

∞ The Ward M. Canaday Center ∞
for Special Collections
The University of Toledo

Finding Aid

➤ **Calvin M. Lakin Papers, 1946-1996** ◀

MSS-144

Size: 6 linear feet

Provenance: received from Laurie B. Sams, daughter of Calvin M. Lakin

Access: open

Collection Summary: This collection is comprised of Mr. Lakin's professional papers and office files created during his tenure as Executive Director of the Toledo Metropolitan Area Council of Governments (TMACOG). A dedicated civil servant, Mr. Lakin led this non-profit organization of regional governments in its goal of providing technical services to its members.

Subjects: [Civic Interests](#), [Municipal Government](#)

Related Collections: John Grigsby Papers, MSS-128, one of the founders of TMACOG; Toledo Metropolitan Area Council of Governments Records MSS-114; and the Toledo Mayoral and City Council Papers, MSS-061.

Processing Note: The materials had been arranged in folders by Calvin M. Lakin, but because many of the materials overlapped or were received loose-leaf, the materials have been rearranged under more specific headings while keeping as close as possible to original order. All materials within each folder have been arranged in chronological order.

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Completed by: Maria Halovanic, Archival Assistant, Summer 2000; last updated: July 2014

Biographical Sketch

Calvin M. Lakin, born on June 5, 1919 in Freeburg, Missouri, had an extensive career in city management before he became the Executive Director of the Toledo Metropolitan Area Council of Governments (TMACOG) in 1970, a position he held for twenty-two years.

From 1941 to 1945, Lakin served in the United States Army as an Artillery Captain in the Pacific Theater of World War II. After receiving an honorable discharge, he attended the University of Kansas City, earning first a B.A. in Government and Social Science in 1949, followed by a Master's in Public Administration from the University of Kansas at Lawrence in 1951. While he was attending school, Lakin was already building his resume, working as a Community Coordinator in Kansas City, Missouri, and then as an Assistant City Manager in Russell, Kansas. In June of 1951, he became the City Manager of Norway, Michigan, then City Manager of Mexico, Missouri and finally City Manager of Port Huron, Michigan. From 1963-1968 he was a Public Administration Service Advisor to foreign governments, and in 1968 he became a faculty member of Municipal Technical Advisory Service at the University of Tennessee, providing research and advice to local government on urban development programs.

In 1970, Lakin was appointed executive director of TMACOG, a voluntary organization of local governments in regions of Ohio and Michigan. TMACOG was formed in 1968 primarily to review federally funded projects and to address the federal initiative and local intergovernmental needs, but grew to include the Water Quality Planning Agency and Transportation Planning. During the 1970's, TMACOG was imperative in the development of Toledo's physical infrastructure, and soon became recognized by both the state and federal government as "the areawide agency responsible for planned rural development and urban growth, better transportation systems, improved water and air quality, wiser use of energy and natural resources, and long-term economic vitality."¹

Despite its recognition, the early 1980's proved to be difficult times for TMACOG when federal funds were channeled through states with emphasis on state programs and block funding. These changes caused TMACOG to downsize and the Michigan townships of Bedford, Erie and Whiteford to leave TMACOG in 1985. Despite the setbacks, TMACOG became involved in railroads, residential energy conservation, air and water pollution, mass transit and economic development. In the late 1980's, TMACOG planned programs which enabled them to focus on local needs, including sewers, ties with the agricultural community and organized assistance with rural areas, and implementations of the remedial action plan for the Maumee River Basin. It was through these programs that TMACOG established its base of treating infrastructures as natural resources, and solidified its mission "to strengthen local government capabilities through cooperative action to solve areawide problems which cannot be resolved by any single government acting alone."²

Lakin was an active community member during his years in TMACOG, founding the Maumee Valley Future Society, as well as the Foresight Institute to conduct research and provide

¹ *Toledo Metropolitan Area Council of Government: 25 Years of Regionalism 1968-1993*. 3.

