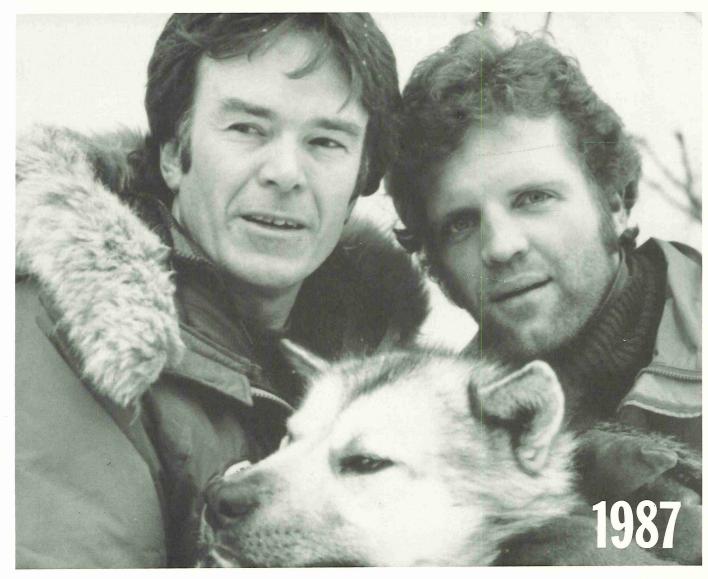


Arrowhead Regional Development Commission



North to the Pole: The Power of the Human Spirit. Will Steger and Paul Schurke with Zap, May 2, 1986.



Regional Calendar
Including ARDC's 1985-86 Annual Report.

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Pursuant to Mn Stat 462.393



Report from ARDC Chair, Marilyn Krueger



It is my pleasure to present to you this combination annual report and regional calendar for ARDC. We hope you will find the report to be interesting and the calendar to be useful.

As you will note in reviewing our highlights of the past year, ARDC has continued to aggressively pursue its mission of service to Northeastern Minnesota. Despite funding reductions from the Federal and State governments, as well as declining local property assessments, we have maintained our initiatives in Long Term Care, Economic Development, Community Assistance and other critical programs. At times, this has required the identification and securing of non-traditional funding for our efforts. During the past year, we have been particularly appreciative of the assistance and support received from private foundations including the Blandin Foundation, the McKnight Foundation and the Bush Foundation.

As our traditional revenue sources continue to decline over the next several years, ARDC's ability to innovatively fund programs and services will determine our fate as an organization. We see this as a challenge which we are capable and ready to meet. The creation of the Northspan Group, Inc., ARDC's non-profit affiliate organization, significantly increased our ability to pursue new and innovative services for the region in an entrepreneurial manner not previously possible.

The need for innovation and a heightened entrepreneurial spirit is as critical to our region's destiny as it is to ARDC's. As this report goes to press, the future of the remaining taconite industry has again been made uncertain by the probability of additional plant closings and further reductions in domestic steel production. We are reminded once more that our efforts to diversify the economic base of the area and to nurture new business development must be accelerated and pursued as the number one public and private priority for our region.

The dynamic international economic environment in which we all now operate has been particularly harsh to Northeastern Minnesota and to other rural areas of this state and nation. The challenge of restructuring the rural economy of this state must be significantly addressed through new rural initiatives if there is to be any hope of maintaining the quality of life throughout Minnesota. The McKnight Foundation has taken a leading role among private foundations in providing increased assistance to rural Minnesota through their new regional Initiative Funds. This assistance will help to empower and strengthen the capabilities of rural communities to help themselves. We would hope to see other foundations, the state and federal governments, and the private sector all join in the effort to aid those areas of Minnesota which are experiencing economic crises and are not the beneficiaries of the economic growth occurring in major metropolitan areas. That intensified increase in assistance is needed, and needed quickly, as the coming year will present increased challenges to both the public and the private sectors in Northeastern Minnesota.

The cover of this report is dedicated to two Northeastern Minnesotans, Will Steger and Paul Schurke, whose dramatic expedition by dog sled to the North Pole this year demonstrated the power of the human spirit. It is that power and the strength of our people which holds the hope for our future.

ARDC will continue to be involved and focused on formulating the innovations and cooperative linkages needed to meet the challenges and realities of our times. Don't hesitate to contact me or our staff in regard to any assistance you might need.

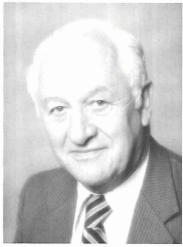
Sincerely,

Marilyn Krueger Chair

# **BOARD OF DIRECTORS**



Marilyn Krueger, Duluth



Vincent Gentilini, Virginia



Armas Yuhala, Nashwauk



Ronald Sherer, Gr Portage



Beverly Alexander, Is. View



Harriet Headley, Twig



Warren Youngdahl, Marcell



Robert Sederberg, Duluth



Clarence Maddy, Duluth



William Corcoran, Gr. Portage



Jack LaVoy, Cloquet



Colleen Nardone, Gr. Rapids L. H. Schroeder, Hill City





Lloyd Houle, Silver Bay



Innis Nesbitt, I. Falls

# THE COMMISSION

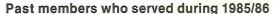
#### **OFFICERS**

Marilyn Krueger, Duluth, Chair Armas Yuhala, Nashwauk, Vice Chair Harriet Headley, Twig, Secretary Robert Sederberg, Duluth, Treasurer



#### THE COMMISSION

Chet Bianco, Two Harbors Eugene Boshey, Nett Lake James Bovis, Cloquet Frank Cerkvenik, Mt. Iron Larry Chezick, International Falls Duane Deschampe, Grand Portage Jan Grannes, Carlton Robert Gregg, Finland James Hakala, Duluth DeWayne Hayes, Mt. Iron Michele Jackman, Duluth Russell Jacobson, Virginia Jerry Janezich, Hibbing Freeman Johansen, Cloquet Melvin Koepke, Silver Bay Scott Kregness, Soudan Steve Lathrop, Hill City Harrison Lee, Ely Margaret Morris, Grand Marais Dale Nelson, Iron Dr. Robert Niemi, Hibbing Phillip Norrgard, Cloquet Nancy Obradovich, Grand Rapids Henry Pappone, Virginia David Peterson, Grand Marais Linda Redetzke, Barnum Mario Retica, Hibbing Florence Saari, Jacobson Donald Sandbeck, International Falls Robert Silver, Schroeder Mark Steen, Duluth Dennis Wain, Meadowlands Robert Williams, Nashwauk Art Wills, Barnum



