

1993

ANNUAL REPORT

1994

25 Years of Regional Planning & Cooperation Arrowhead Regional Development Commission

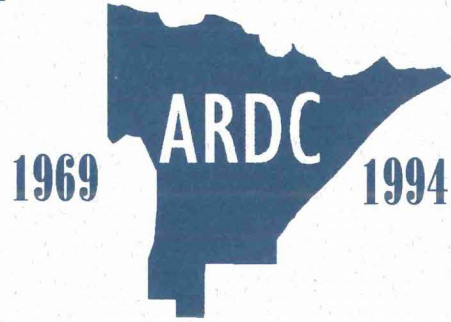
Dear Friends of the Arrowhead Region:

This year we at ARDC are celebrating 25 years of service to the citizens of the Arrowhead Region! Throughout these years our region has been through many challenges. We've seen small communities suffer extreme economic difficulties, and then we've seen them recover with new business growth and entrepreneurship as well as sound economic development planning. With cutbacks in government funding, ARDC had to become resourceful in finding dollars for programs to meet the needs of our citizens. The citizens of this region continue to survive and succeed in Northeastern Minnesota through cooperative efforts such as those facilitated through ARDC.

A Continuous Quality Improvement process was initiated recently, in which the Commission and staff will be finding new ways to improve the way the agency functions in every aspect. In the coming year, we plan to revisit our mission and review the make up of the Commission to ensure that public interests continue to be well represented.

The Nor'Easter project, which received funding this year from the Kellogg Foundation, will involve up to 24 community groups over the next 3 years by providing them an opportunity to learn a new model of problem-solving previously used only by innovative business organizations. This project originated at one of our Commission strategic planning sessions, in which building community leadership was identified as a priority. This is an exciting new project that will affect many groups in our region, and we are looking forward to its beginning this Fall.

Our Transportation Division has grown in the past year, with projects in areas such as the Highway 2 Improvement Task Force, the Area Transportation Partnership, a Trunk Highway 53 study, and transit coordination projects. The Division continues to staff both the Duluth/Superior Metropolitan Interstate Committee and the Regional Transportation Advisory Committee. This Division also assisted in coordinating a national conference in Duluth in May attended by over 200 transportation professionals. Initiatives to provide planning assistance to public interest groups along Highway 61 were recently begun.

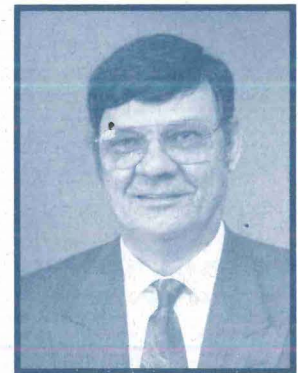


Our Community and Environmental Resources Division continues to facilitate meetings of the St. Louis River Board and the North Shore Management Board. Another initiative of the "Resources" staff includes regional solid waste planning in coordination with the Northeast Waste Advisory Council (NEWAC). This is a group of solid waste officers from the region working to develop solid waste plans and studies for the region.

The Area Agency on Aging once again distributed \$1,000,000 to area projects through the Older Americans Act funding. The Partners for Tomorrow project received a national award from Generations United, for their community leadership project which partners youth with older adults. There are now 10 "Partners" communities continuing to work throughout the region. Options North was hosted again by ARDC's Area Agency on Aging for the seventh year in row!

I will not be continuing as Chairman of ARDC next year, as I have made the decision not to run for another term as County Commissioner. When I leave ARDC in January my hope is that this agency will continue to serve the region at least another 25 years.

My thanks go out to the Board of Directors, Commission members, advisory committees and staff for all their hard work and effort on ARDC projects this year, which are too numerous to mention! (Both projects and people!)



Sincerely,

Chester Lindskog, Chairman
Arrowhead Regional Development Commission

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Programs

Updated OEDP

The Overall Economic Development Program was updated in 1994 to include current census data for each of the counties and information that was collected during the needs assessment of the Arrowhead Region. This document establishes economic development goals and objectives for the region, as well as a multi-year plan of action. An Annual Report on the OEDP was also published. The Annual Report describes past year's activities, changes in the area's economy, and development goals, indicators, and regional strategies. Copies are available by calling ARDC.