² *Ibid.* 5.

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consultation on economic and community development. He was also a member of the World Future Society, the US HUD Advisory Committee on 701 Committee Planning, the National Association of Regional Councils (NARC), the International City Management Association (ICMA), and Lourdes College Board of Trustees.

In 1992, Lakin retired from his position of executive director of TMACOG, but was still retained as a consultant until 1995. He passed away on March 27, 1997.

Scope and Content Note

The materials in this collection are comprised mainly of papers from Calvin M. Lakin's career as executive director of Toledo Metropolitan Area Council of Governments (TMACOG), although some of the papers relate to his career both before and after TMACOG. The papers have been arranged into seven series: **S1. TMACOG**, **S2. Foresight Institute**, and **S3. Sister Cities**, which relate directly to TMACOG activities; **S4. Public Administration Services** and **S5. Consulting**, which are papers compiled both before and after Lakin's position at TMACOG; and **S6. Notebooks**, and **S7. Printed Material**, which are informational material compiled during Lakin's entire professional career.

The **TMACOG Series** is the largest series, and to facilitate research, has been divided into three subseries: *TMACOG General*, *TMACOG Committees*, and *TMACOG Water and Sewer*. The *TMACOG General* subseries consists of programs, correspondence, conference material, the history of TMACOG and various other office papers. The second subseries, *TMACOG Committees*, consists of meeting minutes and printed material generated by the various committees and taskforces of TMACOG. The final subseries, *TMACOG Water and Sewer* is comprised of printed material, meeting minutes and correspondence that relate to TMACOG's efforts to create safe and clean community water systems within Toledo and the Great Lakes region.

The second series, **Foresight Institute**, are papers from the consulting group which Calvin Lakin founded in 1984 to conduct research and advise government in the areas of economic and community development. These papers consist of meeting minutes, correspondence, agendas, and plans for future programs.

The third series, **Sister Cities**, is comprised of information and correspondence from various overseas partnerships that Calvin Lakin helped to establish and maintain. This series has been arranged into folders according to country.

The fourth series, **Public Administration Services**, are papers compiled by Lakin previous to his position at TMACOG. These papers include his monthly reports while traveling abroad in the Mid-East and South-East Asia, correspondence, and a report and planning program on the Kalamazoo Mass Transportation System.

The fifth series, **Consulting**, is a small series of Lakin's papers after his retirement from TMACOG when he was hired as a consultant. These papers include calendars of his activities, contracts with TMACOG, and information on the Citizen's Democracy Corps, an international consulting firm.

The sixth series, **Notebooks**, is information compiled by Lakin during his entire career. Due to preservation of the materials, the papers have been removed from their binders and separated into folders. The Notebooks include information from conferences, a senior thesis, and an Urban System Analysis.

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The final series, **Printed Material**, consists of newspaper clippings, newsletters and brochures compiled over the course of fifty years. The newspaper clippings include personal as well as professional articles on Lakin and related activities.

Folder List

Box	Folder	Description
		S1. TMACOG
		General
1	1	Annual Work Program, 1993
	2	Annual Work Program Addendum, 1993
	3	Budget, 1992
	4	Canadian RAP (Remedial Action Plan)
	5	Canadian RAP, Correspondence
	6	Chairman Emeritus/Founders Recognition
	7	Charts and Blank Forms
	8	Comptroller Activities
	9	Correspondence, 1991-1997
	10	Directory of Local Public Officials
	11	The Forum for History and Business, Conference (1 of 3)
	12	The Forum for History and Business, Conference (2 of 3)
	13	The Forum for History and Business, Conference (3 of 3)
	14	General Assembly
	15	History, 1968-1980
	16	History, 1980-1993
	17	ICMA, China Visit, 1981
	18	ICMA, Miscellaneous, 1981-1993
	19	Lakin Biography
	20	Maumee River Remedial Action Plan
	21	Maumee Valley COG
	22	Member Handbook, 1994
	23	National Association of Regional Councils, (NARC)
	26	Regional Roles
	27	Retirement
	28	Roth and Clark Fees 1991-1992
		TMACOG Committees
2	1	Air Quality Task Force, 1992
	2	Areawide Growth Policies, Minutes, 1991
	3	Areawide Growth Policies, Minutes, 1992-1993
	4	Areawide Growth Policies, Correspondence
	5	Areawide Growth Policies, "Areawide Economic District" Drafts

