern Minnesota are diverse and difficulties. ARDC is proud to play its role in these efforts. Region have the "right stuff" to face and surmount these difficulties.

The ARROWHEAD REGIONAL DEVELOPMENT COMMISSION is the planning and development agency for the seven NE Minnesota Counties of Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis. As such, it is **not** a state or federal unit, but a cooperative multi-county organization formed as a pooled resource available to assist local governments as needed. Whether the subject is emergency medical planning, financial packaging, grant writing, management consulting or helping to get a downtown revitalization project underway, ARDC is NE Minnesota's lead organizer and public consultant.

In addition to providing a variety of services to local governments, ARDC also carries the following official designations:

AREA AGENCY ON AGING

EMERGENCY MEDICAL SERVICES AGENCY

ECONOMIC DEVELOPMENT DISTRICT

METROPOLITAN PLANNING **ORGANIZATION**

DEVELOPMENTAL DISABILITIES COUNCIL

CERTIFIED DEVELOPMENT **CORPORATION**

REGIONAL CENSUS CENTER

CLEARINGHOUSE FOR REVIEW OF FEDERAL GRANTS

REGIONAL TRANSPORTATION PLANNING AGENCY

To assure a local voice in these activities ARDC's membership comprises 46 local officials and public interest representatives from throughout the

Sincerely

James & Showpson Jim Thompson

This report presents accomplishments of the Arrowhead Regional Development Commission for the period July 1983 through June 1984. As such it is a presentation of highlights rather than a thorough transcript of the agency's efforts. Readers are encouraged to contact ARDC for more information.

WRITE US: *ARDC* 200 Arrowhead Place Duluth, MN 55802

or CALL US: 1-800-232-0707

BUSINESS ASSISTANCE

They're getting to know us

Sponsored by the Governor's Council on Rural Development, the ARDC Small Business Assistance program was established in 1982 to respond to the management and assistance needs of small businesses within the region. Here are some highlights of last year's successful program:

Network

Duluth News-Tribune and Herald

The ARDC small business network continued to provide management assistance and referrals to small businesses throughout the region. The network includes a spectrum of local management assistance professionals, business educators, development specialists and others whose mission is to improve business assistance opportunities in NE Minnesota.

Money

Last year ARDC provided a series of technical assistance grants to qualifying small businesses to help offset the costs of professional consultation, tuition fees and underwrite the costs of workshops and seminars. Last year, \$15,000 in educational and training funds were awarded to more than fifty qualified applicants.

Bestseller

ARDC's popular "Small Business Resource Guide" was distributed throughout the region, providing individuals with a one-stop inventory of more than fifty management and financial assistance programs currently operating with the Arrowhead Region

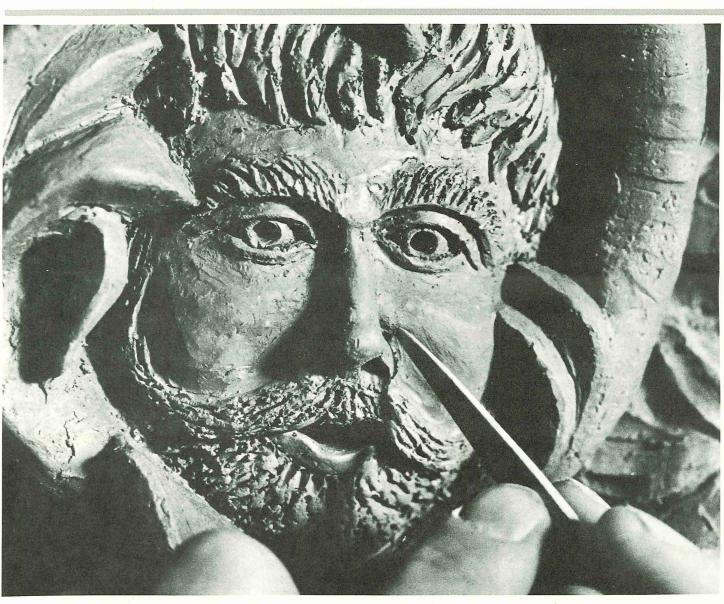
Demand

Increased local demand for loan packaging assistance prompted ARDC to expand it's involvement with SBA financing programs. A big advantage has been the elimination of the bulk of the paperwork load on local private

lenders, leading to an increase in volume of Small Business Administration loans in the region.

ARDC's larger role includes working with two SBA 7a programs that provide guarantees and direct monies to qualifying businesses. In doing so ARDC staff provide loan structuring expertise to both banks and applicants in the region.

Staff development specialists have assisted small businesses and lenders in International Falls, Ely, Grand Marais, Duluth, Moose Lake, Tower, Virginia and other areas in applying for approximately \$1 million in loans and guarantees under these programs.



The unseen hand: ARDC helped secure the loan for a Duluth business renovation that features architectural details by a regional artist.

Business Outreach .. Reputation for answers

ARDC's outreach assistance to local governments and businesses can't often be measured in jobs gained or investments made, but it is this day-to-day activity that has earned the agency its reputation for answers. It often involves acting as the intermediary between local businesses, and the agents of state and federal programs, something you can call aggressive data pursuit or, simply, phone gunning.

But much of it also occurs beyond the phone. Note the highlights listed below:

Force

Staff support for the regional Small Business Task Force was continued with the emphasis on information exchange on the availability and requirements of economic development programs in the Arrowhead Region.

Group sessions

ARDC sponsored six group meetings with area lenders on public financing programs, and led four community sponsored meetings with small busi-

nesses and development organizations with follow-up one-on-one sessions.

Technical intermediary

EDA - DEED - HUD - UDAG -SCDG is another language to some, but ARDC staff know it well and were able to assist local governments in preparing grant applications for local projects. In doing so staff act as technical intermediaries between local officials and federal/state agencies administering the grant programs.

ARDCORP

Six loans later

Six loan packages totaling \$684,000 in federal loan funds made ARDCORP — ARDC's 503 loan corporation — one of the most active corporations of its kind in the State last year. Only the statewide OMNI Corporation and the City of St. Paul's 503 Corporation have seen greater loan volume, federal dollar involvement, and total project investment than ARDCORP.

Certified by the Small Business Administration, ARDCORP works with local lenders to finance up to 40% of the start-up or expansion costs of local businesses. Local banks provide another fifty, and the business owner, ten percent. The Corporation works specifically with the 503 business development loan program in providing long-term, low interest, fixed rate financing of businesses that may not find adequate financing solely through private sources.

ARDCORP stimulated total project investments of \$1.7 million and helped create fifty new jobs. It is another dimension of ARDC's regional strategy of public-private partnerships in economic development.



"The assistance we got from the ARDC was very important to us. Without their help, our new restaurant may not have been possible."

Bruno Tomesch, owner - Murphy's

(Pictured above, Bruno and Mrs. Tomesch in front of their new restaurant.)

Leadership Conferences



International Falls Daily Journal

Kooch' leaders leave town KoochCo is born

In April of '84 ARDC led the third in a series of county-wide economic development leadership conferences. This one, for Koochiching County, was held in Grand Rapids.

Continuing the Commission's efforts to bring private ideas into public business, the conference included fifty-five local business and government leaders. The leadership group determined that a county-wide economic development must start with a private, non-profit development corporation adequately funded and staffed for success.

To make this happen, ten members were charged with developing corporate structure and by-laws, with guidelines for representation, funding, work program and budgeting. The leadership team will meet again in July to

refine details for the new organization which is to be called Kooch Co.

The two-day conference was facilitated by ARDC Executive Director, Dave Martin. Other conferences have helped Lake and Cook Counties revive their development strategy. (Cook County's efforts are described elsewhere in this report.)

LCDC Is not a new rock band

As in Cook County, an ARDC leadership conference for Lake County has resulted in substantially renewed countywide economic development plans.

