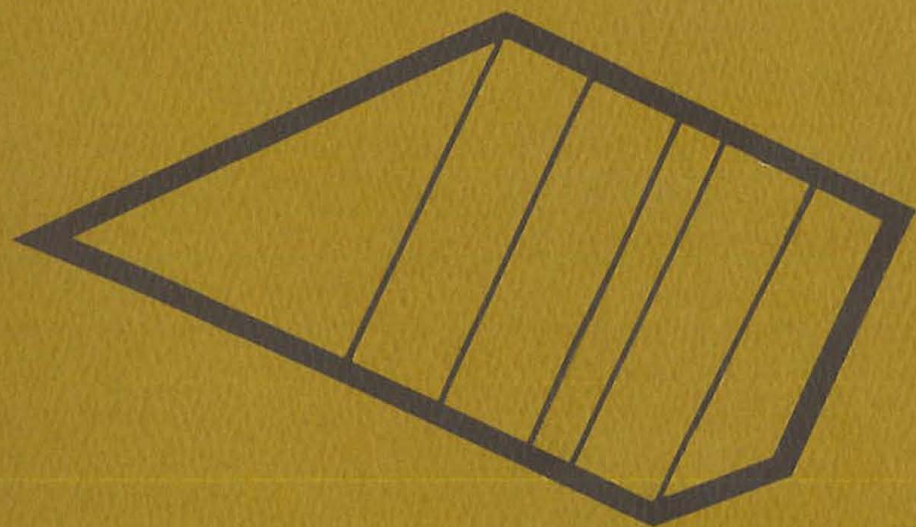


LORNE DE L'ACADIE

HUMAN DEVELOPMENT PROJECT



**CONSULTATION
SUMMARY STATEMENT**

APRIL 1977

LORNE DE L'ACADIE HUMAN DEVELOPMENT PROJECT

CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programmes

Epilogue

LORNE DE L'ACADIE HUMAN DEVELOPMENT PROJECT

EXECUTIVE SUMMARY

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II. The Objectives of the Project

III. The Objectives of the Project

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V. The Objectives of the Project

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This is a publication summarizing the
Lorne de l'Acadie Human Development Project
which took place in
Lorne, New Brunswick, The Dominion of Canada
April 10-16, 1977
organized by
The Institute of Cultural Affairs
consultants

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PROLEGOMENA

I

THE LOCATION

The Lorne de l'Acadie Human Development Consultation was the initial step in a comprehensive development demonstration project in Canada. The project name, Lorne de l'Acadie, is derived from the location of the village of Lorne in the Acadian region of New Brunswick. The Project began through a cooperative effort of village leadership in conjunction with the Institute of Cultural Affairs and deals with both social and economic problems in a comprehensive development programme. The intention is to establish a commercial and industrial base by tapping existing village expertise and local natural resources, to provide viable social structures and services now lacking and to enhance citizen involvement through training and engagement programmes. The Project is seen as a pilot programme whose methods can be repeated in other communities.

Canada, occupying almost four million square miles of the continent of North America, is the second largest country in the world. It stretches from the Atlantic Ocean in the east to the Pacific Ocean in the west and from the United States border in the south to the northern islands of the Arctic Ocean. Although Canada's sparsely inhabited northern territories are opening up to settlement, most of the nation's 22 million people live in a 300-mile wide ribbon along the 4000-mile southern boundary. The rugged land, the extreme of its climate and the different cultural backgrounds of its people have fostered a great diversity among its ten provinces and two northern territories. Thousands of years ago the Inuit and Indian peoples came across the Bering Strait and settled along the northern and western coasts and continental rivers. By the 10th Century A.D. the east coast of Canada was known to European fishermen but permanent settlements did not begin until the 17th Century. European settlement has spread westward from the forests and fisheries of the Maritime Provinces on the Atlantic seaboard to the commercial and cosmopolitan centres of Quebec and Ontario, across the prairie provinces of Manitoba, Saskatchewan and Alberta to the mountains of British Columbia. Once the agricultural base had been established by the more permanent settlements in the south, