

# Laurentian Vision Partnership 2007-2011 Strategic Action Plan

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## Background

The Laurentian Vision Partnership (LVP) is preparing a multi-year strategic work plan to guide its activities and achieve key objectives consistent with the group's mission. The LVP is a voluntary partnership between private industry, business, government, education and community interests on Minnesota's Iron Range. Since 2000, this group has been working collaboratively to define a vision and drive a proactive mission that can transform underutilized mining lands of the past, and guide future land use decisions to maintain the long-term economic viability of the existing mining lands, ore reserves and competitive world class operations. By working together and building trust, these stakeholders are breaking down old barriers and tackling challenges related to land use, maintaining environmental integrity, creating new economic development opportunities and sustaining the economic health of the region well into the future.

In spring 2007, the LVP membership directed that its Coordinating Committee comprised of Work Group chairs and Sub-regional group representatives work with the LVP facilitator and Iron Range Resources project coordinator to devise a draft action plan for membership review and approval in summer 2007. The plan development process involved a review of the current work plan and accomplishments since 2005; a review of the mission for continued relevance; and completion of a thorough situation analysis to assess our accomplishments, challenges and threats. The outcome was the start of a draft strategic action plan that defines key objectives and activities that must be addressed to meet our changing needs, add value for our partners and enhance our regional effectiveness going forward. More work remains, but this is the beginning framework for a multi-year strategic plan of action.

### LVP Vision:

“Transforming pits and piles into living lakes and landscapes...our legacy for the future.”

### LVP Mission:

The Laurentian Vision Partnership is a regional coalition that promotes the development of productive post mining landscapes by cooperating in

- Preserving lands to sustain current and future mining
- Promoting landscape options for post mining uses
- Identifying and discussing new development opportunities
- Providing the tools to achieve these goals

## Situation Review 2005-2007

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### Where Have We Been?

Where did we begin and where are we today...these were the questions the Coordinating Committee addressed in assessing our current strategic efforts and needs going forward. In late 2004, the LVP membership, after a void in regular meetings, met to reassess and confirm their continued need and

commitment to meet and implement a strategic agenda. They reached consensus on three (3) major action areas for the next 1-3 years and created three Work Groups to develop specific recommendations, priorities and action steps. The three areas were as follows:

- **Facilitate Regional Visioning:** Encourage sub-regional and regional landscape communication and visioning that will support the future economy and community vitality on the Iron Range.
- **Deliver Tools and Resources:** Develop, update and deploy current and existing land design tools that help communities, companies and other stakeholders make informed and innovative land design decisions, solutions and plans.
- **Target Priority Projects:** Support land design projects that demonstrate, pilot and test LVP tools in various applications and locations.

In January 2005, LVP reconvened and developed action priorities and expected results for each of these three major action areas which was then followed by a third work session in March at which the final 2005-2006 Strategic Action Plan was completed which included a vision and updated mission statement. That framework has served as the guide for LVP activities. (See attached 2005-2006 Plan Summary and 2006 Accomplishments)

## What Accomplishments and Advantages Have Been Built?

The Coordinating Committee then proceeded to define and assess major accomplishments and the advantages the LVP has built since 2005, the highlights are as follows:

- We have restructured the organization to provide more clarity and focus.
- Mining companies have stepped up with a commitment of funding and actively participated.
- MDNR has made a major funding and resource commitment to LVP.
- IRR Commissioner has set LVP as a priority and has actively participated in the strategic part of the process with a staff commitment and reclamation/innovation grant funding tied to the LVP mission and sub-regional framework.
- This is a voluntary initiative with buy-in at every level.
- We have built a level of trust and common interest amongst parochial partners.
- The breadth of related subject areas has increased.
- We have remained focused on our mission and it is relevant.
- We have improved communication and linkages with key stakeholders and the general community by:
  - Developing a brand, tag line and logo for consistent application and distribution
  - Developing and updating the large scale projects map
  - Developing the brochure on LVP
  - Broadening our distribution list and scope of available information
  - Helping to organize and actively involve sub-regional groups
  - Broadened Charrette exposure evident in the newspapers, public meetings, event attendance and related opportunities in 2006-2007.
- Positioned to initiate the Iron Range GIS Collaborative project.
- Secured funding for the Mine Engineer Land Use and Design Education Program to be implemented in 2007-2008.
- Used the Charrette process to broadened interest and understanding of the LVP mission.

- The role of the sub-regional groups has expanded and is evolving. We hope this has been embraced and accepted by the groups.
- Charrette tool has been used by other groups now including USX Mn Tac and Mittal Steel...it's receiving recognition and support as a model in mine landscaping that is built on appropriate and balanced design principals.
- Continuing to build the relationships between mining and community needs.
- Starting to see LVP information used in local comprehensive planning and zoning. LVP is a more legitimate source and resource applied by local communities.
- LVP is perceived as a neutral/objective party that is pushing cooperation and good long-term planning.