The Lake County Board has established a new Lake County Development Commission (LCDC) to take the lead on the preparation of a County economic development strategy and the design and implementation of a business assistance program. In August of this year ARDC staff will work with LCDC representatives in contacting selected businesses within the County to determine current problems, needs and opportunities where the new Commission can be of assistance.

In addition to this business call effort, ARDC will work with the Lake County Development Commission in developing a five-year economic development strategy and a one-year action program.

Economic Adjustment

Short range, very specific actions to open and diversify the economy of NE Minnesota are the expected result of an Economic Adjustment Strategy initiated by ARDC in October of this year.

The project will complement ARDC's horticultural peat marketing and "goods movement" studies.

In May of 1984 ARDC selected the Fantus Company, an internationally recognized industrial location firm, as the technical consultant for the project. ARDC and Fantus are being assisted by an advisory committee of business development representatives from public and private organizations in the seven-county region.

The "Adjustment Strategy" is being funded by the Economic Development Administration.

Among the project objectives is the targeting of firms both within and outside the region having expansion plans compatible with the industrial attributes of NE Minnesota.

Range Finding: ARDC/IRRRB focus on long-term strategy

Concentrate on the "leaders" of the economy rather than the "followers" — that is the principle of a long-range investment plan developed last year by the Iron Range Resource and Rehabilitation Board in conjunction with the ARDC.

To create more jobs on the Range, the plan identifies five action sectors for priority attention:

- Energy and alternative fuels —
- Timber and wood products -
- Tourism and resort renovation —
- Mining and natural resource development —
- Business diversification/new technologies —

Economic diversification efforts of the IRRRB were boosted when 1983 amendments to the Northeast Minnesota Economic Protection Trust Fund released additional funding. Working with ARDC development specialists, Board officials determined that emphasis on the above areas would provide the best return on Trust Fund investments. As leaders in these areas expand, the dollar and job spinoffs will create additional investments in secondary areas such as professional and retail services.

The IRRRB investment plan is also integral to the overall economic development program for NE Minnesota prepared by ARDC. As such it will strengthen the efforts of both agencies, and bring a better return on the development dollar.

ARDC lends knack on loans

Last year IRRRB's small business loan program stimulated private investments of more than \$11 million while creating 500 jobs in the Arrowhead Region. To get this successful program going, the Board called on ARDC expertise in developing guidelines and related support materials.

ARDC will continue close assistance by administering technical aspects of the program, meeting with applicants, conducting eligibility screening and reviewing applications.

The IRRRB-ARDC connection is a strategic and effective one. Cooperative approaches to regional development goals will be continued in the future whenever combined efforts of the two agencies promise more penetrating results for the region's economy.

Grand Marais Momentum County Council takes off

Momentum from a leadership conference facilitated by ARDC in 1983 continues to move through Cook County.

The new Resource Development Council is assembling a variety of marketing tools to attract new businesses in reaching for the long-term goal of expanding Cook County's tax base. A local sales team will reach out to business prospects with not only the hard data, but with personal testimonials and a slide show as well. Realizing the need to support existing businesses,

ARDC is also assisting the Council with a series of mini-conferences on hospitality training, North Shore waterfront development, and business retention and expansion programs.

Art

The Grand Marais Art Colony is in its 38th year under a successful grant proposal to the Arrowhead Arts Council to cover instructor salaries for the '84 summer session. ARDC assisted with the grant proposal and in developing promotional materials for the Colony.

Tourism

Much effort last year went into defining the Resource Council's role in relation to local tourism groups. Special sessions were held to discuss promotion, marketing and facility development, resulting in ARDC providing staff assistance to the Tip of The Arrowhead Association under the auspices of the Resource Council. ARDC will help the Association develop a tourism

marketing package for the County with a focus on Winter '84-85.

Marketing assistance will include analysis of target areas, assistance with promotional events, coordination with the Minnesota Department of Tourism and local groups, grant applications and implementation of a public imformation system.

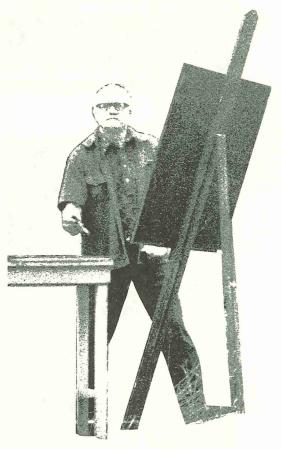
The City

The City of Grand Marais has contracted with ARDC to study downtown development possibilities. ARDC is in the midst of appraising the downtown's physical options as well as gathering data on customer attitudes and needs.

Involvement

Inherent in ARDC's work in Cook County, whether the Resource Council, Grand Marais or the Tip of The Arrowhead, is a sense of overwhelming local involvement. Success in these areas depends on cooperative support from countywide organizations, and of course the private business owner and the resident. Cook County has it. It is not surprising that last year the County's work in economic leadership won an outstanding achievement award from the Association of Minnesota Counties.

To support that local commitment, ARDC in 1984 established a Cook County project office in Grand Marais.



Mini-Mill Time?

ARDC is conducting a Regional Goods Movement Study as part of it's approach to developing an Economic Adjustment Strategy for NE Minnesota.

The "Goods" study has two parts: First, the examination of the transportation costs associated with the development of a mini-steel mill on the Iron Range. Second, an analysis of the flow of commodities into, out-of and through the region for a variety of industries.

The first part ties-in with the mini-mill marketing feasibility study by the Iron Range Resource and Rehabilitation Board. The marketing study consultants, Economic Consulting Services of Washington, D.C., recommended that a mini-steel mill could be feasible for the Iron Range. The study recommended that a mini-mill should produce about three million tons/year of merchant slab and market that product in the Great Lakes area. A specific market would be facilities in the process of being phased out and hence in need of a new source for slabs. Billets could be a secondary product.

ARDC's companion analysis shows that associated transportation costs would be competitive, with water, rail and truck all considered possible modes. The long-term nature and volume of mini-mill production make for an appealing commodity from a transportation shipper's perspective. The analysis is based on a ''linear programming model'' developed for ARDC by consultants at the University of Minnesota and Strgar-Roscoe, Inc.

The model, which is able to evaluate a wide range of industrial transportation scenarios, will increase ARDC's versatility in determining the transportation costs of other industries that show potential for NE Minnesota. And that is the broader objective of the study.

The ARDC Regional Goods Movement Study is being funded by the Economic Development Administration.



MDC:

The Duluth-Superior-Hermantown-Proctor Metropolitan Development Council (MDC) was formed to help create jobs by enhancing business development efforts in the four-city metro area. With ARDC staff support, the MDC last year took the following steps to encourage improvement in the local business climate:

Interstate 503

The MDC spearheaded the organization of the nation's first interstate 503 certified development company to help provide long-term financing for local business start-ups and expansions. The newly formed Metro Business Assistance Corporation will work with private lenders and business clients in packaging low-interest financing through the 503 loan program of the Small Business Administration.

Metro Corp's twenty-six member board — thirteen each from Minnesota and Wisconsin — will act as the loan review committee.

The organization of Metro Corp was initiated by Superior development officials who found it difficult to participate competitively through the Wisconsin 503 office in Madison. The

MDC financed the legal assistance necessary to form the new certified development company.

Hotline

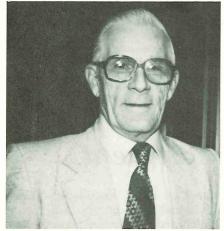
The MDC has also implemented a "metro clearinghouse" including a development "hotline" to be promoted nationwide and staffed by ARDC. The past year was used to meet with key development and business assistance agencies to establish the cooperation necessary for such a promotional tool.

Expected to be operational by September of this year, the new central source for economic data will be unbiased in its response to development inquiries regarding the four-city metro

Procurement

Nearly 80 business representatives and development specialists attended a one-day seminar on procuring government business contracts last August in Duluth. Sponsored by the MDC, the seminar was designed to acquaint area businesses with the procedures, opportunities and risks involved in bidding for government contracts.