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	6	Areawide Growth Policies "Areawide Econ. District" Corresp.
	7	Areawide Growth Policies, Printed Material 1991- 1993
	8	Capacity Building Committee, 1981
	9	Energy Task Force, 1990-1991
	10	Executive Committee Meeting Minutes, 1991
	11	Executive Committee Meeting Minutes, 1992
	12	Executive Committee Meeting Minutes, Oct 1992- June 1993
	13	Management Committee Meeting 1990-1992
	14	Management Committee, Correspondence 1986-1992
	15	Network Committee, 1981-1982
	16	Northern Wood Planning Committee Meeting, 1990-1991
	17	Northern Wood Planning Committee Meeting, 1992
	18	Northern Wood Planning Committee, Correspondence 1990-1992
	19	Policy Decision Making Committee, 1981-1982
	20	Strategic Planning Committee 1988-1989
	21	Strategic Planning Committee, Environment
	22	Taxsharing Team 1988-1991
		TMACOG Water and Sewer
	23	Fulton County
	24	Legal Institute of Great Lakes
	25	Lake Erie West
	26	Regional Water and Sewer System Study
3	1	Toxins
	2	Water Supply Issues
	3	Wood Co., Perrysburg Water Sewer Exchange
		S2. Foresight Institute
	4	Agenda, 1994-1996
	5	Agenda, 1997
	6	Daylog
	7	Foresight Info, (1 of 2)
	8	Foresight Info, (2 of 2)
	9	Formation, 1984, 1993
	10	"In Search of Community"
	11	Meeting Minutes, 1993-1994
	12	New Programs, 1994 - 1995
	13	Notes, 1993

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		S3. Sister Cities
	14	Bulgaria
	15	Canada
	16	China
	17	Croatia
	18	Croatia, Connections
	19	Czech Republic
	20	Hungary
	21	Lithuania
	22	Poland
	23	Poland, Printed Materials
	24	Romania
	25	Russia
3	26	Slovak, Latvia, Poland
	27	Slovakia, Lithuania
	28	Ukraine
		S4. Public Administration Service
	29	Correspondence, 1963, 1966-67
	30	Kalamazoo Mass Transportation, Introduction
	31	Kalamazoo Mass Transportation
	32	Kalamazoo Mass Transportation, Kalamazoo Planning Program
	33	Monthly Reports, 1964-1965
		S5. Consulting
4	1	Calendar, 1994
	2	Calendar, 1995
	3	Citizens' Democracy Corps.
	4	Contracts, 1992
	5	Contracts, 1993
		S6. Notebooks
	6	Economic Outlook 1980-1985
	7	Futurics III (1 of 3)
	8	Futurics III (2 of 3)
	9	Futurics III (3 of 3)
	10	Matzinger, James, Writings
	11	Urban System Analysis (1 of 3)
	12	Urban System Analysis (2 of 3)

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	13	Urban System Analysis (3 of 3)
		S7. Printed Material
	14	"Community Politics"
	15	"Future Survey"
	16	Industrial Parks, Regional Information
	17	"Intellectual Capital Exchange"
	18	Lagrange Development Corp.
	19	Newspaper Clippings, 1946-1963
	20	Newspaper Clippings,
	21	"Noetic Sciences Newsletter"
	22	"Ohio Foresight"
	23	Ottawa County
	24	TMACOG
	25	Miscellaneous