



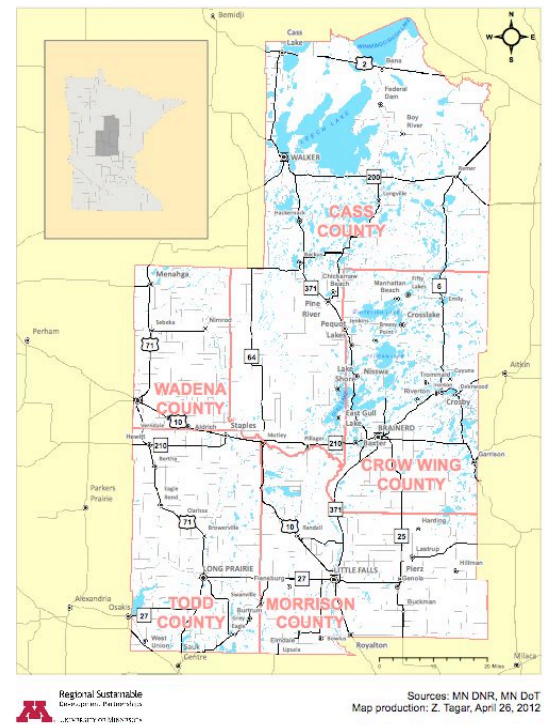
A Community-Driven, University-Assisted Partnership

The Resilient Region, of R5DC Sustainable Communities Regional Planning project, is a Community-driven, University-assisted, partnership around planning sustainable regions that will integrate the disciplines of housing, transportation, natural environment (land use) and economic development (including energy and local foods). It encompassed in-reach strategies through HIGHLY involved civic engagement in efforts to build an inclusive region that will provide opportunities, be free from discrimination and improve the quality of life of ALL residents. “Community” is defined as multitude of private, public and non-profit agencies as well as the citizens of the region. “Region” is defined as; Crow Wing <http://www.co.crow-wing.mn.us/> , Cass <http://www.co.cass.mn.us/> , Morrison <http://www.co.morrison.mn.us/> , Todd <http://www.co.todd.mn.us/> and Wadena <http://www.co.wadena.mn.us/> Counties located in central Minnesota.



Photos by Michael Dorfman

Central Minnesota



Who We Are:
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For More Information
See www.resilientregion.org

The core team includes staff from the **Region Five Development Commission (R5DC)**; **Central Minnesota Initiative Foundation, Clean Energy Resource Teams (CERTs)**, **Central Minnesota Housing Partnership (CMHP)**, **Envision Minnesota** (formerly 1000 Friends of Minnesota); **EnSearch, Inc**; and the **University of Minnesota Regional Sustainable Development Partnerships**.



Region Five Development Commission. Through the Regional Development Act of 1969 and MN Legislature, local units of government formed the Region Five Development Commission in 1973. The Mission of the R5DC is to provide high quality professional planning and development services through collaboration, assistance and coordination with local units of government, organizations, and citizens. Their principal objective is to enhance the vitality and quality of life in Cass, Crow Wing, Morrison, Todd and Wadena Counties. (<http://www.regionfive.org/>)



Central Minnesota Initiative Foundation. The Initiative Foundation is a nonprofit philanthropic organization created in 1986 by a partnership of local people and The McKnight Foundation. The Initiative Foundation is one of six Minnesota Initiative Foundations (MIFs) serving greater Minnesota. The MIFs were originally formed to address

economic issues related to rural flight, poverty, and downtown decline, which were prevalent during the mid-1980s. (<http://www.ifound.org/>)



Clean Energy Resource Teams (CERTs). The Clean Energy Resource Teams, or CERTs, work to advance the adoption of energy efficiency and renewable energy projects in communities across Minnesota by helping people learn, connect and act. Our teams are diverse - individuals, small business owners, farmers, utility representatives, members of environmental groups, government staff, elected leaders, educators - and all share common goals: they want strong communities, local jobs and secure, clean, reliable energy. The CERTs teams are a partnership of Eureka Recycling, the Minnesota Department of Commerce, the Minnesota Project, the Southwest Regional Development Commission and University of Minnesota Extension and Regional Sustainable Development Partnerships. (<http://www.cleanenergyresourceteams.org/>)



Central Minnesota Housing Partnership. CMHP is a non-profit regional housing development organization committed to assisting underserved communities to preserve, improve and increase affordable housing for low and moderate income families and individuals. (<http://www.cmhp.net/>)



Envision Minnesota (formerly 1000 Friends of MN) was formed to address citizen concerns about sprawling growth patterns. The organization was launched in 1993 as a program of the Land Stewardship Project, and in 1998 was incorporated as a separate non-profit. Envision Minnesota promotes development that enhances the best of Minnesota's thriving small towns and cities, healthy natural resources and a growing economy. It also developed one of the tools to be used, with implementation funding, to evaluate the success of key recommendations

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– **The Conservation Design Score Card.** (<http://www.envisionmn.org/> and <http://www.envisionmn.org/conservation-design-scorecard/>)

EnSearch, Inc (In search of answers to your strategic questions) was founded in 1985 by Dr. Stacey Stockdill. It is a research/evaluation firm dedicated to helping businesses, private and public grant makers, and nonprofit agencies use strategic evaluation to document their impact and improve the efficiency and effectiveness of their operations.



(<http://www.ensearchmn.com/>)



University of Minnesota Regional

Sustainable Development Partnerships. The

U of M Regional Development Partnerships, formed by the Minnesota Legislature in 1997, is a research and outreach partnership between Minnesota citizens and University of Minnesota faculty, staff and students who work to sustain Minnesota's natural resource-based communities and industries by addressing community-identified agriculture, natural resources, and tourism issues. The Regional Partnerships foster more than 400 projects addressing sustainable development throughout the state, including their award-winning energy program the Clean Energy Resource Team.

(<http://www.regionalpartnerships.umn.edu/central>)

They are supported by an advisory committee with staff from: Central Lakes College (<http://www.clcmn.edu/>), Brainerd HRA, Greater MN Housing Fund (<http://www.gmhf.com/>), MN Department of Natural Resources (<http://www.dnr.state.mn.us/index.html>), MN Department of Transportation (<http://www.dot.state.mn.us/>), MN Department of Employment and Economic Development (<http://www.positivelyminnesota.com/>) USDA Rural Development (<http://www.rurdev.usda.gov/Home.html>), Hunt Utilities Group (<http://www.hugllc.com/>), Happy Dancing Turtle (<http://www.happydancingturtle.org/>), S.E.H. Firm (<http://www.sehinc.com/>) Rural Renewable Energy Alliance (RREAL) (<http://www.rreal.org/>) Crow-Wing County Administrator, and other county staff from the five-county region.

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AGENCY	INDIVIDUAL	Discipline
USDA	Mike Monson/Tom Leech	Economic development - Energy, local foods
MnDOT	Steve Voss	Transportation
Crow Wing County Administrator	Tim Houle	Transportation – County government, HRA & TAC member
DEED	Joan Danielson/Connie Ireland	Economic Dev. – State Agency
Hunt Utilities Group	Bob McLean	Land Use –Private sector firm
Central Lakes College	Larry Lundblad	Economic Dev – Higher Education institution
SEH	Heidi Peper	Land Use – Private sector firm
Brainerd Housing Redevelopment Authority	Jennifer Bergman	Housing - non-profit
Rural Renewable Energy Alliance - RREAL	Jason Edens	Economic Dev. - Energy non profit, social justice agency
Resilient Living Council (Happy Dancing Turtle)	Lynn Hunt	Housing - Energy non profit, social justice agency
Community Education	Judy Jenson	Economic Development – Government sector
Todd County Public Health	Katherine Mackndanz	Economic Development – Government sector

The Key Personnel their Responsibilities and Qualifications



▼ **Bob McLean, COO/GM of Hunt Utilities Group, LLC,
Volunteer Chair of the Resilient Region Advisory
Committee.**

Bob McLean served as volunteer chair of the advisory committee, participated in often weekly core team meetings, and played a crucial role in ensuring that the decisions made were consistent with the effort being community driven. **Qualifications:** Bob McLean is COO/GM of Hunt Utilities Group LLC and board director-treasurer of Happy Dancing Turtle (501c3). These collaborative organizations, founded by Paul & Lynn Hunt are based on the Resilient Living research campus in Pine River, Minnesota. The campus is as a catalyst for resilient communities with a focus on renewable energy, high performance buildings, local foods, and environmental stewardship. Bob is actively involved with programs that foster economic growth, ecological stewardship, and health/wellness including: Chair of the Resilient Region Advisory Board, Chair of the board of St Joseph Medical Center, board director and treasurer of Essentia Institute of Rural Health, member of the Clean Energy Resource Team Advisory Board and numerous other committees/boards with regional initiatives. Prior to joining the Hunts in 1998 he spent 20 years in a variety of roles at West Publishing. His undergraduate degree is from St John's University and he earned his MBA at St Thomas.



Cheryl Lee Hills, Executive Director, R5DC provided day-to-day project management. Her responsibilities included supporting the Sustainability Organizer, submission of any program-related issues to the Advisory Board, supervision of R5DC staff working on the project, and preparing reports for HUD/DOT/EPA. In

addition, Cheryal reviewed regional plans, facilitated the economic development work group, was the lead on developing the CEDs, assisted with preparation of materials and facilitation of all the consortium meetings, and prepared the Economic Development Tab. **Qualifications:** Over 25 years of experience. Cheryal provides oversight of over \$3million in project, levy and grant annual income. Cheryal delivers program development, program implementation, organizational planning, financial planning/oversight and manages all contractual agreements for R5DC. In her various leadership position, Cheryal has secured public, private and non-profit funding to support community and regional development projects. Cheryal' s accomplishments include program development of the regions first Habitat for Humanity Women Build project, founded a state accredited high-school construction apprentice program which was implemented by R5DC when building housing projects constructed by prison crews. Through Cheryal' s leadership, Region Five has received state awards for Conservation Design Alternatives and Low Impact Development projects within the region. Cheryal's credentials include Licensed Practical Nurse performing Hospice work within the region; Executive Director of the Mid-Minnesota Builders Association and licensed MN Contractors; a MN Realtor license; and, an approved MN Dept. of Commerce and MN Dept. of Labor continuing education coordinator. Cheryal has acted as a private business consultant to several firms throughout the region and she and her husband own a local low-voltage business. Cheryal has received numerous service group awards and currently serves on over seven state and regional board of Directors.

Nichole Larson, Finance Director, R5DC, was responsible for all fiscal grant administration in accordance with all HUD/DOT/EPA regulations and timelines. **Qualifications:** Nicky has served 6 years as accountant with a BA in Accounting from Bemidji State University. She is responsible for Tax Levy certification and reporting, annual audits of government and non-profit arms of Region Five, reporting requirements of numerous grants and contracts, monthly/quarterly/semi-annual financial statements and reports, prepares budgets, develops and maintains a complete set of accounting books. Nicky



manages all financial aspects of the gap financing revolving loan fund (business loans), septic system and well water loan funds and reporting requirements of MN Dept. of Transportation, Dept. of Agriculture, U.S. EDA and State of MN.



Jake Huebsch, Transportation Planner, R5DC, reviewed regional plans, facilitated the regional transportation planning workgroup, assisted with preparation of materials and facilitation of all the consortium meetings, and prepared the Transportation Plan Tab.

Qualifications: Jake has 4 years' experience, BA in Community Development from St. Cloud State University. He assists local

governments with transportation needs assessments, carries out planning activities under direction of MnDOT District 3 providing regional transportation plan maintenance and updating, collaborative transportation system planning, facilitation of the Regional Transportation Advisory Council in close coordination with the Minnesota Department of Transportation. Jake is currently in the process of developing Safe Routes to School plans for the communities of Pierz and Pillager.

Tad Erickson, Community and Economic Development

Planner, R5DC, conducted comprehensive climate change impact assessments through Hazard Mitigation Planning work. He also worked with Blanding Foundation on the PCs for People Project. **Qualifications:** Tad has 6 years' experience, a BA in

Finance, Public Administration and History; additional areas of study include Commercial Art and marketing. Tad's current

responsibilities include: Micropolitan Planning Pilot Project with multiple jurisdictions around waste water and storm water planning, Blandin Broadband Project requires civic outreach regarding use of broadband and partner organizations that provide training to underserved populations, Hazard Mitigation Planning of which are disaster recovery plans, Property Assessed Clean Energy (PACE) program development, Microlending Feasibility Study to deliver microlending to the region and numerous county Recreational Facilities Inventories.



Anne Hanson, Economic Development Coordinator, R5DC, was responsible for meeting arrangements, marketing/outreach pieces, and gathering data as needed. **Qualifications:** Anne has 38 years' experience. Manages the Individual Sewage Treatment System (ISTS) program that provides low interest loans to landowners. There have been no defaults associated with this four-year-old program; over 120 landowners have been aided by this program. His responsibilities include data collection for CEDS, publishing a quarterly Township newsletter, grant writing, facilitating Net5 meetings of regions economic development practitioners. Ann prepares loan documents of all of the Region Five lending programs and is its closing agent.



Melissa Radermacher, Controller of External Affairs and Member Services, R5DC, prepared meeting locations, marketing/outreach pieces and gather data when requested. She will also conduct surveys, document minutes, agenda, attendance records, and other requested administrative details. **Qualifications:** Melissa is responsible for all commissioner communication. She schedules and coordinates the organizations outreach and marketing efforts. Reviews and edits Annual Work plans, Annual Reports, CEDS, Personnel Policy/ Operations Manual, and other reports and publications. Manages all the general office duties and performs research for various departments. Melissa also assists the finance department with audit prep and during the audit as well as provides precise processing of loans and loan payments for the four loan programs. When not at Region Five, Melissa is busy running the office of the flooring installation company that she and her husband own.



Dan Frank, Program Managers for Community Development, Initiative Foundation, provided the processes and procedures used to ensure inclusive, extensive civic engagement throughout the entire process. He also worked to ensure that all sectors of the community were

engaged in the effort. **Qualifications:** Dan has over 26 years' experience, BA in Business Administration. He has worked directly with over 60 communities in Central Minnesota providing training, grants, resource referral and technical assistance through the Healthy Community Partnership (HCP) program. His programs help form, train and work with citizen teams of 12 – 20 who then work with the broader community to create and then implement a common Vision for the communities' future. He has performed contract work for two Minnesota Department of Employment and Economic Development (DEED) Framework for Integrated Region Strategies (FIRST) grants and one Federal Department of Commerce Comprehensive Economic Development Strategy (CEDS) project.

Don Hickman, Senior Program Manager, Initiative Foundation, provided oversight of inclusive extensive civic engagement throughout entire process (in all workgroups). He assisted in the facilitation of the Land Use Workgroup, ensured public decision-making, strengthen management and decision-making. **Qualifications:** Don has over 30 years' experience, candidate for Ph.D. aquatic biology, M.A. & S. Biology, B.S. in Biological Sciences. He administers grant programs to support preservation of place, open space and natural resources for regional community foundation that serves the 14-counties of central Minnesota. He also supervises program staff supporting Community Development, Early Childhood and Youth Engagement programs.





Angela Headlee, CERTs/CMAERC Regional Organizer, Senior Program Manager assisted Dan Frank in garnering consortium involvement from regional renewable energy, agriculture companies, as well as from students. She also facilitated the convening of local Utility Companies, HRAs, and Habitat for Humanity. She also conducted trainings about the **Green Step Cities** (<http://greenstep.pca.state.mn.us/>) and the **Green Step Cities Scorecard** (<http://greenstep.pca.state.mn.us/bestPractices.cfm>) which is another tool to be used, with implementing funding, to evaluate the success of key recommendations. **Qualifications:** Angela has 22 years' experience,

Bachelor of Science in Business Administration, Bachelor of Science in Economics (emphasis on finance) North Dakota State University. Angela created the Neighborhood Energy Workshops (NEWs) group to educate residential consumers about energy efficiency and conservation with partnership of local utilities and Community Action Programs (CAP), assisted Central Lakes College with expanding 'Green Job Training', is the regional advocate for Minnesota Green Steps Cities and strived to expand YES! Program (Youth Energy Summit) to Central Region, in cooperation with Southwest Initiative Foundation. Angela is the regional connection to renewable energy and energy efficient resources.

Bill Reinke, former Executive Director, worked with the project until Spring 2012. He was responsible for the initial work on developing an integrated housing plan and incorporate equity and fair housing activities, through cross discipline, inclusive workgroup process. **Qualifications:** Bill has over 15 years' experience in non-profit housing and human service organizations; a Masters degree from Colorado State University and Antioch University and a BA in human services from Elizabethtown

College. Bill has completed the National Internship in Housing and Community Economic Development training and has served on several organizations promoting community and housing development. He has developed many affordable housing projects, is an experienced technical assistance provider with years of non-profit housing program and project management.



Deanna Hemmesch,
Executive Director, CMHP, at first Deanna assisted with the operation of the Housing Workgroup, but became Executive Director of CMHP during the project. She was also responsible for preparing the Fair Housing Equity Assessment and the Housing

Tab. Qualifications: Deanna Hemmesch graduated from St. Cloud State University with a Bachelor of Arts degree in Local and Urban Affairs. She is a certified Housing Development Finance Professional (National Development Council) and a certified Housing Quality Standards Inspector. Before being appointed as Executive Director of CMHP in June, Deanna served as Community Development Director for four years where she assisted with the administration of the Low Income Tax Credit program, administered the HOME Rental Rehabilitation Program and the Acquisition/Rehabilitation Program for foreclosed homes, supervised and oversaw staff administrating federal and state funded programs (NSP, Continuum of Care, SCDP, and Home Stretch). She has been with CMHP since January of 1999.



Phil Hunsicker, Lakes Regional Program

Director, Envision Minnesota, identified key issues in land use, facilitated the Land Use Workgroup, assisted with preparation of materials and facilitation of all the consortium meetings, and prepared the Land Use Tab. **Qualifications:** Phil

has over 22 years' experience, Master of Arts in International Management with emphasis in conservation management. Phil has been a Peace Corps Fisheries volunteer, a park director in African Republic, an environmental trainer at the U.S. Dept. of Agriculture's graduate school in Washington DC, was a Peace Corps environmental education trainer in Gabon Africa and is an accomplished writer. Phil's current responsibilities include helping citizens, organizations and communities to promote and implement a balance of development with conservation through sustainable Smart Growth principles through citizen-driven planning.

Dr. Stacey Stockdill, President, EnSearch, Inc. served as project evaluator. She was responsible for documenting all project activities, engagement in all 26 activities, and preparing the logic model and HUD/DOT/EPA semi-annual reports (Project Update). **Qualifications:** Dr. Stockdill has over 33 years' experience and earned her Ph.D. with specialization in



evaluation, qualitative and quantitative measurement, and statistics from the University of Minnesota. She has conducted market research studies and evaluations, taught courses for MBA, MA, and PhD degree programs and designed and facilitated customized workshops since 1980. She was the 1997 recipient of the Myrdal Award, given by the American Evaluation Association to recognize substantial contributions to the professional practice of evaluation. An evaluation completed by Dr. Stockdill for the St. Paul, MN Technology for Literacy Center was a featured case study in the Council on Foundations book *Evaluation for Foundations* (1993, Jossey-Bass), in *Qualitative Evaluation & Research Methods* (1989, Sage Publications) and in *Utilization Focused*

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Evaluation (3rd Ed. 1997 and 4th Ed. 2008, Sage Publications). In 1995, Dr. Stockdill and Sandra Trice Gray co-authored *Evaluation with Power* published by Independent Sector. Dr. Stockdill collaborated with Keith Mackay, The World Bank, Bobby Milstein, Centers for Disease Control and Prevention, and Donald Compton, American Cancer Society, on *The Art, Craft, and Science of Evaluation Capacity Building (New Directions for Evaluation, no. 93. San Francisco: Jossey-Bass, 2002)*. In this journal, strategic evaluation was illuminated as an effective and seemingly rare process of making evaluation an effective tool for setting strategic direction, documenting impact and improving organizational efficiency and effectiveness.

University of Minnesota and William Mitchell Law Clinic Partners



Jean Coleman, Sustainability Organizer, U of M Regional Sustainable Development Partnerships, assisted with the coordination of the project and leveraged staff and student resources from the University of Minnesota's College of Design, Center for Transportation Studies, Institute on State and Local Policy, Department of Applied Economics, Department of Geography, Center for Urban and Regional Affairs, Humphrey School of Public Affairs, and Mondale School of Law. This work was instrumental in the development of the scenarios, data analysis for the FHEA,

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Reviews of the Comprehensive Plans, and development of the Policy Toolkit. Jean also coordinated work with the William Mitchell Law School **Qualifications:** Jean has over twenty years of experience managing increasingly complex policy development projects in Minnesota, the upper Midwest and northeast states. Jean's work emphasizes stakeholder involvement, sustainable development, and innovative implementation techniques. Jean is an expert on using GIS-based information in developing policy plans. Most recently Jean was project coordinator for the *Minnesota Water Sustainability Framework* (MWSF) project of the University of Minnesota's Water Resources Center. Prior to the Framework, Jean coordinated the development of the *Minnesota Statewide Conservation and Preservation Plan* (SCPP) for the Legislative Citizens Commission on Minnesota Resources. Jean is the author of several guidebooks for local governments on how to incorporate natural resources into land use decisions. Jean is adjunct faculty at the University of Minnesota Law School and the Humphrey School of Public Affairs.



Dr. Kathy Draeger, Statewide Director, U of M Regional Sustainable Development Partnerships, provided oversight of the connection between the U of M and the resilient region planning work and brought the “university assisted” part of the project’s tag line to life. She provided leadership and methods for the scenario work, was an active member of the project core team, and served on the project advisory committee. **Qualifications:** Dr. Draeger has over 22 years’ experience with a Ph.D. in water resource sciences and an MS in Soil Sciences from the University of Minnesota. Kathy is the Statewide Director of the U of M Regional Sustainable Development Partnerships: five regional community driven board and staff initiatives designed to set agendas for sustainable development and engage the U of M resources on community identified issues of sustainable agriculture and local foods, natural resources and renewable energy through oversight of the Clean Energy Resource Teams.

Diane Dube, Resident Adjunct Professor, is the founder and director of the Community Development Clinic at William Mitchell College of Law.

Students in the Clinic work with individuals, non-profits or community groups to address the challenging issues of neighborhood revitalization, equitable development,



and community economic development. During the past academic year, the largest project the Clinic worked on was the Central Minnesota Sustainable Development Plan, a collaborative effort spearheaded by the Region Five Development Commission.

Qualifications: Professor Dube was in private practice for 16 years and handled housing discrimination cases at Southern Minnesota Regional Legal Services for 5 years before coming to William Mitchell. She earned her J.D. at William Mitchell, *cum laude*, and a Master of Public Affairs degree from the Humphrey School of Public Affairs at the University of Minnesota with a concentration in housing and community development. Her interests include the creation of healthy communities that serve the interests and needs of the elderly, and she is interested in doing more work for communities in Greater Minnesota.



Eight graduate students, two law students, and five undergraduates from the University of Minnesota worked on the resilient region project

from summer 2011 through the end of the project: Zach Tagar, Ben Ruth, John Sisser, Michael

Dorfman, Lara Clark, Laura Eash, Hilary Holmes, Amanda Reeck, Ben Shardlow, Chris Evans,

Margaret Stinchcomb, Donghui Wang, Yiping Zhu, Mike Brandt, Mike Smeja Three students worked on the project for 12-15 months. **Zach Tagar**, a Masters in Geographic Information Science (GIS) student, was instrumental to creating the alternative future scenarios considered by the Consortium. Zach also created a GIS-based model for prioritizing locations for meeting future affordable housing needs. This model supported the Fair Housing Equity Analysis. Background mapping available on the Resilient

Region website was created by Zach. Zach holds an MA in International Relations, a BA in Political Science, and will complete his MA in GIS. Zach has recently been hired as a GIS specialist by the Minnesota Department of Natural Resources where he will contribute his skill to the Watershed Assessment Tool. **Ben Ruth** is a senior focusing

on Policy, Planning, Law and Society within the Environmental Sciences, Policy, and Management major. Ben has an Associate of Science Degree in Architectural Drafting/Design and CAD Technology and worked previously for a local architecture firm as a project designer.



Ben provided data research support for the

scenario work and created the narratives for the static map atlas. **John Sisser** is a sophomore majoring in Environmental Sciences, Policy, and Management with a focus on Law and Policy. Along with analyzing comprehensive plans for five cities in the project area, and researching indicators, John edited and completed design and layout for various documents for the project.

Nine law students from the William Mitchell School of Law and one from the Center for Urban and Regional Affairs worked on this plan over four semesters (from summer 2011 Clinic to the present summer 2012 Clinic). David Stellmach, Susie Vang, Elizabeth Lyons, Caroline Devany, Max Page, David Howe, David Holt, Carly Boettcher, Dan Buettner, and Joel Kinder. They conducted legal research and wrote seven memos on a variety of topics, including transportation, land use, affordable housing, economic development, and natural resources. One Clinic student, also enrolled in a Tribal Law course, did her major research paper for that class on a topic for the Commission. Two Clinic students wrote comprehensive land use plans and zoning ordinances on natural resources and affordable housing. A 2012 summer Clinic student is creating a model comprehensive land use plan and zoning ordinance, using these documents and a comprehensive plan and zoning ordinance prepared by two students from the University of Minnesota Law School. A volunteer law student created a database of jurisdictions within Region 5 with links to various websites and documents.