Youngdahl



Arrowhead Regional Development Commission member and former chair, Warren Youngdahl, was awarded ARDC's first Local Government Leadership Award. Youngdahl serves on the Commission from Marcell, in Itasca County, and is active in township government. The award will be known as the Warren Youngdahl Local Government Leadership Award out of gratitude for Youngdahl's unselfish devotion of time and effort as Chairman of the Commission.

COMMUNITY DEVELOPMENT







Flood Bay Challenges for development

Last year private developers unveiled plans to construct a major recreational complex in the Flood Bay area of Lake Superior, just north of Two Harbors. The investors have two major facilities in mind: a 200 - 400 slip marina to be located immediately adjacent to the Flood Bay State Wayside Area and a lodge/conference center which would be situated near the marina.

The marina proposal has attracted attention and some opposition, especially from an environmental perspective. The most pertinent concerns relate to the dredging of a lowland area, potential loss of the beach and impacts on recrea-

tional use of the Wayside Area. Due to these and other concerns, Lake County conducted a preliminary environmental review of the project using the Environmental Quality Board's Environmental Assessment Worksheet process.

The County's finding was that the concerns regarding this project are serious enough to warrant the preparation of an Environmental Impact Statement (EIS). In addition, since some of the lands involved are state-owned shorelands, special legislation was required to allow the site to be considered for private development. The legislation requires that an EIS be prepared in order

to adequately judge the merits of the project and thus determine if the state lands should be developed.

In order to avoid overloading its own staff and to utilize ARDC's expertise in conducting environmental review processes, the County contracted with ARDC to manage the Flood Bay Marina EIS. This includes conducting necessary hearings, recommending technical consultants, and coordinating the entire process with State personnel and the developers. It is expected that the EIS will be completed in Spring of 1985 and that a final decision on the project will be made shortly thereafter.

Moose Lake Culmination

A groundbreaking for a new business, the adoption of a tax increment financing district and the release of HUD funds for public improvements of an abandoned railroad right-of-way culminated years of planning and negotiations in Moose Lake this year.

In 1983 the City received a \$350,000 community development block grant to acquire and redevelop the abandoned right-of-way. ARDC helped the City negotiate for the right-of-way, clear the title, and sell the land to private developers for a new business in Moose Lake.

City officials have obtained commitments for \$320,000 in private developments including a new Coast-to-Coast store, expansion of a fertilizer plant and feed mill, and the addition of a mini-mall with a variety of highway related retail stores. Moose Lake will use tax increment financing to supplement the block grant for public service improvements necessary to the development projects. Those improvements will include two new streets, storm sewers and parking facilities.

Project planning for Moose Lake has included an evaluation of shopper and business patterns, land use values, taxes, utilities, a retail market study and a set of short and long-term recommendations for downtown improvements. Short-term objectives included improving building appearances, traffic and circulation improvements, and marketing and public relations efforts.

Long-term improvements are those that will require land acquisition and outside funding.

Mt. Iron E-Zone market

The City of Mountain Iron has contracted with ARDC to design a marketing program to promote economic development within a federally approved enterprize zone shared by Virginia and Mt. Iron. Within the E-Zone, new businesses are eligible for special tax credits and other incentives attractive to potential developers.

ARDC will again team with the Fantus Company in developing a marketing program targeted to business and industries most likely to be attracted to Mt. Iron-Virginia area. Efforts here will be in concert with recommendations of the Economic Adjustment Strategy being developed by ARDC and Fantus. The Fantus reputation in business locational analysis should prove extremely valuable in marketing the enterprize

The project was initiated in June of 1984 and will continue through Spring of 1985.

SCDG's: '83-'84 awards

Small Cities Development Grants (SCDG's) totalling \$1.5 million helped fund five projects in the Arrowhead Region in 1983. ARDC staff provided assistance in the preparation of four of five of the successful proposals.

COOK was awarded \$94,000 to upgrade streets serving two elderly public housing projects, hospital, clinic and a nursing home.

BABBITT received \$137,000 to renovate a city-owned building into a small business development center.

ITASCA COUNTY got \$250,000 to help low and moderate income people with housing rehabilitation.

CHISHOLM was awarded \$600,000 to construct a new parking lot, with facilities for campers, for the Iron Range Interpretative Center.

HERMANTOWN won \$600,000 for the construction of a new sanitary sewer line serving seventy-five homes and a public school.

1984 Awards:

ST. LOUIS COUNTY was awarded \$598,000 to provide deferred and low-interest loans to 73 low and moderate income home-owners in an effort to address health and energy concerns.

ELY received \$700,000 in secondyear funding for a comprehensive community development project.

AURORA was awarded \$130,000 to help finance the construction of the East Range Drugstore Complex — the grant will be used as a loan to the owner and will leverage another \$285,000 in private investments.

LAKE COUNTY was awarded \$500,000 to assist with the development of waferboard siding plant. Grant funds will be used to purchase forty acres of land and buildings from the Diamond Match Company. (See page one of this report for full story.)

EDA.

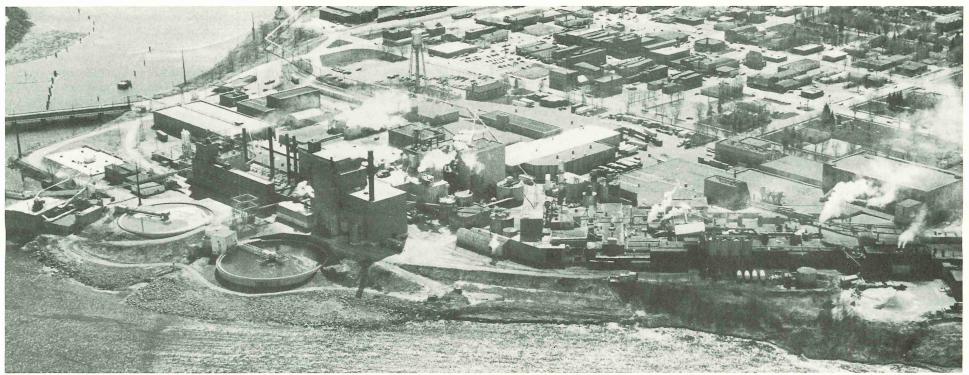
St. Louis County Ramp Grant

Federal Emergency Jobs Bill legislation had an impact on St. Louis County this summer with construction of a \$2 million parking ramp in Duluth. ARDC assisted the County in obtaining a \$1 million grant from the Economic Development Administration to help finance the project which has created more than thirty construction jobs in Duluth.

BabbittSetting directions

An important effort undertaken last year in the area of wood products was the assessment of potential forest products industries for the City of Babbitt. The objective was to set some directions in determining the types of industries most suited to the resource base, and also to determine the types of value-added activities that could occur using the forest products that are produced in the Babbitt vicinity.

Steps still needed are an examination of market potential for various products and feasibility studies of the industries with the most potential for development to determine whether Babbitt compares favorably with other potential sites. While these steps are beyond the scope of community efforts, direction was provided by ARDC in the use of resource guides for companies and selected associations.



International Falls Daily Journal

East Range JPB Escape from abuse

Organized in 1983 to develop new jobs and stabilize an economy badly abused by declines in the steel industry, the East Range Joint Powers Board (JPB) is an exciting demonstration of regional cooperation.

Hoyt Lakes, Aurora, the Town of White and School District 691 are using shared funding to accomplish a number of projects aimed at a long-term turnaround of the local economy.

Here are some of the steps they have

Forest Highway 11:

The environmental impact statement for the proposed Silver Bay-Hoyt Lakes connection is underway; a six-man steering committee was organized and staffed by ARDC. Organizational steps by ARDC helped move this project from the idea stage to the preliminaries of implementation.

Revolving loan:

The JPB secured a \$130,000 block grant to set up a revolving loan fund. The funds will first help finance a drugstore complex in Aurora, and, upon repayment, be used by the JPB for other economic development projects anywhere within the jurisdictional boun daries of the board.

Seminars:

Two seminars on small business management were organized through the Business Call Program, in association with ARDC's small business assistance program.

Stars:

The JPB is seeking a unique designation from the Minnesota Star Cities Program — areawide Star City classification. Designation as a Star City would highlight the East Range in regional and state publications as well as demonstrate

'Falls/South Falls To be or not to be

Whether or not International Falls and South International Falls become one city will probably be determined by referendum in the Spring of 1985.

For three years ARDC has helped the two Cities cooperate in a hard look at consolidation pros and cons as a joint committee developed a policy plan addressing the major issues. In April of '84 the policy issues were agreed upon, and

ARDC staff have now turned to conducting a public information program prior to the tentative referendum.

A city-city consolidation has not been initiated for twenty years, but the joint committee has worked closely with the State Municipal Board throughout the preparatory procedures. Public approval via referendum could mean consolidation by late 1985.

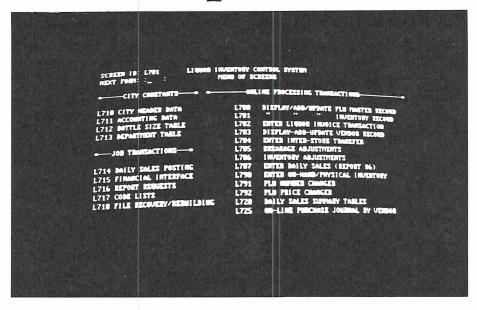
the area's commitment, involvement, and capacity to promote economic development and create jobs.

Elements of the twelve-step program completed in 1983-84 include: community profile; business call program; sales team; labor survey; economic assessment; one and five-year strategies. Scheduled for the coming year: a com-

munity fact booklet; slide show; a fiveyear capital improvement program; and the establishment of a local development corporation.

ARDC's staff assistance to the East Range Joint Powers Board was aided last year by the establishment of regular office hours in the Hoyt Lakes and Aurora city halls.

Micro Liquor



Not what you think

Three new information system projects, including a municipal liquor store inventory program, demonstrate ARDC's commitment to help local governments come to grips with microcomputer technology.

In December ARDC received part two of a grant from the Intergovernmental Information Services Advisory Council (IISAC) for the development of a municipal liquor store inventory control and sales information system for use by Minnesota cities. Working with Grand Marais and Proctor, ARDC will complete the project by year's end.

Ultimately, liquor store staff will benefit by being able to make more informed decisions on the types and amounts of inventory to stock, while city officials will have better information with which to monitor liquor operations. The software will be made available to any city in the state for a

nominal fee.

Aitkin County has contracted with ARDC to develop a program that will allow the Family Services Department to handle its public assistance payments more efficiently. The computer software will keep track of payments made to public assistance recipients, write public assistance checks, and prepare a variety of reports for the county board and staff.

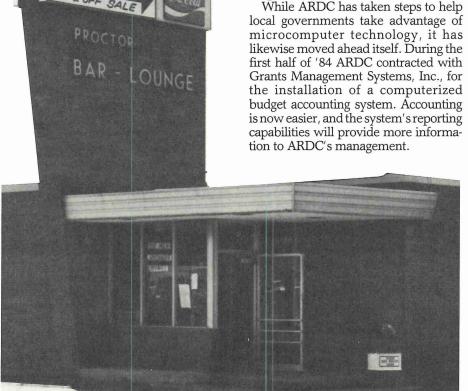
Consortium

At ARDC's March FOCUS-90 session, a workshop was held that explored the benefits of computer consortiums for small cities. So positive was the reception that ARDC has agreed to help small cities in the region establish a

consortium in the Arrowhead region.

The consortium will pool resources and experiences to both lower the costs of automation and make the computerization less confusing and disruptive. The consortium would help member cities to purchase equipment, select software, train staff, and provide support and consultation on the computer systems. It is hoped the consortium will be functional by the end of 1984.

Improvements at home



Heating Consortiums

Do it by district

The latest in consortiums is the district heating consortium and last year two communities, Deer River and International Falls, made progress in their long-range heating projects.

International Falls

According to a Phase One study completed in February of 1983, district heating is viable for International Falls, and the City, the County and School District will proceed with Phase Two, leading to the design and construction of a district system.

The Phase Two plan is being funded by a \$50,000 grant from the Minnesota Department of Energy and Economic Development (DEED). Second phase attention will be focused on system

design, financial analysis, management and ownership responsibilities, marketing and environmental considerations.

Work was begun in May of '84 and will continue through May of 1985, with ARDC subcontracting portions of the project to Abe Mathews Engineering of Hibbing.

The design will allow for the distribution of heat to the City, County, School building complex with potential expansion to the downtown and West Mall areas of the City.

Deer River

Further study on a public-private district heating plan for Deer River will depend on a grant proposal currently before DEED. Last year a consortium including the City, the School District and Rajala Timber Company used a \$10,000 grant from the Blandin Foundation to complete a preliminary feasibility study.

The study demonstrated the viability of district system for Deer River, and ARDC was requested to assist with the State application for a Phase Two study. Upon approval of the \$41,000 grant, the consortium would contract with ARDC to conduct further study in conjunction with Architectural Resources in Hibbing and Ekono Engineering of Bellevue, Washington.

Phase Two of the Deer River project would be patterned after the same phase

of the 'Falls project.

1990 — it could happen

"Public Business/Private Ideas" — a conference presenting innovations for local government in management and computers — was the second in a series of programs addressing issues confronting NE Minnesota's decisionmakers in the balance of this decade.

Called Focus—90, ARDC began the series in January with a session entitled

"New Directions in Long-Term Care for the Elderly". Both sessions were successfully attended, and participants responded with requests for more in the way of "idea" workshops. Tentatively scheduled for Fall of 1984 is a conference on the changing face of the labor force in NE Minnesota and the nation as a whole.

Innovations for local government in management and computers.





RESOURCE DEVELOPMENT

Hearding Island

A tern for the better

The piping plover has all but disappeared throughout the Great Lakes. The status of the common tern is not as critical, although it is considered endangered in Wisconsin. They are both Duluth-Superior harbor residents.

Recognizing the problems these birds are having, ARDC has been cooperating with the Minnesota Department of Natural Resources (DNR) to provide additional and better nesting areas in the harbor. Hearding Island is the prime site for this effort.

In 1982 ARDC prepared a plan for making the island a suitable nesting area once again. A portion of the island was cleared to expose about 13 acres of sandy habitat, and, to attract plovers and terns from the more congested Port Terminal, a "luring system" was set up complete with decoys and tape recordings of fellow birds. The DNR funded ARDC to try this approach in 1983, and the results have been promising. Several terns and plovers have been using the cleared section of the island.

In 1984 the DNR again funded ARDC to continue the Hearding project and expand the effort to Interstate island, near the Port Terminal. If all goes well, within the next few years most of the birds will move to the islands assuring their continued contribution to the special atmosphere of the harbor.



Photo by Ann Schimp

Peat Something afoot



Competition - Canadian peat.

Gaining impetus from an ARDC study on the "Opportunities and Limitations for the Development of the Horticultural Peat Industry", Minnesota peat producers have formed a new organization aimed at increasing development and marketing of peat.

The new Minnesota Peat Association is composed of energy and horticultural peat representatives and local and state agency officials. ARDC has provided staff assistance in forming the organi-

Though Northeastern Minnesota has 16% of the peat lands in the USA, it produces only two percent of the peat consumed nationally. A \$30,000 grant from the Minnesota Department of Natural Resources will allow ARDC to further support Minnesota Peat Association efforts to increase both production and consumption of this hopeful area product. Continued assistance will be carried out in conjunction with UMD's Natural Resources Research Institute.