Robert Anderson, Two Harbors Gary Cerkvenik, Virginia Richard Chapman, Cook Walter W. Culbert, Jr., Virginia Dennis Froberg, Grand Marais Donald Grubich, Mt. Iron Thomas Hagadorn, Duluth Carol Haney, Eveleth Robert Hunger, Isabella Arno Kahn, Duluth Mary Lou Kimball, Hill City Robert Kind, Silver Bay Craig Kronholm, Ely Raymond Lally, Cromwell Mark Monacelli, Virginia Vincent Nyberg, Coleraine Clarence Sundberg, International Falls Marcia Trumbull, Silver Bay Joseph Wiener, Cloquet Trix Wyant, Palisade







## **ADVISORY COMMITTEES**



#### **ARDC Forestry Committee Membership**

Roger Howard, Aitkin, Aitkin County Land Commissioner Milo Rasmussen, Carlton, Carlton County Forester Stan Hedstrom, Grand Marais, Cook County Representative Darrell Lauber, Grand Rapids, Itasca County Land Commissioner Richard Stapleton, International Falls, Koochiching County Land Commissioner Marvin Maki, Two Harbors, Lake County Lake Commissioner Larry Duffy, Duluth, St. Louis County Representative Jerry Hustead, Duluth, Superior National Forest David Lothner, (Committee Vice Chair), Grand Rapids, North Central Forest **Experiment Station** Carl Prosek, Grand Rapids, Minnesota Department of Natural Resources Roy Adams, Duluth, Natural Resources Research Institute Carl Wegner, Grand Rapids, U of M, Itasca County Extension Service A. R. Hallgren, Cloquet, U of M, Cloquet Forestry Center Ralph Olson, Grand Rapids, Society of American Foresters Tom Houghtaling (Committee Chair), Duluth, Society of American Foresters Archie Chelseth, Cloquet, Potlatch Corporation James Marshall, Grand Rapids, Blandin Woodlands Robert Johnson, Duluth, Lake Superior Paper Industries James Hall, Lutsen. MN Forest Industries & Timber Producers Assoc.



#### **Advisory Committee on Aging**

Ken Cutler, International Falls, Boise Cascade Corporation

Beverly Alexander, International Falls Gilbert Bloomquist, Grand Marais Sadie Brorson, Grand Rapids Edith Clemetson, Duluth Katharine Dahlman, Cromwell John Filipovich, Duluth Marie Gilbertson, Grand Marais Al Grosnick, Silver Bay Beverly Hanson, Cloquet Barb Harris, Aitkin Dean Headley, Twig Kermit Johnson, Eveleth Art King, Duluth Beth Koski, International Falls - Acting Chair Ellen Kronschnabel. Duluth Alice Nettell, Eveleth Leola Page, Duluth Ruth Reasby, Duluth Roy Rose, Duluth Lennea Saari, Floodwood Ernest Stauffenecker, Duluth Ken Stuart, Grand Rapids Russell Thompson, McGregor Trix Wyant, Palisade Jerome Benson, Duluth, Ex-Officio Harriet Headley, Twig, Ex-Officio

# **Duluth - Superior Metropolitan Interstate Committee**

Alan Mettner, City of Duluth, Duluth Transit Authority James Hakala, City of Duluth Joyce Benson, City of Duluth Arno Kahn, City of Duluth William Lehman, City of Superior Thomas Higgins, City of Superior Robert Finstad, City of Superior L. David Frank, City of Superior Betty Hetzel, Douglas County Townships Richard Rookey, Douglas County Townships Rosemary Lear, Douglas County Townships John Bray, Douglas County Townships Lloyd Shannon, St. Louis County Peg Sweeney, City of Proctor Wallace Loberg, City of Hermantown Earl Elde, St. Louis County Townships Alida Viele, St. Louis County Townships

#### **Transportation Advisory Committee**

Dick Hansen, St. Louis County Highway Dept. Daniel Hoffman, City of Proctor Dennis Johnson, MnDOT, Region Dan Murphy, City of Duluth, Engineering Sanders Sweeney, Duluth Public Works Planning Don Wilson, WisDOT, Region John Larson, City of Superior, Engineering Phil Scherer, N.W. Regional Planning Commission John Judd, Duluth City Planning William Croke, MnDOT, District Emil Dahlberg, City of Duluth, Engineering John Pegors, MN Pollution Control Agency Jim Heilig, Duluth Transit Authority William Lehman, Superior Planning & Development Norman Schmidt, City of Hermantown, Engineering Ernest Vennerstrom, Douglas County Highway Dept.

#### **Regional Transportation Advisory Committee**

Bill Corcoran, Cook County
Jerry Janezich, St. Louis County
Armas Yuhala, Itasca County
Douglas Grindall, County Engineers
Robert Kind, Lake County
Tom Ogren, Aitkin County
James Nynas, Carlton County
Peg Morris, Environmental Interests
Jim Hakala, Metropolitan Interstate Committee
Boyd Paulu, Carlton County
Dick Nordvold, Iron Range Interpretative Center
Judy Byman, Rural Transit
Dennis Jensen, Duluth Transit Authority
Bill Cortez, Seaway Port Authority
Dennis Johnson, Minnesota Dept. of Transportation







# HIGHLIGHTS 1985-86



#### **JULY**

- Open House at ARDC's new offices in *Arrowhead Center*.
- Congregate Housing Feasibility Analysis completed and initial findings presented to Aitkin County Long Term Care Task Force.
- *Marcell Township* (Itasca County) awarded a \$100,000 Minnesota Small Cities Development Grant for the *All Season Vehicles, Inc.* project.
- Garon Knitting, Inc. of Duluth is successful in competing for a \$1 million federal contract to produce 650,000 watch-caps for the Navy.
- *Vermilion Convenience Store in Tower* has \$143,000 loan guarantee approved by the SBA.
- ARDCORP closed a \$181,000 SBA 503 loan for *Murphy's, Inc. of Duluth.*

#### **AUGUST**

- Eighth Annual *Conference on Aging* draws 375 persons from throughout the region.



- The *Northspan* Group, Inc., ARDC's non-profit affiliate organization conducts *first Board of Directors meeting.*
- *H&H Exports of Duluth* has \$125,000 loan guarantee from the SBA approved.

#### **NOVEMBER**

- Bush Foundation awards \$128,000 to ARDC to continue its Long Term Care Development Project.
- The *Northspan* Group, Inc. hires *Tom Renier* as its first Executive Director. ARDC *Business Development Division* staff are moved to Northspan.
- First coordination meeting held to analyze reuse option for abandonment of the *DM&IR Lakefront Rail Line* between *Duluth* and *Two Harbors*.

#### **DECEMBER**

- Teleconference on "Health Promotion for Older Persons" conducted in cooperation with the American Hospital Association and St. Mary's Hospital.
- Town Hall meeting on *Rural Health Issues* held in *Grand Rapids* in cooperation with the *Minnesota Coalition on Health Care Costs.*
- McKnight Foundation reviews report on Long Term Care Project and rates it an "outstanding success."
- Koochiching County awarded a \$60,000 EDA Title IX grant to complete a Wood Products Marketing and Engineering Analysis.
- Community Assessments prepared for cities of Cloquet and Cook to analyze their use of development programs and their efforts to seek new business development.
- District Heating system feasibility analysis completed for International Falls, Koochiching County and I.S.D. 361.
- *Aurora Drug, Inc.* has SBA 503 loan of \$133,000 closed by ARDCORP.

#### **JANUARY**

- Impacts of *Federal budget cuts* (Gramm-Rudman-Hollings legislation) result in several ARDC *staff lay-offs and reductions in Aging Program grant funds.*
- In response to the *Butler Taconite* plant closing, ARDC investigated the City of *Nashwauk's* potential for future development, prepared a development strategy and assisted in the organization of a local development corporation.



- Governor Perpich, the Minnesota Board on Aging and ARDC jointly sponsor public hearings on the "Status and Needs of Older Minnesotans" held in Grand Rapids and Duluth with over 135 persons attending.
- Focus 90 Conference conducted on "Forestry and Economic Development: Growth Ahead in the Arrowhead Region."

#### MAY

- Office Sector Marketing Task Force organized and has first meeting.
- *Deer River* awarded \$991,000 Minnesota Small Cities Development Grant for a two-year comprehensive housing and public facilities improvement program.



- ARDC *Roadway Jurisdiction* Task Force formed and has first meeting.
- ARDC convenes *County Coordinators on Aging* from the Region for a semi-annual session to discuss common issues and concerns.
- SBA 503 loan of \$70,000 is approved by ARDCORP for *Industrial Rubber Applicators of Hibbing.*

#### **SEPTEMBER**

- *Evaluation* of ARDC's *Long Term Care* project for the McKnight Foundation finds that work done in implementing their program is "outstanding."
- ARDC, IRRRB, and the Range Community Fund jointly fund the *Regional Procurement Outreach Program.*
- Focus 90 Conference conducted on Small Community Economic Development.
- Minnesota Fund application for Midwest Timber, Inc., Two Harbors, for \$145,000 is approved.
- EDA approves a \$1 million Public Works Grant for the *Hibbing Wood Products Industrial Park*.
- Lender Commitment Program initiated to meet directly with 18 banks in the region to explain the SBA 503 program and ARDCORP role.

#### **OCTOBER**



- Economic Leadership Conference conducted for Aitkin County, involving approximately 60 community leaders and resulting in the formation of a county-wide development organization.
- *Lake County* is awarded a Minnesota Small Cities Development Grant of \$157,500 for the *Midwest Timber Inc.* project.
- National Association of Development Organizations (NADO) Annual Conference hosted in Minneapolis by ARDC. David Martin, ARDC Executive Director, elected President of NADO.
- ARDC and its *Advisory Committee on Aging* allocate funds totaling *\$1.3 million* for aging services in the region.
- *City of Aurora* is awarded a \$250,000 Minnesota Small Cities Development Grant for *East Range Technologies*, *Inc.*



- Focus 90 Conference conducted on "Transportation Issues in the Arrowhead Region."
- City of Littlefork awarded a \$142,500 Minnesota Small Cities Development Grant for Littlefork Wood Products, Inc.

#### **FEBRUARY**

- First *Metropolitan Interstate Committee (MIC)* Annual Meeting and dinner.
- City of *Aitkin* selected as one of three pilot sites in Minnesota for the *Congregate Housing for Aging Minnesotans Project* by the Minnesota Board on Aging.
- ARDC awarded \$160,000 grant by the *Blandin Foundation* for *Office Sector Marketing* project, to be carried out thru Northspan and in cooperation with the cities of *Grand Rapids*, *Hibbing*, *Duluth*, *Virginia*, *Cloquet*, *Ely* and *International Falls*.
- ARDCORP closes SBA 503 loan of \$214,000 for *Environmental Energy, Ltd.*, of *Virginia*.

#### **MARCH**

- *Public Management Institute* formed as a joint effort of ARDC, Northspan and UMD to provide management training and assistance to local government and organizations.
- McKnight Foundation announces the formation of the *Northeastern Minnesota Initiative Fund* and awards the fund \$2.5 million over two years to regrant for priority regional projects.
- A \$300,000 loan guarantee for *Blueberry Bowl* of *Deer River* is approved by SBA.

#### **APRIL**

- EDA awards \$634,000 Public Works Grant to *Two Harbors* to support the *Superior Shores* development.
- Strategic Planning session conducted for Cook County Board of Commissioners.

#### JUNE

- Access to Business Capital Seminar, conducted in cooperation with Congressman Oberstar, the UMD Small Business Development Center, Duluth Chamber of Commerce, IRRRB and DEED attracts over 200 participants.
- Second *Long Term Care Leadership* Seminar held with 70 professionals attending to hear nationally-known long term care expert Rosalie Kane provide the keynote address.
- *Shippers' Conference* sponsored by ARDC and MNDOT held to explore formation of a *Regional Shippers' Association* and to identify opportunities for cooperative shipping.



- Grand Marais Downtown Leadership Group and ARDC are working to arrange financing for the implementation of downtown and waterfront projects.
- *City of Cook* is awarded a \$208,800 Minnesota Small Cities Development Grant for *Homestead Mills, Inc.*
- Aitkin County, ARDC and the Minnesota Pollution Control Agency are working to gain approval for the Solid Waste Management Plan ARDC prepared for the County.
- International Falls receives an Urban Development Action Grant of \$1 million for the new wood sheathing plant.
- *Two Harbors* receives a \$250,000 Minnesota Small Cities Development Grant for the *Superior Shores*, *Inc.* development.

#### **Abbreviations Used:**

IRRRB - Iron Range Resources and Rehabilitation Board

SBA - U.S. Small Business Administration

**EDA -** U.S. Economic Development Administration

**DEED - Minnesota Department of Energy and Economic Development** 

MNDOT - Minnesota Department of Transportation
ARDCORP - Arrowhead Regional Development Corporation,
a regional Certified Development Corporation
SBA 503 - A Small Business Administration business loan
program administered by ARDCORP

# AREA AGENCY ON AGING GRANTS\_\_\_

The needs of our aging population present a special challenge to our region. Currently, there are more than 63,000 people over the age of 60 in Northeastern Minnesota. By the year 2010, this area's older population is expected to increase by 13,000. We know that older people have special needs and concerns. How will their needs be met? What can we do to insure a satisfactory quality of life for our family members and friends as they age?

These are difficult questions. This region's Arrowhead Area Agency on Aging, a division of the Arrowhead Regional Development Commission, works closely with local units of government, service agencies and senior citizens' organizations to find the answers.

As the designated Area Agency on Aging for Northeastern Minnesota, ARDC administers funding under the terms of the federal Older Americans Act. A summary of the grants awarded this year follows:

#### **NUTRITION PROJECTS**

GRANTEE Arrowhead Economic Opportunity Agency	PROJECT NAME Arrowhead Elderly Nutrition Program	<b>AMOUNT</b> \$527,503
City of Duluth	Duluth Senior Nutrition Program	237,573
Koochiching/Itasca Action Council	Koochiching/Itasca Senior Nutrition Program	1,500
Arrowhead Economic Opportunity Agency	Arrowhead Home Delivered Meals Program	53,807
Koochiching/Itasca Action Council	Koochiching/Itasca Home Delivered Meals Program	19,188
St. Louis County Social Services Dept.	St. Louis County Home Delivered Meals Program	31,000
	Total	\$870,571

11,240 older persons participated in the Nutrition Programs 659,934 meals were provided

#### SUPPORTIVE SERVICE PROJECTS

GRANTEE	PROJECT NAME	<b>AMOUNT</b>
Legal Aid Service of NE MN	Senior Citizens Law Project	\$ 60,648
Senior Citizen Coalition of NE MN	NE Area Long Term Care Ombudsman Program	25,000
Itasca County Family YMCA	Bruce Bauer Senior Center Service Development	11,344
Koochiching County Public Health Nursing Service	Koochiching County In-Home Hospice Program	16,150
Cook County Board of Commissioners	Cook County Adult Care Team	\$5,241
Itasca County Social Services	Senior Community Service Unit	7,685
Aitkin Hospice, Inc.	Aitkin County C.A.R.E.	6,233
College of St. Scholastica	College of St. Scholastica Informal Caregivers Support Project	15,000
Itasca Nursing Home	Itasca Adult Day Care of Grand Rapids	22,500
St. Luke's Hospital of Duluth	St. Luke's Home Modifications Project	18,000
	Total	\$187,801

7,116 older persons benefit from these Supportive Service Projects

#### **SENIOR CENTER RENOVATIONS**

GRANTEE	<b>AMOUNT</b>
Bowstring Township	\$ 4,750
City of Coleraine	6,750
Laurentian Senior Citizens Club	12,000
Makinen Senior Citizens Club, Inc	8,000
Portman Senior Citizens Club	8,500
Wright Senior Citizens	10,000
	Total \$50,000

# ARDC's Search for Excellence: 1987

In 1982, Thomas Peters and Robert Waterman wrote *In Search of Excellence* and created a slogan that came to symbolize the decade—a decade in which business and political thinking has swung from right to left and back again. Phrases such as "the new conservatism", "innovative approach", and "vision", are the decade's buzzwords.

From 1976 to 1986 people in the Arrowhead Region started "dressing for success", and "developing public-private partnerships". Scores of women joined the workforce and, for the first time, the percentage of people reaching the age of 60 was greater than the percentage of those reaching the age of 21.

While Peters and Waterman's book climbed to the top of the best-seller list, ARDC struggled to address issues ranging from economic and community development to long-term care of the chronically ill.

ARDC's 1986 Annual Report reflects our past and present search for excellence. At the same time, it provides an opportunity to look to the future and reaffirm our mission. In keeping with the Regional Development Act, the Arrowhead Regional Development Commission serves as an advocate for local government, as a leader in the development of projects which benefit Northeastern Minnesota, and as a catalyst for finding solutions to regionally significant problems.

In all of this, we must keep in mind our obligation and purpose—responding to the needs of the people of this region by doing those things we do best. It is that simple and just that complex.

What should ARDC be doing to meet the needs of the people who live in the Arrowhead Region? How can we address issues confronting us in 1987 which will make a difference in 1990?

We went to our constituents for answers. These statements are indicative of the responses we received:

"The problems we are facing require cooperative action. We can't work on these things without getting all the key players involved," says Tom Smolich, Chairman of the East Range Joint Powers Board. "I would urge ARDC to encourage joint ventures among counties, communities, townships and other organizations that will pool resources, ideas and the energy necessary to meet our problems head on."

John LaVine, Chairman of the Resource Development Council of Cook County, sees the need for a coordinated, long-term game plan which has "specific marketing opportunities and strategies" in place to achieve regionally significant project developments. "We have to market our strengths and take advantage of current opportunities. ARDC is in a position to help meet this need."

"Our experience in working with ARDC has been a most gratifying one for us at the Wright Senior Center. All of the ARDC staff with whom we have had contact have been most helpful, encouraging and informative as we worked together in the steps toward getting the grant to renovate our center. Now we have a building we can take pride in. The center has given the seniors and the community a tremendous lift." Art Jaus, President, Wright Senior Center.

In Itasca County, we talked with Commissioner Armas Yuhala. We found that Commissioner Yuhala has high expectations for ARDC. "I believe ARDC can help emphasize the importance of effective local government. You can give local townships, cities, and counties the tools needed to work on the problems we face."

"ARDC's most important contribution to the Arrowhead Region has been, and continues to be, helping to instill a vision of the future: reminding us to look ahead and see where we are heading and to not lose sight of the forest through the trees. Without this vision, the region risks getting caught in a survival mode, simply treading water instead of focusing on our wants, hopes and needs. ARDC focuses on where we are and where we hope to go, diligently reminding us not to lose sight of the Region's future. Through ARDC's unique contributions in research and study of regional issues, we get the information needed to clear the haze from our crystal balls. Through ARDC's constant eye on the future, we see the importance of establishing goals and taking new directions." Bill Pinsonnault, Director of Carlton County Human Services.

As we spoke with different people in various communities, the message was clear:

ARDC must continue to take the lead in defining regional issues and acting on them with and through local government and local organizations. Actions must be taken now to ensure a positive future for the people of the Arrowhead Region. Admiral Rickover stated this well, "Good ideas and innovations must be driven by courageous patience." Clearly this will be ARDC's search for excellence in 1987 and beyond.

We hope you will join us in our search.



Laskiainen Juhla - Sliding Festival in Palo by Joey McLeister, Duluth News-Tribune & Herald

# JANUARY 1987

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Arrowhead Regional Development Commission

218-722-5545

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FEBRUARY 1987

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Valentine, Be Mine by Jeff Syme, Hibbing Daily Tribune

# FEBRUARY 1987

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Arrowhead Regional Development Commission

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or 1-800-232-0707 JANUARY 1987

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MARCH 1987

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Eightball in the Corner...by Bob King, Duluth News-Tribune & Herald

# **MARCH 1987**

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Arrowhead Regional Development Commission

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APRIL 1987

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Young Dancer by Joey McLeister, Duluth News-Tribune & Herald

# **APRIL 1987**

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Arrowhead Regional Development Commission

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MAY 1987

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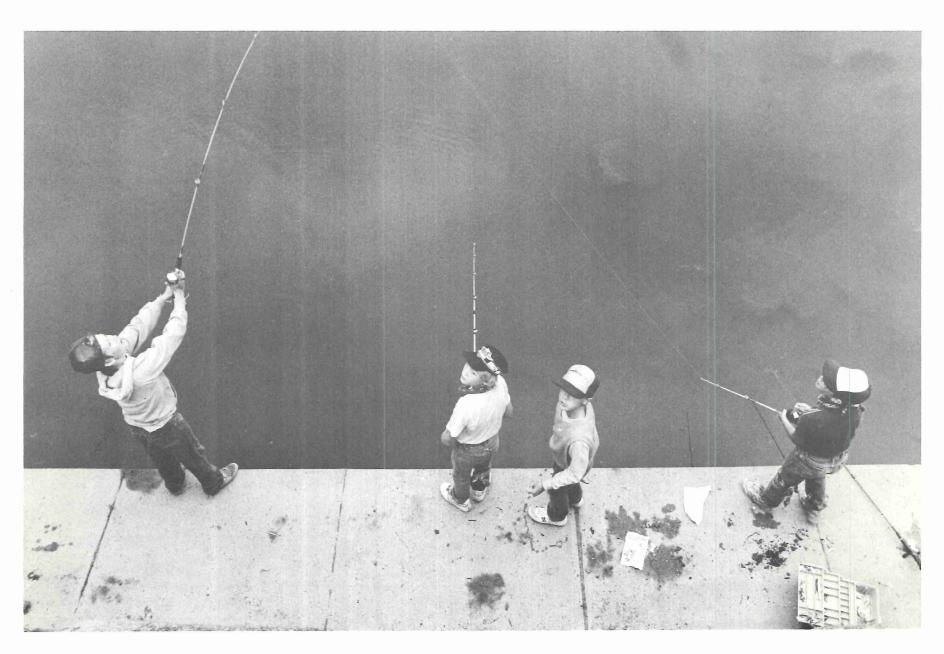
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Fishing at Twin Ponds by John Rott, Duluth News-Tribune & Herald

# MAY 1987

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Mother's Day	18	19	20	21	22	23
24/31	25  Memorial Day	<b>26</b>	27	28	29	30



Arrowhead Regional Development Commission

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JUNE 1987

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Croatian Dancers by Bob King, Duluth News-Tribune & Herald

# **JUNE 1987**

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Father's Day						
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Arrowhead Regional Development Commission

218-722-5545

or 1-800-232-0707 MAY 1987

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JULY 1987

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Entrepreneurs by Jeff Syme, Hibbing Daily Tribune

# **JULY 1987**

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	



# **Arrowhead Regional Development Commission**

218-722-5545

1-800-232-0707

JUNE 1987

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14 15 16 17 18 19 20

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28 29 30

AUGUST 1987

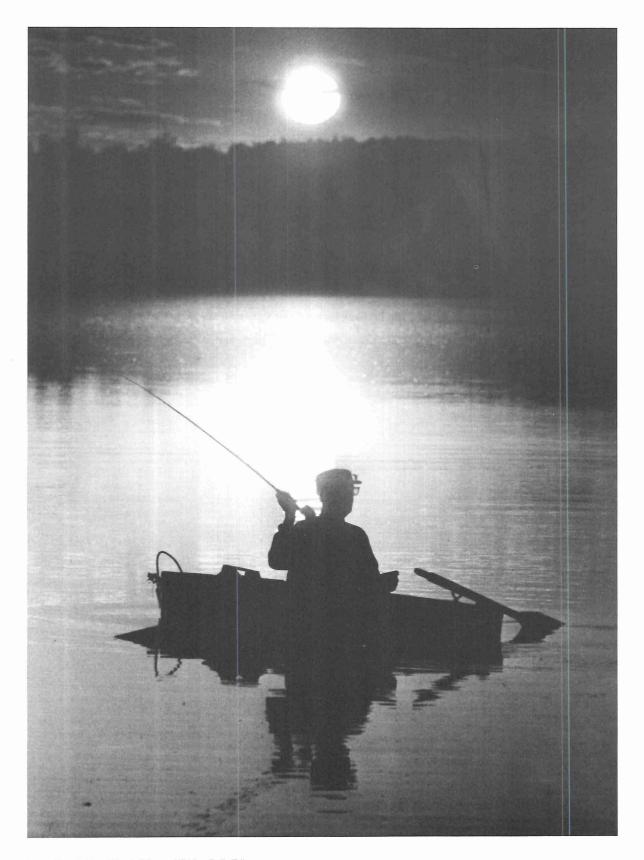
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Some Time to Myself by Jeff Syme, Hibbing Daily Tribune

# **AUGUST 1987**

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
,						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29



**Arrowhead Regional Development Commission** 

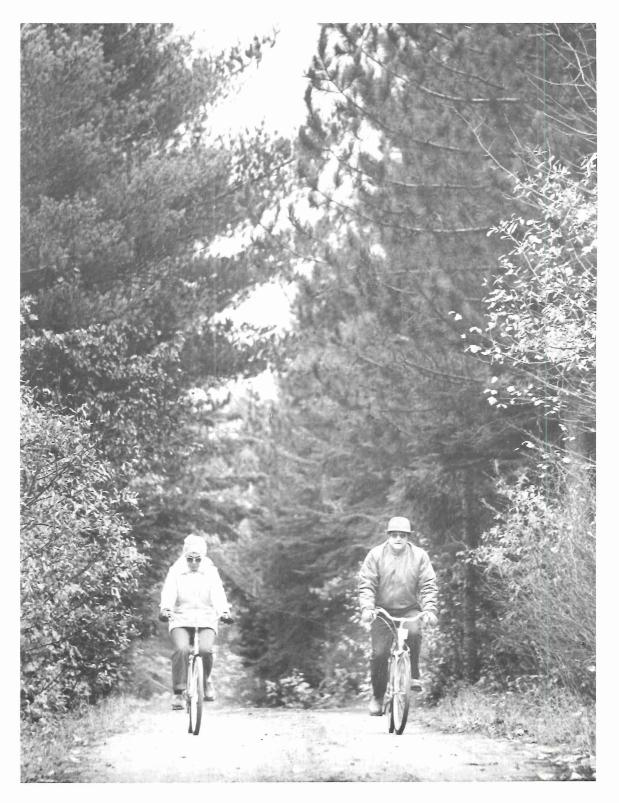
218-722-5545

or 1-800-232-0707 JULY 1987

S M T W T F S 1 2 3 4 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

SEPTEMBER 1987

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27 28 29 30



Late Summer Cycle by Jeff Syme, Hibbing Daily Tribune

# SEPTEMBER 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	Labor Day  14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			



**Arrowhead Regional Development Commission** 

218-722-5545

or 1-800-232-0707

AUGUST 1987 OCTOBER 1987

S M T W T F S S M T W T F S 1 2 3
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9 10 11 12 13 14 15 11 12 13 14 15 16 17
16 17 18 19 20 21 22 18 19 20 21 22 23 24
23 30 24 31 25 26 27 28 29 25 26 27 28 29 30 31



Sittin' Around the Bunkhouse by Al Zdon, Hibbing Daily Tribune

\*Editor's Note: A reenactment of life in a turn-of-the-century logging camp at the Forestry History Center in Grand Rapids.

# OCTOBER 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
	Columbus Day				_	
18	19	20	21	22	23	24
	_		_			
25	26	27	28	29	30	31
		-				Halloween



Arrowhead Regional Development Commission

218-722-5545

or 1-800-232-0707 SEPTEMBER 1987

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NOVEMBER 1987

s M T W T F S
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8 9 10 11 12 13 14
15 16 17 18 19 20 21
22 23 24 25 26 27 28
29 30



First Snowman of the Season by Bob King, Duluth News-Tribune & Herald

# NOVEMBER 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
8	9	10	111 Veterans' Day	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26 Thanksgiving Day	27	28
29	30					



Arrowhead Regional Development Commission

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DECEMBER 1987

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6 7 8 9 10 11 12

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27 28 29 30 31



Joys of Skiing by Joey McLeister, Duluth News-Tribune & Herald

# DECEMBER 1987

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	Christmas Day	



**Arrowhead Regional Development Commission** 

218-722-5545

or 1-800-232-0707 NOVEMBER 1987

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29 30

JANUARY 1988

S M T W T F S
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10 11 12 13 14 15 16
17 18 19 20 21 22 23
24<sub>31</sub> 25 26 27 28 29 30



Nose to Nose by Jeff Syme, Hibbing Daily Tribune

# JANUARY 1988

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				New York Day	1	2
3	4	5	6	New Year's Day	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24/31	Martin Luther King, Jr.	26	27	28	29	30



Arrowhead Regional Development Commission

218-722-5545

1-800-232-0707



# **Management Team**

David Martin, Team Leader John Hensrud Kathleen Johnson Randy Lasky Barbara Lucia



# **STAFF**

#### **ADMINISTRATION**

David A. Martin, Executive Director

Barbara Lucia, Personnel Manager/Executive Secretary

#### **OPERATIONS DIVISION**

Kathleen Johnson, Deputy Director Linda Naughton, Public Information Specialist Barbara Solin, Accountant Leah Williams, Accounts Clerk

#### **HUMAN SERVICES DIVISION**

Kathleen Johnson, Director Joyce Allen, Program Manager Karen Olesen, Senior Planner Cindy Conkins, Senior Planner Mary Robillard, Grants Monitor Holly Bergen, Secretary Patty Wallin, Secretary

#### **DEVELOPMENT DIVISION**

Randy Lasky, Director Joe Everett, Associate Planner Nancy Hanson, Secretary Charles Bouschor, Student Intern Tom Meier, Student Intern

#### TRANSPORTATION DIVISION

John Hensrud, Director Gary Tonkin, Senior Planner Dave Rubedor, Planner Len Simich, Planner Diane Pagel, Secretary

# Operational Budget

The latest audit of ARDC's finances and contract performance by the State Auditor was completed in July 1985 for fiscal year 1984. Copies of that audit and all prior audits are available for review at the ARDC offices. No major negative findings were produced by the audit.