Developed Regional Blueprint

Seven economic development informational meetings were conducted throughout the region by Minnesota Department of Trade and Economic Development (DTED) and ARDC to produce a Northeastern Minnesota Regional Development Blueprint. DTED had completed a State Economic Blueprint in an effort to focus limited financial and human economic development resources where they would do the most good.

The Regional Blueprint for Northeastern Minnesota was developed to ensure that state resources were used effectively at the regional and state levels and to enhance cooperation between state, regional, and local development organizations. The Blueprint contains goals and strategies for regional economic development along with measurable indicators of success.

Assisted in Completion of SLRMP

ARDC staff assisted the St. Louis River Board in completing the St. Louis River Management Plan (SLRMP) which recommends land use standards and forestry practices for the St. Louis, Cloquet and Whiteface Rivers. Implementation of the plan into local jurisdictional land use controls is anticipated by June 1995. The plan also recommends acquisition of 22,000 acres of land having intrinsic values in the watershed. Staff successfully assisted SLRB members in obtaining \$2.2 million for land acquisition. Lands purchased will be under state ownership.

Duluth-Superior

Metropolitan Interstate Committee

The Metropolitan Interstate Committee (MIC), as the designated transportation planning agency for the Duluth-Superior area, began a major update of the area's Long Range Transportation Plan. Under new federal guidelines, this plan will need to comprehensively address all modes of transportation. The MIC also completed its annual priority ranking of transportation projects, approving nearly \$29 million in federal funded transportation projects for the area.

Other major MIC accomplishments include a feasibility study of transit passenger fares based on zones and a study on park & ride lots for the Duluth Transit Authority, an update of social, economic and transportation trends, a metropolitan land use inventory and map, and the Draft Metropolitan Bikeways Plan. The MIC published a Draft Public Participation Policy which will expand efforts to involve the public in the development of MIC plans. The MIC also assisted Mn/DOT and the Transportation Research Board (TRB) in planning the national 1994 TRB Conference for small and medium-sized cities which was held in Duluth.

The MIC approved moving ahead with a project which would create additional islands in the Duluth harbor near Hearing Island. The project will serve a double purpose by creating additional fish and wildlife habitat while utilizing "clean" materials that have been dredged from the shipping channels.

Regional Transportation Planning

ARDC initiated major transportation studies for the Grand Rapids area and the Trunk Highway 53 corridor in Virginia, Mountain Iron and Eveleth. Both studies involve the local communities, counties, and the Minnesota Department of Transportation (Mn/DOT). ARDC's Regional Transportation Planning Program provided an ongoing forum that addressed several transportation related issues during the past year. Major areas of emphasis included assisting Mn/DOT in the development of the Minnesota Scenic Byways Program, assisting and participating in the priority ranking of

federally funded transportation projects of the Northeastern Minnesota Area Transportation Partnership. Other projects included a bicycle transportation outreach program, the Trunk Highway 2 Improvement Task Force, a coordination for transit vehicles funded under the federal Section 16 program, and discussions on regional airport issues.

ARDC Census Program

ARDC is the regional depository through the Minnesota State Data Center for the core collection of federal and state economic and demographic data. As a member of the State Data Center, ARDC provides census information to the public. In 1993, 237 census data users were served: Approximately one-third were private businesses primarily using the information for business plans, one-third were state/local government agencies needing the information for planning and grants, and one-third were other users including the media, elected officials, students, and educators.

Arrowhead Area Agency on Aging

The Area Agency on Aging (AAA) has served the region's seniors for over 20 years. The Advisory Committee on Aging oversees a multitude of projects and makes funding recommendations for approval by ARDC's Board of Directors. In 1994, the AAA allocated over \$1 million in Federal Older Americans Act funds and state nutrition funds for the region's senior programs.

These grant funds leveraged an additional \$2,065,558 in project income, local match, and USDA funds. The programs served over 48,000 people in 1993. An additional 201 seniors and service providers were served by the AAA through direct requests for information.

Additional initiatives of the AAA include the following: *Senior Linkage Line*: a state-wide phone link to help seniors find answers and services (1-800-333-2433), planning projects, regional coordination of senior services, geriatric education efforts and advocacy for the rights of all older people.

Programs...

Choices & Changes: A Resource for the Retirement Journey

Choices & Changes is a comprehensive planning program created by the Area Agency on Aging in collaboration with retirees, business representatives, educators and service providers. It was created as a tool for retirees in the information age. It is designed to empower people to make their own choices in planning for the second half of life. Employers, individuals and communities can benefit from participation in the program.

Options North '94: A regional event for pre-retirees, seniors and those who are close to them

A successful seventh annual Options North was attended by more than 4,000 at the DECC on May 11 and 12, 1994. Over 100 booths were present and a new demonstration stage was very popular. Senior Olympics had their kickoff and several sports demonstrations at Options North for the first time.

Keynotes for this year's event were Helen Thomas, UPI White House Correspondent and Company B, an entertainment group from our region that performed the sounds of the Andrew Sisters. The major sponsor for Options North '94 was St. Mary's Medical Center. Many local and regional sponsors also gave generously to support this year's event.

Health Insurance Coalition, Inc.

The HEC BasiCare project, which began in the late 1980's as a small employer health insurance model program for

Commission and Board Members:

Officers

*Chester Lindskog, Chairman,
Cook County Commissioner
*Patty Murto, Vice-Chair,
Carlton County Commissioner
*Edwin Hoff, Treasurer, Virginia
*Harriet Headley, Secretary
Twig

County Commissioners:

*Margaret Sherman, Aitkin
*Patty Murto, Esko
*Chet Lindskog, Grand Marais

*Matt Huju, Grand Rapids
*Larry Chezick, Int'l Falls
*Lee Ramsdell, Two Harbors
*Steve Raukar, Duluth
Martin Lepak, Duluth

Township Officials:

Irene Bright, Aitkin
John Pelto, Esko
Marnene Rouse, Grand Rapids

Chuck Lepper, Int'l Falls
Dale Nelson, Iron

Communities Under 10,000 Population

Steve Lathrop, Hill City
Clayton Hartman, Moose Lake
David Peterson, Grand Marais
Robert Herdman, LaPrairie
Chester Bianco, Two Harbors

Communities Over 10,000 Population:

Chris Dahlberg, Duluth
Ed Hoff, Virginia

*** Members of ARDC Board of Directors**

School Boards:

Sara Liimatainen, Esko
Carol O. Moore, Cohasset

Public Interest: Minorities

Les Northrup, Cloquet
*Harlan Tardy, Nashwauk

Human Resources

Kevin Helquist, Duluth
David Perry, Chisholm
Cynthia Brummer, Coleraine

Economic Development

*Pam Sarvela, Saginaw
Barbara Karger, Saginaw
Alan
Netland, Duluth
Gaylon Baker, Esko

Physical Development

William Miller, Duluth
Susan Roth, Duluth
Thomas Peterson, Two Harbors
Cathleen Uhan, Gilbert

Citizens At-Large

Jim Bovis, Cloquet
Sheryl Homan, Cloquet

Advisory Committees

Earl Elde, Duluth
*Harriet Headley, Twig

Board of Directors, Minorities

*Bill Corcoran, Grand Portage
*Ralph Johnson, Duluth

Board of Directors, At-Large

*Beverly Alexander, Int'l Falls
**Clarence Maddy, Duluth
*Harvey Harvala, Esko

***Clarence Maddy passed away in August 1994. He served as a member of ARDC and its Board for 23 years, and he will be dearly missed*

our region, concluded this year. In spite, and in some cases, due to the problems it overcame, the HEC project has made direct contributions to the development of state policy for universal health care access. Initially, it raised the awareness of the issue both in the public and among policymakers.

As the project was researched, designed and implemented, its close communication with policymakers statewide provided "real experience" that shaped many

parts of new legislation. A detailed report is available upon request.

Partners for Tomorrow

Partners for Tomorrow completed its third year, funded by the Bush and Bremer Foundations. Partners proved to be a very successful project, training and coordinating ten communities in the Arrowhead region. These communities are Barnum, Carlton, Cook, Deer River, Grand Marais, Gilbert, Hill City, Fond du Lac, Littlefork,

Staff Members:

ADMINISTRATION

Henry Hanka, Executive Director
Ron Nelson, Financial Director
Diane Nelson, Executive Secretary
Deanna Keup, Bookkeeper
Marsha Contos, Receptionist
Janice Hilger, Receptionist