System Six A blank check

The feasibility of piloting a System Six furniture blank manufacturing process in the Arrowhead Region came under initial study by the Natural Resources Research Institute and ARDC in June of

The System Six process can turn low quality hardwoods into furniturequality lumber by removing defects and bonding the remaining quality strips into furniture blanks. These are then substituted for high-priced hardwood

In the long run, it could allow a lowerquality resource to leave the region with a higher value, and create badly needed jobs at the same time. Should System Six prove feasible, it could mesh with plans the Iron Range Resource and Rehabilitation Board (IRRRB) is making to establish a wood products industrial park in Hibbing. The Board, this year, embarked on a furniture market study it hopes will attract manufacturers to the area.

ARDC staff in the coming year will continue to work closely with the Research Institute and the IRRRB. Look for results of these studies in late 1984.

TRANSPORTATION

DTA Will Try Fifteen...

Zenith City super stop



The Duluth Transit Authority will implement fifteen recommendations of the Superior Street Transit Study completed and approved last summer, including an eleven bus "super stop" in the heart of the central business district.

The analysis was completed for the DTA by the Arrowhead Regional Development Commission. New options for Superior Street are being created by the diverting of traffic around downtown via the Interstate 35 extension.

New bus shelters, electronic passenger information, drop-off and pick-up zones, and short-term parking meters are also in the plans, all with the intention of keeping Duluth's main street a multiple use corridor with a priority for busses.

Work on the "super stop" is underway while the DTA explores pulse scheduling (to allow for more immediate passenger transfers) and the City considers further streetscape improvements.

Highway 61 Revisited Heavy traffic

Highway 61 — The North Shore: An ARDC study has shown that heavy and conflicting use of this highway can best be dealt with by: (1) supporting the Minnesota Department of Transportation's accelerated improvement program; (2) upgrading 61 to a year-round ten ton road; (3) improving en route motorist information; (4) more study of commodity movement by water as an alternative to trucks and rail; and (5) improving communication among users.

The recommendations come after a close analysis of the problems of local and tourist traffic, and trucks using the same roadway. The study included an analysis of the types and volume of commodities being moved; the number of trucks; traffic and accident data; and interviews with truckers, shippers and local residents.

One way to improve the 61 situation is to get more tourists to use mass transit, and that's the subject of a new ARDC project discussed at right.

...But Will They Try a Trolley? Maybe

A fixed-rail historic trolley for downtown Duluth is just one of the recommendations of a somewhat more visionary study completed for the DTA by the ARDC last year.

Other recommendations of the "Duluth Transit Corridor Study" include a closer look at personal rapid transit (PRT), more express bus service and dropping the option of cable-supported transit for Duluth. The City's west corridor is being considered for an express demonstration project with possible links to other paratransit options.

ARDC and DTA will explore funding options and collaborate on a more detailed study of the trolley next year.

Duluth does have what it takes for a light rail system — a high density tourist environment with historic and recreational destinations. In 1983, more than eighty conventions stimulated an estimated \$50 million in visitor spending in a very centralized area. Compared to that, the estimated \$4.9 million for a vintage trolley system seems a bargain.

Last year the DTA's rubber-wheeled version generated enthusiasm and support from tourists and residents alike. Perhaps bringing back the real thing is not so far-fetched. It's a very marketable image for the City, and feasible enough to get more attention from the DTA and ARDC next year.



Marketing



Trains, planes and busses

ARDC's nineteen-member Tourism-Transportation Task Force was formed last year with the long-range goal of increasing the use of mass transportation modes by tourists destined for NE Minnesota. A marketing plan with recommendations on how to do that will be completed by September of 1984.

Focusing primarily on AMTRAK, airports, charter tours and the intercity bus system, the task force has to date reviewed successful marketing ap-

proaches and tour programs from other regions, created an inventory of the region's attractions and events, and assessed existing data on recreational travelers in NE Minnesota.

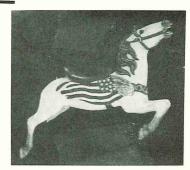
The task force comprises tourism, transportation and development representatives from throughout the Arrowhead Region.

The marketing study and the analysis of Highway 61 have been funded under the Minnesota Department of Transportation's special projects program.

A Carousel? There's a precedent

Trolleys have been known to go to carousels.

As tracks were laid for this new public transportation, city planners often extended them to the vacant city limits to allow for urban expansion. The tracks were pushed to vacant lots at the edges of towns or to natural barriers, such as beaches. These empty acres became ideal locations for amusement parks; the rent was cheap, and thanks to trolley lines, people could easily get to them. Such parks sprang up all over the country and came to be known as trolley parks, and none were complete without a carousel.



Duluth's future is becoming more and more tied to a variety of tourist amusements, and an attractive bayside image. Trolleys and waterfront carousels would perform perfectly in that image.

The Routine, The Unusual MIC works in many mediums



Passenger survey: Ski-train ridership is up according to an ARDC survey.

Duluth News-Tribune and Herald

Cutting through the routine, the Metropolitan Interstate Committee last year became involved in a variety of programs aimed at improving transportation in and to the Twin Ports. The MIC is staffed by the Arrowhead Regional Development Commission. Here's a look at last years program, from the routine to the unusual.

Federal income

Nearly \$40 million in Duluth-Superior area transportation projects were submitted for approval by the Minnesota Department of Transportation and the Federal Highway Administration. In submitting the proposals ARDC staff developed a priority list of roadway and transit projects including those slated for funding during 1984-85.

Hydrocarbons

Up to 13,000 vehicles in Duluth-Superior are emitting levels of hydrocarbons and carbon monoxide above minimum standards according to voluntary testing done last year by the ARDC.

The testing has been done for five years annually as part of an effort to encourage good vehicle maintenance as a means of conserving fuel and reducing air pollution in the metro area. The tests are conducted in cooperation with the Minnesota Department of Transportation and the UMD Department of Industrial and Technical Studies.

Twenty-two percent of the 372 vehicles tested were above the minimum standards, most often due to poor carburetion and improper maintenance of emission control systems. Projecting the failure rate means that Duluth alone could have more than 10,000 substandard vehicles.

'Star is up

Amtrak's Northstar passenger train experienced a 12 percent rider increase this winter compared to the winter of 1982-83.

ARDC completed the first survey of Amtrak's winter passengers last year, and determined that the majority of passengers were recreation-oriented, traveling from the Twin Cities to Duluth to ski.

Elementary drama

"Buppets" (or bus puppets) play a big role in Operation Bus Ride, an educational program developed jointly by ARDC and the Duluth Transit Authority.

Designed for elementary school children, the program includes the puppet show, instructional materials and activities and games. A slide program was also developed for sixth graders. Both programs stress safety and conduct, and are part of the DTA's overall marketing strategy developed in 1983 with assistance from ARDC.



Duluth Transit Authority

Data

An information program for the Duluth-Superior transportation system was developed last year providing a listing of all data currently collected on the system. Information on what agency collects the data, how often it is updated and where it can be found is included.

(For more information see The Carousel Animal by Tobin Fraley.)

AGING

Dignity Over Sixty

Sixty-three thousand residents of the Arrowhead Region are over the age of sixty. It is the intention of ARDC's Program on Aging to convert local, state and federal resources to actions that reinforce the independence and dignity of those citizens.

Efforts to this end last year included the following:

- Sponsored the 6th Annual Conference on Aging with 375 senior citizens and service providers from the region attending. The conference was designed to bring senior citizens, providers, and public officials together for a hard look at the issues affecting the elderly. With dramatic increases expected in the numbers of citizens over 85, it was not surprising that interest in long-term care was high. (ARDC's efforts in long-term care are detailed elsewhere in this report).
- —Awarded \$500,000 in financial aid to initiate or expand services to the elderly. Emphasis was placed on funding projects that will help older persons stay in their own homes. Home health care, congregate meals, adult day care, hospice and home-delivered meals are funded services encouraging independence. Other projects, such as transportation, outreach and multipurpose senior centers, help the elderly participate in community and social events.
- Developed and distributed "The Senior Center: Making it Work" a resource manual used as a basis for ARDC workshops on managing senior centers. The workshops are held throughout the region so that representatives from the sixty-five centers in NE Minnesota can attend the one nearest to them.
- Developed and distributed county and regional census profiles presenting



Photo by Paul Williams

data on the region's elderly population.