## Strategic Focus and Priorities 2007-2011

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### How Will We Move Forward and Add Value?

The Coordinating Committee then turned its attention to assessing the major issues, challenges and threats, both internal and external, that the LVP must address to remain viable and effective going forward. A brainstormed list was developed and discussed. The group generally felt that we are on the right course and have built some distinct advantages and value for our partners. They concluded that the mission remains very relevant but we need to do more with the sub-regional groups. They determined that expanded communication, further clarification of regional roles and priorities, continued efforts to expand staffing to provide more direct assistance, and insuring that we have up-to-date information for planning and decision-making is all critical to remaining viable and effective. With this input as a base, the group brainstormed and defined the following areas as being critical and felt these objectives and actions must be addressed by LVP going forward and will fit into the three original Work Group Action Areas that have been the building blocks for the past several years.

### Draft Objectives/Next Actions - 2007 - 2011

- Strengthen and enhance sub-regional and community involvement in Iron Range Resource's grant decision making process related to the Innovation and Mineland Reclamation grant programs.
- Based on the Minorca East Range Pit (Mittal) Charrette results, implement the preliminary stock pile design work.
- Use the mine engineer and design classes as the vehicle to institutionalize LVP landscape design principles.
- Determine how best to introduce and apply LVP design principles to non-ferrous mining on the East Iron Range. Consider the need and timing for a Charrette in this far East Range area.
- Reach out to sub-regional groups, communities and stakeholders, and educate about the LVP process, principles and accomplishments. Possible venues could include Quad Cities 2008 Summit, State Anniversary Celebration events, and others.
- Develop GIS data sets for communities using the Iron Range GIS Collaborative Project.
- Focus on more effective implementation and follow-up of past and current Charrette outcomes:
  - Involve leadership and build commitment to action
  - Clarify priorities and LVP role
  - Provide staff support/other technical support
  - Provide or assist in developing other support resources – both technical and financial
- Reach out and educate key state and federal stakeholders to broaden state and federal support and involvement.

- Maintain a strong regional web presence for LVP and its activities.
- Maintain, update and disseminate current MDNR data – digital mineland data and mapping, projects maps, underground mining information, customized Charrette information...etc.
- Expand MDNR data sets to include more underground mining, wetlands, elevations and related baseline land design information of value to the state and LVP stakeholders.
- Add staff support resources and expand project funding resources to implement LVP priorities and enhance our role and effectiveness
  - Encourage Iron Range Resources to add mining reclamation related staff
  - Assign a half-time Coordinator under Dan Jordan's direction to support LVP activities (i.e. liaison with mining companies and implementation of Charrette outcomes and sub-regional group priorities)
- Continue the organization, design and performance of additional sub-regional Charrette's and consider a Range-wide, Comprehensive Charrette that would look out to the year 2050.
  - Sub-regional Charrettes to consider:
    - Far East Range area
    - Canisteo Pit area
    - West Range – Minnesota Steel area
    - Quad Cities – revisit and regenerate interest
- Measure our success, value and impact, and document as we go forward.

## Next Steps and Responsibilities

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The Coordinating Committee has provided an assessment and initial framework for the entire LVP membership to further assess and decide on its strategic priorities and actions for the next three years. We need to concentrate on measurable results that further the LVP mission with a key focus on:

- Communication and education,
- Sub-regional leadership development and expanded commitment to Charrette implementation and related priorities,
- Institutionalizing the LVP design principles,
- Providing relevant baseline and customized data and supporting technical resources,
- Engaging and challenging the sub-regional groups to use this information and resources to build economic development opportunities, and
- Making sure we add value for our funders and partners which comprise and support this voluntary endeavor.

We will go over all of this information and seek member input at our summer quarterly meeting. We can decide then if further work needs to be done by the major Work Groups and Sub-regional Groups to detail specific action steps and timelines. Finally, we will need to clarify responsibility for the work and organize in the plan outline format for future reference.

## **ATTACHMENTS**

- **2005-2006 Plan Summary**
- **2006 Accomplishments**

## 2005- 2006 Laurentian Vision Work Plan

Revised March 29, 2005

Action Areas	6 - 12 Month Priorities	Expected Results in 2005
<p><b>A.</b> <i>Facilitate</i> <b>REGIONAL VISIONING</b></p> <p>Encourage sub-regional and regional landscape communication and visioning that will support the future economy and community vitality on the Iron Range</p>	<p><b>1. Develop an IRON RANGE COMMUNICATION STRATEGY</b></p> <ul style="list-style-type: none"> <li>▪ Develop and implement a communication strategy that answers <b>what</b> needs to be communicated to <b>who</b> and <b>how</b>, including</li> <li>▪ Set up a grassroots-driven structure for fostering sub-regional/regional visioning and planning.</li> </ul> <p><b>2. Set up a sustainable mechanisms for steering PARTNERSHIP OPERATIONS</b></p> <ul style="list-style-type: none"> <li>▪ Iron-Range based structure for steering roles and meetings</li> <li>▪ Staffing to assure steady progress in implementation</li> <li>▪ Broadly shared responsibility for funding</li> </ul>	<p>1. Every community has opportunity to use/know basic tools</p> <p>2. Move toward developing a "bottom-up" regional development vision that addresses Mine Planning Community Planning/Development Public Policy</p> <p>3. This will be done by working with/within four sub-regions: West Range, CIRI, Quad Cities, East Range.</p>
<p><b>B.</b> <i>Deliver</i> <b>TOOLS and RESOURCES</b></p> <p>Develop, update and deploy current and existing land design tools that help communities, companies and other stakeholders make informed and innovative land design decisions, solutions and plans</p>	<p><b>1. Enhance and Maintain EXISTING TOOLS Maintenance plan</b></p> <ul style="list-style-type: none"> <li>▪ The DNR will continue to provide updated current and future digital mine land data and mapping.</li> <li>▪ The DNR will participate in developing custom products for future charrettes/ other land design initiatives.</li> <li>▪ LV partners will collaborate to improve and enhance the Mesabi areas mine land information</li> <li>▪ Laurentian Vision Partnership data or mapping, whether digital or hardcopy, will require source reference.</li> <li>▪ The DNR will complete development of a "standard" set of Mesabi range mine lands maps</li> </ul> <p><b>2. Develop NEW COMMUNICATION TOOLS and MECHANISMS</b></p> <ul style="list-style-type: none"> <li>▪ Package/develop Charrette information, products and accomplishments for visualization and education</li> <li>▪ Digital mine land data will be made available now and in the future to LV partners and others by request</li> <li>▪ Set up a web presence using local resources including colleges</li> <li>▪ Find funding to write a Partnership Handbook</li> </ul> <p><b>3. Set Up EDUCATIONAL OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>▪ Create a workshop and product for sharing alternative approaches to stockpiling (proactive reclamation). Consider creating a mine hand book and partnering with SME for a venue and money</li> <li>▪ Explore other deployment strategies and educational opportunities regarding our data tool sets and resources.</li> </ul>	<p>1. Developed new tools Hydrology Underground mines Updated mapping/with communication</p> <p>2. Shift from developing to implementing the regional atlas</p> <p>3. Central information clearing house in place</p>
<p><b>C.</b> <i>Target</i> <b>PRIORITY PROJECTS</b></p> <p>Support land design projects that demonstrate, pilot and test LV tools in various applications, and locations</p>	<p><b>1. Initiate a DYNAMIC, ONGOING PROCESS for sub-region-based project identification/implementation</b></p> <ul style="list-style-type: none"> <li>▪ <u>Quad Cities</u>: Take the Quad Cities Land Design Work to the next level</li> <li>▪ <u>Central Iron Range</u>: Support CIRI Pilot projects of the phased plan developed by the local group.</li> <li>▪ <u>East Range</u>: Work with the East Range Community Readiness Effort comprised of Aurora, Babbitt, Ely, Embarrass, Hoyt lakes, Tower and Ex-Officio Members (IRR, NRRI, MPCA, DEED, DNR, IMA)</li> <li>▪ <u>West Range</u>: Support land design need of the Western Mesabi Mine Planning Board</li> <li>▪</li> </ul> <p><b>2. Pursue opportunities to demonstrate land design TOOLS and INFORMATION IN NEW SETTINGS and applications including:</b></p> <ul style="list-style-type: none"> <li>▪ Charrette opportunities that respond to <u>lspat/Inlandand land design needs</u></li> <li>▪ A coordinated effort to implement the <u>Iron Range Wetland Bank</u></li> <li>▪ A charrette to identify land design options for an <u>OHV area at the Laurentian Mine</u></li> </ul>	<p>1. Conduct 2-3 additional charrettes on the Iron Range that demonstrate new applications... ... in various sub-regions and ... involving various issues</p> <p>2. An ongoing process set up for sub-regional groups to work with the regional Laurentian Vision Partnership to prioritize, propose and coordinate charrette/land design projects</p>

### Work Group Action

As a result of the meeting discussion and decisions, tasks were identified for most work groups or specific individuals within them:

Action Areas	Work Group Priorities	Work Group Members	Next Steps
<p><b>Facilitate Regional Visioning</b></p>	<p>1. Develop and Implement an Iron Range Communication Strategy</p>	<p>Joe Scipioni, <i>Convener</i>            Marlene Pospeck, <i>website</i>            Tim Pastika            Doug Learmont            John Koepke, <i>Primer/Handbook</i></p>	<p>1. No further work in planning the communications strategy.</p> <p>2. Fund and proceed to develop the Primer and Handbook ( J.Koepke, C.Carlson)</p> <p>3. Coordinating the communication actions will be one of the primary roles of the LV Coordinator:</p> <ul style="list-style-type: none"> <li>▪ The partners/work group will advise</li> <li>▪ The LV coordinator will lead implementation</li> </ul> <p>4. Develop a web presence for LV</p>
	<p>1. Set up ways to steer partnership operations</p>	<p>John Chell, <i>Convener</i>,            Randy Lasky, <i>Convener</i>,            Garrett Ous,            Dan Markham            Matt Sjoberg</p>	<p>1. Operations structure model is completed</p> <p>2. Launch the staff structure            Develop the position, budget and hiring process for the LV Coordinator and meeting facilitator (S.Layman/R.Lasky)</p> <p>3. Develop a plan and sources for funding partnership activities (Next meeting)</p>
<p><b>Deliver Tools and Resources</b></p>	<p>1. Enhance and maintain existing tools</p> <p>2. Develop new Communication Tools and mechanisms</p> <p>3. Set up educational opportunities to know/use tools</p>	<p>Marty Vadis, <i>Convener</i>            Tim Pastika            Dennis Hendricks,            Pete VanDelinder,            Doug Learmont            Tom Gardner</p>	<p>1. Develop scenario(s) for range-wide expansion and phasing for hydrology, underground mine</p>
<p><b>Target Priority Projects</b></p>	<p>1. Work with subregions to identify needs and support charrettes</p> <p>2. Pursue Ispat Inland Charrette</p> <p>3. Support land design discussion to address the need to coordinate efforts to implement an Iron Range Wetland Bank.</p>	<p>Ray Svatos, <i>Convener</i>            Dan Jordan            Doug Hildenbrand            Doug Learmont            Barry Lesar            Deyle Pankratz            Marlene Pospeck            Tim Pastika            Vickei Tuskan            Randy Lasky            Tiffany Anderon</p>	<p>1. Set up the ISPAT charrette</p> <ul style="list-style-type: none"> <li>▪ Preparation/pre-study schedule</li> <li>▪ Budget/funding plan</li> <li>▪ Participant invitation– local stakeholders, landscape architects etc.</li> <li>▪ Other coordination steps</li> </ul> <p>2. Set up a process for sub-regional groups to prioritize, propose and coordinate charrette/land design projects on an ongoing basis</p>

# Laurentian Vision Partnership

Transforming pits and piles into lakes and landscapes

## 2006 Accomplishments

- The Laurentian Vision Partnership met quarterly on January 11, April 18, July 25, November 1
- Coordination Committee Meetings – The Coordinating Committee was established in November 2005, and met quarterly in 2006 on March 23, June 21, September 20, December 19
- Member survey was sent to all participants and Randy Lasky compiled and reported the results
- CIRI began underground mine mapping work
- GIS workshops held in September/October 2005 – Follow up meetings held on January 11, March 10 and June 7. February meeting held to follow up
  - Next step is to conduct “Proof of Concept” development
- Range wide projects map developed and tweaked. This resulted in the Laurentian Vision Partnership.
- Mittal Steel Charrette discussed and commitment to move forward was established
- January 25<sup>th</sup> – Keewatin/Kee-Tac charrette meeting held. (Interest there - timing is not set).
- February 2006 – Innovation Grant Program launched
  - Three projects submitted to date: Mesabi Mountain Coalition, UTAC Biomass and Pit Lake Prototype
  - Have funded Mesabi Mountain Coalition and UTAC Biomass

- Sub regional groups continue to expand their Laurentian Vision Partnership role and importance
- Range wide elevation data mapping project – collaborative effort to form a group of mining companies and other stakeholders to update this data sent. Great idea – bad timing. This project will be targeted for spring 2008.
- July 2006 – Communication committee presents their communications strategy for the Laurentian Vision Partnership. 4 key areas identified:
  1. Web site
  2. Sub regional group meetings
  3. Complete the primer and print it for distribution
  4. Expand the use of logo and tag line
- Discussion on Copper, Nickel and base and precious metals – presentation by MExA at a future meeting
- Wildlife corridor issue surfaced. Will have a presentation at a future meeting.
- John Chell presented information on the Northeast Minnesota Wetlands Strategy Task Force
- Laurentian Vision logo designed by JPG and adopted by Laurentian Vision Partnership
- The primer morphed into the brochure and Chris Carlson made major strides to complete the Laurentian Vision Partnership brochure