COMMUNITY & ENVIRONMENTAL RESOURCES DIVISION

Terry Weber, Program Manager
Joe Routh, Senior Planner
Marlene Bartikoski, Assoc. Planner
Debbie Bailey, Division Secretary

HUMAN SERVICES DIVISION:

Anne Tellett, Division Director
Dawn Simonson, Aging Program Manager
Sally Hedtke, Associate Planner
Mary Lee Lalich, Planner
Suzanne Wegner Anderson, Planner
Patty Wallin, Administrative Assistant
Pat Johnson, Division Secretary
Linda Vokes, Grants Monitor
Michelle Pfuhl, Student Intern

TRANSPORTATION DIVISION

Gary Tonkin, Division Director
Len Simich, Program Manager
Joan Hunn, Senior Planner
Scott Peters, Associate Planner
Michelle Hummel, Assoc. Planner
Curt Pianalto, Planner
Diane Dzuck, Division Secretary
Andy Pichotta, Planner Aide
Cindi Lynch, Research Assistant
Andy Gunderson, Res. Asst.

and Tamarack. The project achieved its goals of reducing conflicts and stereotypes between the generations, strengthening rural communities, enhancing self-esteem, developing friendships, and providing leadership training to over 130 people in the three years. The Partners Project was honored to receive the Generations United National Leadership Award for exemplary intergenerational programming in April.

Programs continue on page 4...

Operational Budget

The latest audit of ARDC's finances and contract performance by the public accounting firm of Walker, Giroux & Hahne was completed May 1994 for the fiscal year 1993. Copies of that audit and all prior audits are available for review at the ARDC offices.

REVENUE	1993 ACTUAL	1994 BUDGET
Tax Levy	\$ 354,835	324,861
Grants & Contracts:		
Minnesota Board on Aging	215,655	215,655
Economic Development Admin.	300,625	270,000
MN Dept. of Transportation	107,614	152,932
Federal Highway Admin.	202,002	270,000
Northwest Area Foundation	20,249	34,500
MN Dept. of Natural Resources	204,676	131,220
Kellogg Foundation	0	117,402
Bush Foundation	32,609	12,621
Mardag Foundation	14,882	0
Otto Bremer Foundation	10,870	4,207
Local Technical Assistance	76,421	99,348
Other Grants & Contracts	538,774	332,421
Interest Income	4,471	4,500
Other Income	<u>\$68,878</u>	<u>\$45,000</u>
TOTAL REVENUE	<u>\$2,152,561</u>	<u>\$2,014,667</u>
EXPENDITURES		
Salaries & Fringe Benefits	\$1,010,697	997,742
Office Space	147,229	156,000
Consultants & Contractual	137,822	141,779
Communications	30,196	71,919
Staff Travel	26,522	47,773
Committee & Board Travel	52,157	16,200
Supplies/Printing	5,076	31,904
Depreciation	21,544	23,500
Equipment	6,243	4,700
Loans Disbursed	596,000	493,000
Other Expenses	<u>\$ 121,463</u>	<u>\$ 30,150</u>
TOTAL EXPENDITURES	<u>\$2,154,949</u>	<u>\$2,014,667</u>
REVENUES UNDER EXPENDITURES	<u>\$ (2,388)</u>	<u>—</u>

Programs, continued...

The Partners Project was highlighted in two publications this year, *Generations United Resource Guide* and the national *Youth Service* guide. Recently, the Partners also received a NADO Award. Staff plan to continue working with the ten communities in the future, and will apply for funding to continue the program and to provide training to other intergenerational groups.

Clearinghouse Review

As of September 10, 1987, the State of Minnesota discontinued its involvement in the Intergovernmental Review of Federal Programs.

As a result of this action by the State, ARDC has significantly limited its involvement in the review of loan applications until such time as we determine that those reviews serve an important regional purpose. However, we will continue to review plans which are prepared for, or which have impact upon, the region.

Publications

1994 Area Plan on Aging. ARDC's action plan for community-based services for independent living to enhance the quality of life for older people in the region.

Coming of Age: The Northland's Elderly. 1990 census and demographic data of the 60+ population in the Arrowhead Region, by county and region. (Funding assistance provided by Aging Trust Fund.)

Options North '94: A regional event for pre-retirees, seniors, and those close to them — Adventures in Travel. Program book produced for the Options North expo.