As the designated Area Agency on Aging, ARDC carries out these responsibilities and administers funding under terms of the federal Older Americans Act of 1965.



Kooch' County senior center workshop.

GRANTS:

GRANTEE

Gary-New Duluth/ Fond du Lac Senior Center Lake County Council for Community Services Kettle River Senior Citizens **Keewatin Senior Citizens Hibbing Tourist Senior Citizens** Arrowhead Economic Opportunity Agency Deer River Golden Age Club Koochiching County Senior Citizens Central Hillside United Ministry Young Old Timers Club Floodwood Senior Citizens Center Bruce Bauer Senior Center Grand Rapids Itasca County Social Service Department

Self-Help

PROJECT TYPE	AMOUNT
Equipment	\$ 1,500
Equipment	\$ 3,500
Equipment	\$ 1,500
Newsletter	\$ 2,500
Friendly Visiting	\$ 4,410
Equipment	\$ 1,500
Equipment	\$ 1,500
Equipment	\$ 1,500
Equipment/Program	\$ 5,000
TOTAL	\$28,910

Long-Term Care Staying home

Of the 68,000 older persons who will reside in the Arrowhead Region by 1990, eleven thousand will have a chronic disability requiring some form of long-term care. A large proportion will require public support for that care.

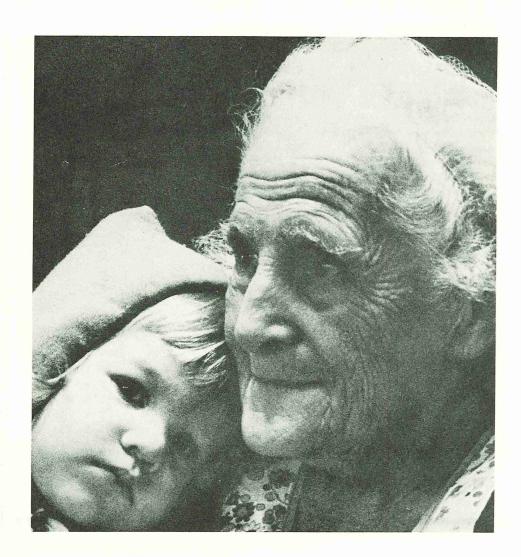
Customarily, the care would come from a nursing home.

But incentives for home care are coming, and counties must be ready to shoulder the responsibility for the management and delivery of these services. County long-term care strategies must respond to this new direction.

In February of 1984, the McKnight Foundation awarded a \$90,000 planning and development grant to ARDC to help set up cost-effective and humane local long-term care systems in NE Minnesota. To kick off the project, ARDC sponsored a Focus — 90 symposium on "New Directions in Long-Term Care" attended by nearly 200 users and providers. Congregate housing, preadmission screening, the moratorium on nursing bed additions, and increased flexibility of funding for community-based alternatives were treated in separate workshops.

The Minnesota Joint Commission on Long-Term Health Care convened a public hearing as the closing session of the conference. Co-chairs, Senator Linda Berglin and Representative John Clausen, along with four other commission members including Senator Ron Dicklich (Hibbing), heard more than two hours of testimony from County Commissioners, and a variety of health care users and providers.

Prior to the conference, presentations were made to each county board and to providers and consumers of long-term care. The presentations included information and statistics demonstrating the problems facing NE Minnesota counties, laying the groundwork for the planning and development phase. Covering 18 months, this phase of the project will bring providers, consumers and local elected officials together to develop strategies for cost-effective delivery systems through the 1990's.





Legislative Committee hears testimony.



GRANTS:

GRANTEE

Title III - B Projects

Aitkin County Health Department
Itasca County Health Department
Senior Citizens Coalition of NE MN
Legal Aid Service of NE MN
Aitkin County Health Department
Lake County Social Service Department
Itasca County Family YMCA
St. Louis County Social Service Department
Aitkin County Family Service Agency
Center on Alcohol &
Drug Problems
St. Louis County Social Service Department
Aitkin County Family Service Agency
Carlton County Public Health
Nursing Service
Koochiching County Public Health Nursing Service
St. Louis County Social
Service Department

PROJECT NAME	AM	OUNT
Public Health Homemaker Program	\$	5,830
Hospice Project	\$	18,333
Long-Term Care Ombudsman	\$	24,675
Senior Citizens Law Project	\$	60,648
In-Home Hospice	\$	39,530
Senior Counselor Project	\$	1,310
Bruce Bauer Senior Center Service Development	\$	19,285
Range Transportation Program	\$	16,500
Senior Citizen Coordinator	\$	7,045
Duluth Senior Citizen Chemical Dependency Counseling Program	\$	4,115
Health Assessment	\$	23,553
County Foot Care	\$	5,048
Expanded Home-Care Program	\$	12,942
In-Home Hospice Program	\$	27,455
Peer Counseling Project	\$	20,000
TOTAL	\$2	86,269

GRANTS: Nutrition **GRANTEE** PROJECT NAME **AMOUNT Elderly Nutrition Program** \$473,784 Arrowhead Economic Opportunity Agency City of Duluth Senior Nutrition Program \$271,434 Koochiching/Itasca Action Council Senior Nutrition Program \$ 500 Arrowhead Economic Home Delivered Meals Program \$ 51,807 Opportunity Agency Koochiching/Itasca Action Council Home Delivered Meals Program \$ 24,000 St. Louis County Home Delivered Meals \$ 21,000 Social Services Dept. TOTAL \$842,525 Senior Centers GRANTEE PROJECT TYPE **AMOUNT Biwabik Senior Citizens** Equipment \$ 15,000 **Barnum Senior Citizens** Renovation \$ 20,000 City of Mt. Iron Renovation \$ 30,000 Sand Lake Township Construction \$ 4,315 Golden Age Club of Deer River Acquisition & Renovation \$ 21,000 Fredenberg Township Renovation \$ 4,316 Construction Cook Housing & \$ 28,910 Redevelopment Authority TOTAL \$123,541

DisabilitiesFour out of a thousand

Four out of every 1,000 residents of NE Minnesota have severe, chronic physical or mental handicaps that began before age 22 and will probably continue throughout their lives. They are the developmentally disabled.

Under grants from the Governor's Council on Developmental Disabilities and the McKnight Foundation, ARDC assisted local achievement centers in their efforts to serve this population.

First, staff secured a \$7,000 grant from the McKnight Foundation for the Lake County Developmental Achievement Center at Knife River. The grant will ensure the continuation of community work training and placement of mentally retarded adults attending the Center. As of July of 1984, ten clients were working at training stations in and around Two Harbors.

Second, held a workshop in conjunction with the Eveleth East Range DAC to focus on the role and responsibility of families planning a future for a developmentally disabled family member.

Third, secured a grant to enable ARDC to research the low pattern of supplemental security income earned by the developmentally disabled in Minnesota.



Data

Initiated in 1982, ARDC's ambulance reporting system now provides monthly and annual data from thirty-six ambulance services in NE Minnesota to EMS providers and decision-makers throughout the region.

The reports are valuable to EMS providers in evaluating their programs and reporting to Minnesota Department of Health and the Community Health Services Agencies in the region.

Use of a two-tiered computer system currently allows for quarterly reports as well as the customary monthly and annual editions.

Emergency Rhythm



By defibrillation

When the heart's electrical pattern fails, the heart is in fibrillation. No rhythm, no pulse. Cardiac arrest.

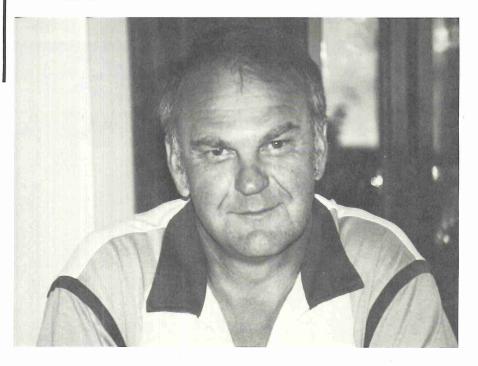
But emergency medical technicians using special equipment called **defibrillators** can often restore the heart's rhythm. EMT's administer a limited electrical shock at the scene of the emergency to get the heart back into beat. It must be done quickly, at the scene, within sixteen minutes of arrest.

Use of cardiac defibrillators is a demonstration project of ARDC's Emergency Medical Services Program. It is a response to a dismal statistic — NE Minnesota has the highest cardiac mortality rate in the State. But with support from the Blandin Foundation and the Mayo Clinic, ARDC is working to change this.

ARDC trains emergency technicians in the use of defibrillators, 24 pounds of portable equipment that can provide up to 400 watts of encouragement to victims of heart failure. To date, thirteen of twenty-eight persons given defibrillator treatment have been saved. The project, being watched nationwide, is scheduled for completion in 1984.

But this is just one of several services provided by ARDC's Emergency Medical Services Program. Advanced cardiac life-support training has been provided to more than 300 physicians and nurses, leading to certification by the American Heart Association. Literally thousands of citizens have been trained in cardiopulmonary resuscitation through ARDC sponsored programs.

As a regional development commission, ARDC is interested in working towards the best possible medical services for the people who live and work in NE Minnesota.



"I didn't know much about local ambulance services before my cardiac arrest, not until you're under their care can you understand the value."

Al Dahlman, a victim of cardiac arrest successfully treated with defibrillator equipment.

Clearinghouse Review

FINANCES



The Arrowhead Regional Development Commission serves as a clearinghouse for application for federal and state financial assistance on proposed projects and programs in Northeastern Minnesota.

The review process, known as the Project Notification and Review System, is an effort to reduce waste and duplication of public expenditures through cooperation and communication between applicants and funding agencies.

The number of reviews performed is not an indication of applications which are eventually funded. Due to incomplete information on some proposals, the totals are approximate.

FEDERAL AGENCIES	NUMBER OF APPLICATIONS	FUNDING REQUESTED	
Housing and Urban Development	4	\$ 2,875,938	
Economic Development Admin.	17	9,442,788	
Department of Agriculture	1	18,500	
Commerce	1	1,150,000	
Health and Human Services	23	8,747,185	
Department of Transportation	7	1,721,272	
Urban Mass Transit	4	4,543,525	
Environmental Protection	1	332,800	
Federal Aviation Administration	2	467,091	
Farmers Home Administration	1	680,000	
FEDERAL TOTALS	61	\$29,979,099	
	NUMBER OF	FUNDING	
STATE AGENCIES	APPLICATIONS	REQUESTED	
Department of Health	16	\$ 1,069,417	
Human Development Services	4	130,185	
Land and Water Conservation	26	1,448,592	
Small Cities Development Grant	14	7,572,038	
Department of Transportation	1	83,200	
Legislative Committee on MN			
Resources	39	1,912,693	
Department of Energy	1	51,622	
STATE TOTALS	101	\$12,267,747	



	Calendar Year 1983		Calendar Year 1984 Approved Operating Budget	
Revenue			1 0 0	
Tax Levy		\$ 248,750	\$ 245,894	
State Appropriation/LCM Grants and Contracts:		232,493	26,500	
· 	¢ 160 715		\$ 187,454	
MN Board on Aging MN Dept. of Health (EMS)	\$ 169,715 367,794		50,000	
Developmental Disabilities	27,438		25,000	
McKnight Foundation	<u>-</u>		60,229	
Blandin Foundation	47,407		114,480	
Economic Dev. Administration	89,869		216,848	
MN Dept. of Transportation	12,863		20,000	
Federal Hwy. Administration UMTA	55,074 48,000		124,689 45,000	
Duluth Transit Authority	131,311		50,000	
Metro Dev. Council	6,901		37,429	
IISAC	6,548		9,900	
Small Business Assistance	34,094		8,345	
Housing - Urban Dev.	12,973		12,000	
MN Dept. of Admin BWCA	10,920			
Wisc. Coastal Mgmt.	26,843		2.45. - 3.	
Local Technical Asst.	195,847		393,928	
Other Grants & Contracts	76,523		262,906	
		1,320,120	1,618,208	
Interest Income		9,565	6,000	
Other Income		22,796	15,000	
Total Revenue		\$1,833,724	\$1,911,602	
F1:4				
Expenditures			and the most flam.	
Salaries - Fringe Benefits		\$ 891,088	\$1,102,968	
Office Space		94,429	84,718	
Consultants		118,505	169,288	
Contracted Services		78,361 40,223	62,570 51,000	
Communications Staff Travel		40,665	80,920	
Committee & Board Travel		43,673	58,016	
Supplies Supplies		29,295	33,855	
Interest		9,586	13,500	
Depreciation		35,496	37,000	
Equipment		246,916	2,000	
Printing			21,647	
Program Development		34,640	46,500	
Other Expense		34,040	147,620	
Total Expenditures		\$1,662,877	\$1,911,602	
Revenue Over Expenditures		\$ 170,847	nijiheritosa.	

Symposium a success

The 4th Annual Pre-hospital Care Symposium was conducted on February 4th and 5th of last year, providing much needed continuing education to area and statewide emergency medical technicians, paramedics, nurses and other pre-hospital care providers. Co-hosted by ARDC and the Region 9 EMT Association, the conference drew 350 participants and speakers from throughout the Midwest.

Board of Directors



Vincent Gentilini, Virginia



Harriet Headley, Twig



Lloyd Houle, Silver Bay



Marilyn Krueger, Duluth



Gary Lamppa, Mt. Iron



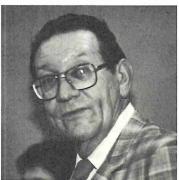
Jack LaVoy, Cloquet



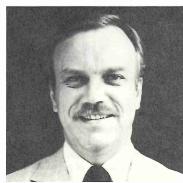
Clarence Maddy, Duluth



Colleen Nardone, Grand Rapids



Innis Nesbitt, International Falls



Kjell Rodne, Duluth



James Thompson, Grand Marais Chairman



L. H. (Gus) Schroeder, Hill City



Ronald Sherer, Grand Portage



Warren Youngdahl, Marcell



Armas Yuhala, Nashwauk

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CARLTON COUNTY

Melvin Tan, Mayor, Cloquet Raymond Lally, Mayor, Cromwell (vacant), Townships Jack LaVoy, County Commissioner, Cloquet

COOK COUNTY

Darold Rosbacka, Councilperson, Grand Marais Robert Silver, Townships, Schroeder James Thompson, County Commissioner, Grand Marais

ITASCA COUNTY

Vincent Nyberg, Mayor, Coleraine Warren Youngdahl, Townships, Marcell Armas Yuhala, County Commissioner, Nashwauk

METROPOLITAN INTERSTATE COMMITTEE Steve Goldfine, Duluth

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LAKE COUNTY

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ST. LOUIS COUNTY

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Past members who served during 1983/84 Bonnie Anderson, Townships, Beaver Bay David Erickson, Townships, Cloquet Don Anderson, Townships, Cotton

EMS

Harvey Hengel, Duluth
Ed Hoff, Virginia, Chair
James Hein, Duluth
Joseph Koebensky, Virginia
William LaFrance, Duluth
David McClure, Deer River
Frank Altman, Hoyt Lakes
Mark Wedel, Aitkin
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James Green, M.D., Duluth
Kevin McNichols, Grand Rapids
Bill Setter, Silver Bay
Marlys Tanner, Duluth
Tom Laine, Tofte
Mary Piner, Duluth
Kathy Randall, Virginia
Bruce Rowe, Duluth
Randy Rehnstrand, Grand Rapids
Skip Hofstrand, M.D., Duluth
Wayne Johnson, MN Dept. Health (Ex-officio)

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PUBLIC INTEREST

Minorities

Indian Reservations
Duane Deschampe, Grand Portage
Low Income
Vincent Gentilini, Virginia
At-Large
Doris Isham, Nett Lake

Human Resources

Public Sector
Marcia Trumbull, Silver Bay
Private, Non-Profit Sector
Carol Haney, Eveleth
At-Large
Harriet Headley, Twig

Richard Prebich, Eveleth

Economic Resources

Industry
Robert Sederberg, Duluth
Small Business
Jon Waters, Ely
Labor
John Erickson, Duluth
At-Large
James Bovis, Cloquet

Citizens At-Large
Trix Wyant, Palisade
Margaret Morris, Grand Marais



Physical Resources

Planning Commissions
Richard Mahala, Babbitt

Special Districts
Richard Chapman, Cook
Environmental
Loren Rutter, Kinney

At-Large
Robert Anderson, Two Harbors

Forestry

Darrell H. Lauber, Grand Rapids, Chair Bruce Brown, Cloquet Archie Chelseth, Cloquet James Hall, Lutsen Wes Hedstrom, Maple Hill Tom Houghtaling, Duluth Roger Howard, Aitkin Arnold Johnson, International Falls Robert Johnson, Duluth Edwin Kallio, Duluth Marvin Maki, Two Harbors Ralph Olson, Grand Rapids L. C. Peterson (Chris), Grand Rapids Carl Prosek, Grand Rapids Milo Rasmussen, Carlton Richard Ross, Duluth Richard Stapleton, International Falls Larry Duffy, Duluth Carl Wegner, Grand Rapids

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Aging

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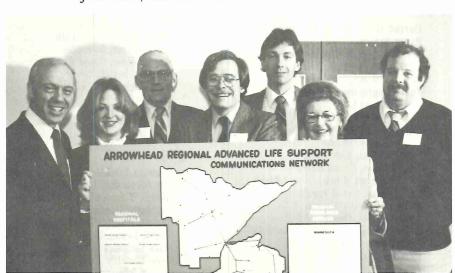
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Randy Lasky, Community Projects Manager
Tom Davis, Senior Planner
Mary Durward, Senior Planner
Cindy Fransen, Secretary II
John Gephart, Senior Planner
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Publications Print is not dead

Duluth Historic Trolley: A Proposal The Senior Center: Making it Work The Small Business Resource Guide Ski-Train Passenger Survey 1984 Overall Economic Development Report Update Duluth Transit Corridor Study 1984 Regional Calendar Design for a Microcomputer-Based Liquor Store Inventory Control System

Transportation Information Program: A Surveillance and Monitoring System

Opportunities and Limitations for the Development of the Horticultural Peat Industry in NE Minnesota

Forestry Program Assessment: Final Report

Carlton County Space Needs Assessment

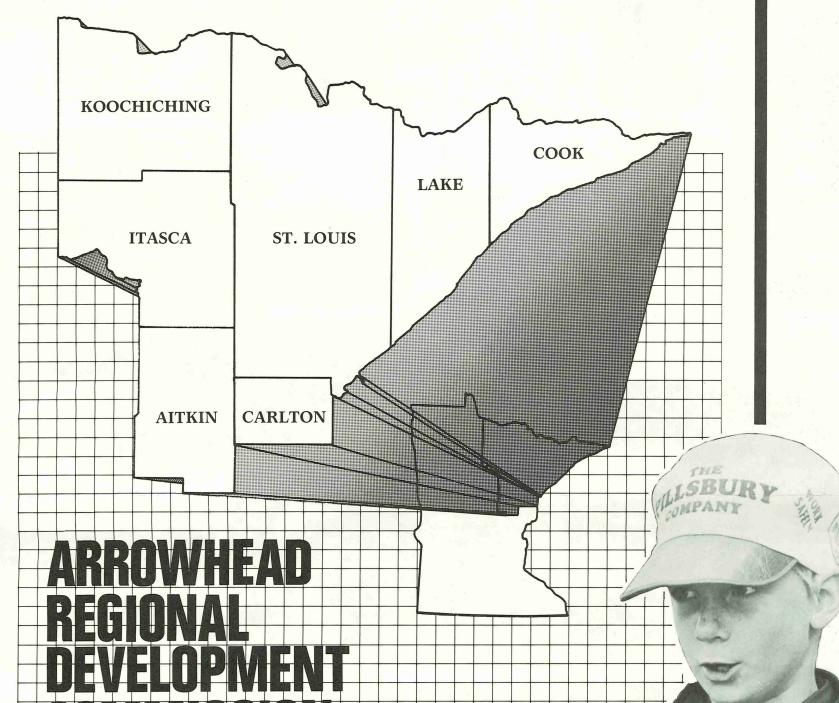
East Range Economic Assessment and Strategy

Gilbert: Community Assessment and Strategy

Duluth Historic TROLLEY



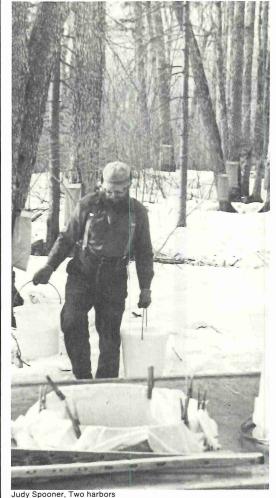
People and Resources

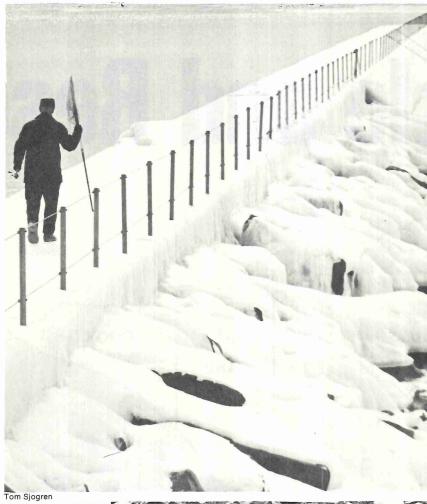


- 23% of Minnesota's land (19,496 square miles)
- 8.4% of Minnesota's people (343,281)
- labor force of approx. 143,000 persons
- 175 townships
- 73 cities • 7 counties
- 37 school districts (approx. 53,000
- 1 university (U. of Minnesota Duluth)1 private college (St. Scholastica)
- 5 community colleges
- 3 vocational-technical institutes
- 62.4% of Region's land is under public ownership
- 1 national wilderness area (BWCA -1,080,500 acres)

- 26% of Minnesota's resorts
- 13,650 miles of highway8 taconite plants (production capacity 64 million tons)
- 1,121 miles of rail line
- 4 ports
- Second largest metropolitan area in the state
- 1 national park (Voyageurs 219,000 acres)
- 2 national forests (Superior and Chippewa
- 20 state forests
- 23 state parks
- 57% of Minnesota's commercial forest
- 43% of Minnesota's peat lands















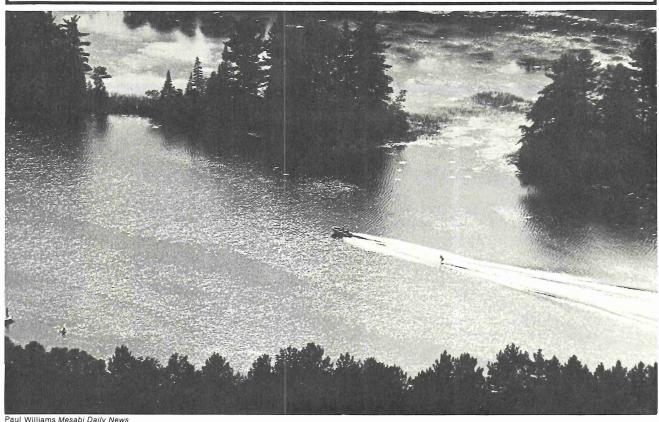






ohn Rott, Duluth Herald and News Tribune

Northeastern Minnesota Scenes from ARDC's 1984 calendar



Paul Williams Mesabi Daily News