Revenue	1985 Actual	1986 Budget
Tax Levy	\$ 252,789	\$ 217,192
State Appropriation	55,570	49,070
Grants & Contracts		
MN Board on Aging	200,600	196,140
MN Dept. of Health	8,212	
Economic Development Admin.	71,500	71,500
MN Dept. of Transportation	15,852	21,250
Federal Highway Admin.	97,983	174,550
Urban Mass Transportation	73,269	48,009
Duluth Transit Authority	84,681	
Metro Development Council	39,794	
MN Dept. of Natural Resources	24,092	
McKnight Foundation	89,921	
Bush Foundation		85,032
Blandin Foundation	38,864	
Iron Range Resources & Rehab.	27,116	
Local Technical Assistance	210,457	
Other Grants & Contracts	124,340	122,472
Interest Income	9,007	3,000
Northspan Cost Share	10,342	110,000
Other Income	24,721	7,903
Total Revenues	\$1,459,110	\$1,106,118
Expenditures		
Salaries & Fringe Benefits	\$ 873,829	\$ 624,380
Office Space	128,986	129,879
Consultants	141,476	69,979
Contracted Services	44,907	31,743
Communications	40,085	36,460
Staff Travel	41,002	32,437
Committee & Board Travel	42,664	42,695
Supplies	25,908	24,428
Interest	8,340	6,646
Depreciation	27,461	27,710
Equipment	18,000	1,000
Printing	17,963	10,200
Program Development	19,702	1,000
Other Expenses	98,848	67,561
Total Expenditures	\$1,529,171	\$1,106,118
Revenue under expenditures	\$ 70,061	

# Clearinghouse Review

The Arrowhead Regional Development Commission serves as a clearinghouse for applications 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 & Urban Development	2	\$1,600,000
Health & Human Services	15	1,263,196
Urban Mass Transit Admin.	2	85,280
Federal Aviation Admin.	2	1,184,500
U.S. Department of Transportation	1	57,697
<b>Environmental Protection Agency</b>	6	320,618
Economic Development Admin.	1	1,600,000
U.S. Department of Energy	1	200,000
Land & Water Conservation	9	647,760
	No.	
FEDERAL TOTALS	39	\$6,959,051
STATE AGENCIES	NUMBER OF APPLICATIONS	\$6,959,051  FUNDING REQUESTED
	NUMBER OF	FUNDING
STATE AGENCIES	NUMBER OF APPLICATIONS	FUNDING REQUESTED
STATE AGENCIES  MN Department of Corrections	NUMBER OF APPLICATIONS	FUNDING REQUESTED \$ 180,488
STATE AGENCIES  MN Department of Corrections MN Department of Health	NUMBER OF APPLICATIONS  4 11	FUNDING REQUESTED  \$ 180,488 650,945
STATE AGENCIES  MN Department of Corrections  MN Department of Health  MN Department of Transportation	NUMBER OF APPLICATIONS  4 11 4	FUNDING REQUESTED  \$ 180,488 650,945 138,621

# **Publications**

#### Koochiching County Economic Development Strategy and 1986 - 1987 Action Program

Provides an outline of the County's economic development strengths and weaknesses and determines actions to promote growth in the area's economy.

#### **Koochiching County Economic Assessment**

An informational resource for Koochiching County development officials that provides details about socio-economic and financial characteristics, tax structure, utilities, transportation, services and amenities, retail markets, development sites and buildings and future development possibilities.

#### Gilbert Economic Development Action Program

A determination of the direction of future development opportunities for the City of Gilbert based on a review of the community's economic and geographic location on the Iron Range.

#### Gilbert Fact Book

A summary of the key development statistics and information needed by businesses wishing to make locational decisions.

# Cook County Economic Development Strategy and 1986 Action Program

A step-by-step action program to strengthen the county's economy based on current development opportunities and county-wide consensus about the projects to pursue.

#### Cook County Wage Survey

A complete listing of up-to-date information about wage and labor costs for Cook County businesses which demonstrates the area's relative low labor costs by making comparisons with other areas.

#### Lake County Economic Assessment Report

Information concerning socio-economic characteristics, financial data, tax structure, utilities, transportation factors, area services availability and community amenities, retail markets, development sites and other related facts and figures are compiled for economic development activities.

#### Recommendations for Expansion of the Minnesota Horticulture Peat Industry

The report explores and identifies marketing opportunities for Minnesota horticultural peat and provides a foundation for marketing strategies that will act to establish Minnesota peat as a viable and quality product in the consumer's mind.

#### Revised 1986 Overall Economic Development Program Update for the Arrowhead Region

A review of development activities of the past year, a look at regional problems and issues, and the determination of strategies and actions to improve the region's economy.

#### Nashwauk Community Potentials Analysis

A thorough review of the City's financial and operating condition in light of the closing of the Butler Taconite Plant. Recommendations concerning government services, taxation, and formation of a local development corporation are made and explanations about their significance on economic development are included.

## Nashwauk Economic Development Strategy - Action Program

An outline of the necessary steps which must be taken to promote development in the Nashwauk area based on the community's current opportunities and problems and the goals of the local development corporation.

#### **Aitkin County Economic Assessment**

Development data including socio-economic characteristics, financial data, tax structures, utilities, transportation factors, area services and community amenities, retail markets, development sites and buildings is presented for use by local development officials.

## Aitkin County Economic Development Strategy and 1986 - 1987 Action Program

A number of actions to revitalize the county's economy based on current development activities and interests and a determination of the area's strengths and weaknesses for economic development.

#### **Cook County Fact Booklet**

A number of key development statistics are presented for businessmen making decisions about where to expand existing firms or where to locate new ones.