The Health Insurance Coalition Demonstration Project, Ensuring Access to Health Care in North-eastern Minnesota 1987-1994. Final project report.

Twin Ports Trends - Report outlining social, economic, and transportation trends in the Duluth-Superior Metropolitan Area.

Metropolitan Zonal Fare Feasibility Study - Examined the feasibility of various zonal fare structures for the Duluth Transit Authority.

Metropolitan Park & Ride Lot Study - Study for the DTA that examined potential lots for riders to park vehicles and ride the bus to their destination.

1994-96 Transportation Improvement Program - Transportation projects for federal funding

Section 16 Transit Coordination Project - Recommendations to facilitate and promote maximum use of Section 16 vehicles and ensure that vehicles are being properly maintained.

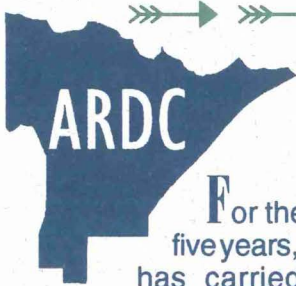
MIC Public Participation Plan - A plan for involving the public in the planning and programming process.

Metropolitan Bikeways Plan - A plan designating bicycle routes throughout the Duluth-Superior area.

TH 38 Scenic Byways Application - Proposal for designation as a Minnesota Scenic Byway.

ARDC's Mission Statement:

To serve the people of the Arrowhead Region by providing local units of government and citizens groups a means to work cooperatively in identifying needs, solving problems and fostering local leadership.



25 Years of History...1969 to 1994

For the past twenty five years, ARDC's logo has carried the words "**Uniting For Progress.**" These words have stood the test of time. Today, in 1994, the seven counties that make up the Arrowhead Region remain united, in fact, perhaps more so than ever. Northeastern Minnesota, with its unique blend of natural beauty, ethnic diversity, and economic uncertainty, has nurtured the growth of a special breed of citizens. The kind of people who are willing to not only ride out the storm but also to tackle problems head on.

Over twenty-five years ago, thirteen committees made up of local elected officials and concerned citizens outlined goals aimed at correcting problems that had caused Northeastern Minnesota to consistently lag behind the main stream of the American economy. By outlining the goals for the Economic Development District, the members of the first advisory committees opened a special era of cooperation between the counties in this region and shaped the future of ARDC. Today, as always, the Commission reflects the concerns of the seven counties whose representatives serve on the ARDC Board, Commission, and Advisory Committees.

The Arrowhead Regional Development Commission (ARDC) began as an organization called the Arrowhead Economic Development District. St. Louis County Commissioner Floyd Anderson was elected as the first chairman of the District. Designated by the U.S. Department of Commerce on April 23, 1968, the district encompassed the four counties of **Cook, Itasca, Lake and St. Louis.**

As a redevelopment area, these four counties qualified for special assistance from the Economic Development Administration (EDA). The **Counties of Carlton and Koochiching** were added shortly thereafter to make a total of six counties in the district. Finally, **Aitkin County** joined the Arrowhead Region in 1971 through petitions by the Aitkin County Board to the Governor.

In 1969, the Minnesota Legislature passed the Regional Development Act which allowed existing economic development districts to be designated as regional commissions. In July 1969, the Board of Directors of the Arrowhead Economic Development District, petitioned the Governor to designate the district as a regional development commission.

Joseph Veranth was appointed by Governor Levander on November 20, 1969, to serve as the first chairman of the Arrowhead Regional Development Commission.

The Arrowhead Regional Development Commission (ARDC) received authority to become the comprehensive planning and development agency for northeastern Minnesota. It was the first regional commission established in Minnesota.

Rudy Esala was the first executive director of ARDC.

The original Commission had 38 members and the Board consisted of 13 directors. Located in the Alworth and Lonsdale Buildings in Duluth, ARDC shared space with the Arrowhead Regional Planning Council for Health Facilities and Services (ARCH).

The Minnesota Regional Development Act required that the Governor designate geographic regions within the state, based on natural, social and economic factors. Thirteen regions were so designated (including the Twin Cities Metro Area) with the seven county Arrowhead Region being the largest. **Regional Development Commissions were organized within each region by 1973.** The regional commissions collectively formed the Minnesota Regional Development Organization (formerly Minn. Association of Regional Commissions) which continues to provide a forum for the RDCs to communicate and address common concerns and opportunities.

More History on next page...

ARDC's mission continues:
To serve the people of the Arrowhead Region by providing local units of government and citizens groups a means to work cooperatively in identifying needs, solving problems and fostering local leadership.

In addition to providing a regional focal point for united efforts and action, ARDC was in part created to serve as a host agency for a variety of Federal and State programs. This concept was designed to avoid duplication of services and to strengthen the multi-disciplinary perspective of the regional planning organization. Designation as the region's Economic Development District in 1968 began a series of designations for ARDC, including:

Area Agency on Aging: through the Federal Older Americans Act, ARDC works with the Minnesota Board on Aging and the Federal Administration on Aging to plan for the needs of senior citizens in the region and to fund programs and services. Since 1973, ARDC's Advisory Committee on Aging has developed a regional aging program second to none in the nation, spearheading new efforts in long-term care and independent living.

Regional Criminal Justice

Planning Agency: from 1970-1981, ARDC worked with the Federal Law Enforcement Assistance Administration and the State Crime Control Planning Board to address criminal justice system needs. Significant efforts included assisting in the formation of the Juvenile Detention Center, the Northeast Regional Corrections Center and the Arrowhead Regional Corrections.

Arrowhead Arts Council: in 1976, ARDC was designated as the first Regional Arts Council in Minnesota. The Regional Arts Council is now an independent organization.

Regional Developmental

Disabilities Council: ARDC was designated as the coordinating entity for programs serving the developmentally disabled for ten years, ending in 1986.

Metropolitan Interstate

Committee: through an interstate joint powers agreement between ARDC and the Northwest Regional Planning Commission of Wisconsin, the Metropolitan Interstate Committee was formed in 1975. It is the Federally designated "Metropolitan Planning Organization" and engages in a variety of metropolitan transportation, transit and coordinated planning functions. The members of the committee are appointed by local governments in the Duluth-Superior metro area.

Forestry Coordination: since 1973, ARDC's Forestry Advisory Committee has provided the only forum where all public and private forestry interests meet regularly to discuss issues and opportunities.

Emergency Medical Services: from 1979 through 1985, ARDC was designated as the regional EMS planning agency. The program injected Federal funding for emergency medical services communications systems improvements, training, and upgraded services. After completion of the Federal assistance program, the Arrowhead EMS Association was founded as a continuing, independent association of emergency medical services providers.

ARDC Regional

Revolving Loan Fund (RLF).

This fund has been lending money to business persons in N.E. Minnesota since 1987. The fund was recapitalized in November 1992, and an initiative to recapitalize the fund once more began recently.

Since 1987, RLF projects have resulted in creation and retention of 209 jobs in the Arrowhead Region. The fund has stimulated \$11,894,500 in non-governmental dollars, and provides small business loans which stimulate private sector investments. The loan fund has provided \$1,526,595 in loans to businesses in our region to date.

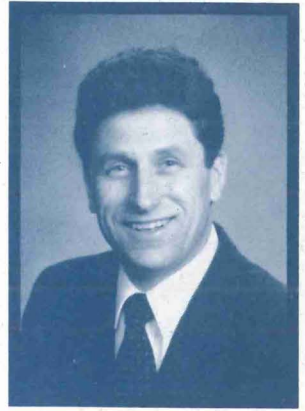
The Northspan Group, Inc.

In 1985, in recognition of the need to address economic development in a more business-like manner and to fill gaps in the region's economic development capability, ARDC formed The Northspan Group, Inc. A private, non-profit, corporation, Northspan continues to provide an array of business and community development services, including the Arrowhead Business Connection program, and business loan packaging and administration of ARDC's Revolving Loan Fund.

Through its technical assistance programs in the past ARDC worked with almost every unit of local government and every local agency in the region. Projects have included community marketing strategies, consolidating government services, housing plans, setting development priorities and preparing grant applications.



EXECUTIVE DIRECTOR REPORT



When I became Executive Director of ARDC, one of my first realizations was that of the fine organization I was joining. Not only from a standpoint of serving the 300,000 plus residents of our seven-counties in Northeastern Minnesota, but more from a standpoint of the professional and dedicated staff. I soon realized that ARDC staff members are truly committed to the premise of serving people and producing programs that genuinely make a difference.

ARDC has historically been able to attract outstanding staff who are willing to put in tremendous amounts of time and energy to produce fine events and keep our Region on the "cutting edge" of regional planning. Over the past twenty-five years, ARDC has had well over 200 employees in every aspect of community, environmental, social and transportation planning. Many, if not all of these people move on to fill the ranks of leadership positions whether it be in the field of government, education, foundation, or private concerns. Past ARDC staff can be found throughout our Region.

The same premise holds true for our present staff. With our current force of approximately 30 professionals, we continue to meet the demands and expectations of our Region's needs. For example, a few of the ARDC staff's past year accomplishments:

Our Partners for Tomorrow project, which pairs senior members with youth to carry out community projects, was noticed by Generations United, a national coalition of intergenerational programs. The Partners project was awarded one of three national awards for exemplary intergenerational community service.

HISTORY CONTINUED...

For the past several years, the decline of Federal funding along with many other factors has combined to push ARDC to develop new initiatives to address changing realities in many diverse areas of planning and project development. In all of these efforts, ARDC has provided professional staff to work with local officials and citizen volunteers on their projects.

In April, we submitted three of our current Human Service Division projects to the National Association Development Organizations (NADO) for its annual awards program. We were notified that all three projects will receive awards for outstanding program results.

These are only two examples of what has been a historical parade of national recognition for ARDC. We have also had the distinction of having two past executive directors serve as president of NADO during their time at ARDC. The NADO organization represents all regional organizations in the United States. This kind of recognition only happens when an organization has the staff capable of producing results.

Of course, none of this could happen without dedicated and loyal Board and Commission which provides guidance and leadership to ARDC. These 51 individuals donate many hours each month to assist us with decision-making and to provide input on our many program ideas. Rarely do our Commission members get the recognition due to them.

In the 1990's, ARDC stepped into new areas such as environmental and natural resources planning, education projects, intergenerational community projects involving youth and older adults, retirement planning, solid waste issues, and many other needs which continue to emerge.

ARDC is proud of its accomplishments during the past year! The Board and Commission along with the staff can all feel a sense of pride in providing a score of much needed programs for Northeastern Minnesota.

Sincerely,

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ST. PAUL, MN 55155

Henry Hanka, Executive Director
Regional Development Commission



FROM THE PAST...

"It is for the people of the Region that the Arrowhead Regional Development Commission was organized, it is for their good that the Commission will continue to work."

Floyd Anderson, First Chairman of the Arrowhead Economic Development District, 1967.



"By pooling the total resources of the District in a cooperative effort...we can more effectively cope with those problems which have not been solved through individual effort. Local communities have realized that (many of) today's problems cannot be solved through individual effort but must be solved through area-wide activity."

From the Arrowhead Economic Developments District's Overall Economic Development Program, 1968.

Thanks to all of our Past Chairpersons:

Joseph Veranth	1969-1972
Jerry J. Jubie	1972-1976
Marvin Marklund	1976
Innis (Sonny) Nesbitt	1976-1980
Warren H. Youngdahl	1980-1984
James C. Thompson	1984-1985
Marilyn A. Krueger	1985-1990
Colleen Nardone	1990-1992

THANKS TO ALL OF OUR PAST EMPLOYEES:

Joyce Allen	Christine Eck	Catherine Johnson	Larry Matel	Yvonnea Pinsonnault	Pamela Soltau
Robert Allen	Le Eickhof	Kathleen Johnson	Clint Mattson	Debra Pogorelec	David Somppi
Pamela Andler	Carole Eikanger	Sheldon Johnson	Sally Maxwell	Gary Pothast	Linda Spencer
Larry Anderson	John Elden	Brian Jones	Gregory McDonald	David Popken	Vicki Spragg
Jane Ankrum	Linda Engholm	Judith Joos	Terese Meger	Sandra Poverud	James Sullivan
Katherine Ashby	James Erchul	Mike Jordan	Thomas Meier	Fred Post	Luana Sullivan
Sheila Autio	Cheryl Erickson	Lisa Josleyn	Marjorie Meyer	John Powers	Julie Swanson
Steve Balfanz	Rudy Esala	John Judd	Mary Mize	Robin Quigley	Judith Swenson
Janice Barden	Joe Everett	Brad Jurkovich	Michael Morgan	Donna Ramaley	Kim Taylor
Andy Bayless	Heidi Falk	Stanley Kaitfors	Lynn Morris	Carol Redmond	Barbara Taylor
Eric Bennett	Gerald Fitzgerald	Leanne Kettleson	Debora Mostoller	Thomas Renier	Sandra Turcotte
Dianne Bastien	Mark Flaherty	David Knutson	Mark Munger	Dee Ann Rasmussen	Nikki Trotta
Barbara Benson	Cynthia Franses	Jean Koepke	Thomas Mullins	Randy Rehnstrand	Katy Turnbull
Holly Bergen	Brian Fredrickson	Valerie Kolojeski	William Narog	James Renier	Charles Tyson
Sandra Block	Janis Fryar	Steve Krasner	Linda Naughton	Robert Reppe	Barbara Sommer
Tracy Bodine	Kristie Fuqua	Steve Krmptotich	Terri Nelson	Susan Robb	Kurt Ulrich
Lora Bouchard	Dianne Galeski-Foote	Patricia Kruger	Sandra Nelson	Mary Robillard	Maureen Undeland
William Bolander	Kristine Gaston	Edward Kuhlmeier	Patricia Newman	Evelyn Roche	Betty Ursin
Charles Bouschor	John Gephart	Margaret LaForge	Charles Niska	David Ross	Ann Valliant
Mary Boyd	Resa Gilats	Randy Lasky	Earl Nordstrand	David Rubedor	Cindy Van Guilder
Edward Brockman	Patrice Greuling	Rosemary Lear	Steven Novak	Susan Saetre	Sharon Vargo
Mark Brugman	Nancy Gruver	Julie LeDoux	Thomas Nutting	Karlene Salo	Kim Vavrina
Gloria Brush	Mark Gujer	Bonnie Leksell	Carol Nygren	Holly Sampson	Rick Wagner
Laura Budd	Michael Hambrock	Roberta Lenz	Louise Nyholm	Greg Sandbulte	Kevin Walli
Cheryl Carlson	Lynelle Hanson	Charles LeRoux	Karen Olesen	Marlene Schiburr	Candace Wallin
Cindy Caven	Nancy Hanson	Diane Levitt	Kate Olson	Toni Schmidt	Bart Wanyama
Steven Cerkvenik	Roshan Harms	Kris Liljeblad	Linda Ostrofsky	Jeanne Schneuer	Gregory Ward
Jeffrey Chida	Roy Harnish	Susanne Lindholm	Pamela Ovshinsky	Nancy Schneuer	Jeanne Weiss
Michael Cochran	Andrea Hart	Susan Lofgren	Robert Paquette	Natalie Schreiner	Becky West
Cindy Conkins	Jim Heilig	Richard Loraas	Tracey Page	Gretta Schock	Laurence Whittaker
Kirsten Cruikshank	Stephanie Heilig	Robert Louiseau	Thomas Patten	Michael Schoenberg	Pat Wier
Catherine Dahlgren	Brian Helmken	Barbara Lucia	Carol Paulus	Julie Schubert	Leah Williams
Lisa Daigle	Kathleen Hendrickson	Robert Lundberg	Katie Pelley	Carol Schultz	Heidi Wilson
David Danz	John Hensrud	Karen Lyons	Maria Pendaraki	Sandy Shaffer	Erica Winkler
Thomas Davis	Bob Hess	Anita Mahaney	Michelle Perrault	Vladimir Shipka	Duane Winter
Martia Debeltz	Robert Hess	Les Maki	Marjorie Perttu	Rikku Silvola	Karen Witzig
Terry Donovan	Terry Hill	John Malone	Deborah Peters	Robin Simpson	Michael Witzig
Joseph Dougherty	Karen Hofer	Connie Mangan	John Peters	Dushan Skorich	Mark Wizner
David Downing	Jason Holliday	Mike Majetich	Daniel Peterson	Sharri Slocum	Angie Woodward
Cheryl Duff	Richard Ilse	David Martin	Myrna Peterson	Carlean Soderberg	Barry Woodward
Mary Durward	Julie Ann Jahr	Michael Martin	Tracey Peterson	Lynne Solien	Pauline Young
Barb Eaton	Kay Jennings	Rob Marwick	Richard Pingry	Barbara Solin	Linda Zemotel
					Sarah Zimmer