#### Rural Strategy for Northeastern Minnesota

The report identifies the critical issues that exist in the rural sector of the Arrowhead Region. These issues and others statewide will be molded into a strategy for all of rural Minnesota and will aid state policymakers in establishing and evaluating rural policies.

#### Project Overview - Grand Marais Brickwalk Link

This overview identifies the main components of the City's plan to improve its waterfront area by constructing a boardwalk and brickwalk along the Lake Superior Shore, on existing State Highway #61 right-of-way, in order to link the municipal campground and marina to the downtown and other proposed development projects.

#### International Falls District Heating System, Phase II, Secondary Planning Assessment

This report presents the feasibility analyses of three potential district heating systems in International Falls. The report begins with a market survey, an estimate of the heat load, prepares a preliminary design, and concludes with an economic analysis of the projects based on twenty year forecasts of financial results.

### Enterprise Zone Marketing Strategy for Mountain Iron/Virginia

The marketing program recommends action to be taken that focus limited time and resources on those types of businesses whose locational needs can be satisfied by the enterprise zone.

### Enterprise Zone Annual Report for the Range Joint Board

This report details the activities of Aurora, Babbitt, Hibbing, Hoyt Lakes, and Silver Bay in relation to their enterprise zone program during 1985.

#### Star City Recertification Report for the East Range

An outline of past activities of the East Range Joint Powers Board, a review of recent accomplishments, and a proposed work program for 1986. The report is an annual requirement to maintain Star Cities status.

#### Superior-Duluth Harbor Natural Resources Management Program

This document describes the results of efforts to create a framework for enhancing the natural resources of the Superior-Duluth Harbor. It focuses on key management issues and offers recommendations on how to address them.

#### Aitkin County Solid Waste Management Plan

The plan describes the existing solid waste management system, present and projected waste generation volumes, and evaluates alternative methods to landfill disposal methods including waste reduction, source separation, yard waste composting, resource recovery, and transfer stations. Goals, policies, and recommendations are provided to create a framework for managing Aitkin County's solid waste problems.

#### 1986 Amendments to the 1984-86 Area Plan on Aging

ARDC's action plan for meeting the needs of older persons in the region. Includes a statement on the current status of persons age 60 and older in the area and lays out specific objectives designed to support services and activities which serve them. The plan also details how ARDC intends to allocate nearly \$1.2 million in federal and state service-delivery funds.

#### ARDC's Publications, continued

## Final Report: Long Term Care System Development Project

This document describes the outcomes of the ARDC Long Term Care Project initiated in 1984 through a grant from the McKnight Foundation.

#### Profile of Aging Services and Programs (7)

An inventory of current services being delivered to the elderly in Aitkin, Carlton, Cook, Itasca, Lake, Koochiching and St. Louis Counties. The profile also describes special efforts and problems identified for each of the counties noted.

#### **County Congregate Housing Report**

Data for Aitkin, Lake, Carlton, and Koochiching counties on the need for congregate housing for older persons. The reports include results of surveys completed to determine feasibility and interest in congregate housing.

#### Aging Action in the Arrowhead Region

Published quarterly, this newsletter provides needed information on Aging issues to area senior groups and service providers.

#### Duluth-Superior Harbor Natural Resources Management Program

Recommendations for 20 sites in the Duluth-Superior Harbor aimed at directing land management to achieve a balance between development and natural resource concerns.

#### Duluth Superior Area -Interstate Substitution Program

A quarterly report on the status of the design and construction progress of all highway projects funded through the Interstate Substitution Program.

#### On Board Ridership Survey

An analysis of Duluth Transit Authority bus passenger data regarding trip purpose, age, frequency of use, and availability of other transportation forms.

### Port Town Trolley Passenger Count and Survey - Third Year Review

An analysis of trolley passenger data which examines ridership trends and patterns.

#### Proctor Frontage Road Environmental Assessment

Provides an outline of the socio-economic and environmental impacts of the proposed frontage road. Four alternate roadway alignments were considered in the impact analysis.

#### 1986 - 1987 Duluth-Superior Transportation Improvement Program

A priority listing of all transportation projects in the urban area programmed for federal funding, including status reports on projects listed in all elements of the Duluth-Superior Transportation Plan.

#### Arrowhead Regional Transportation Pilot Study - 1985 Update

An update of the original transportation study, completed in 1979, which includes an inventory of the existing transportation system in the Arrowhead Region and addresses issues concerning various forms of transportation.

#### 1984 Pedestrian Survey - Downtown Duluth

An analysis of seasonal and hourly pedestrian usage trends of the downtown area skywalks and sidewalks.

#### 1985 Brown Sheet Passenger Count Survey

A profile of ridership by route and time of day on all regular Duluth Transit Authority bus routes, with data on the total number of passengers boarding and deboarding at each bus stop.

#### 1985 Metro Area Transit Telephone Survey

An analysis of the responses from a crosssection of the general public on transportation issues in the Duluth-Superior area.

#### Lakeside to the Mall 6-Month Review

An evaluation of the newest DTA route to ensure it meets operating criteria set by the DTA Board of Directors.

### Reuse Possibilities for the Duluth to Two Harbors Lakefront Line

An examination of reuse possibilities due to DM&IR's abandonment of the line. Some reuse possibilities are an excursion train route and recreational trails.

#### 1985 Pedestrian Survey - Downtown Duluth

Analysis of the seasonal usage trends of the downtown skywalks and sidewalks during the noon hour. Comparisons were made with pedestrian counts from previous years.

#### **DTA Bus Operator Survey**

A look at the needs of the DTA transit system from the bus driver's point of view.

#### 1985 Census Analysis

A study of socio-economic and demographic data of the Duluth-Superior Area in relation to mass transit. Existing conditions and historical trends assist in determining present and future transit needs.

#### 1985 ARDC Annual Report

#### 1986 Directory of Arrowhead Region Elected Officials

A complete listing of elected officials for Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis counties and includes all those elected to township, city and county offices.

#### 1986 Annual Work Program

A summary of the projects, programs and planning efforts to be completed in 1986 in response to the Regional Development Act.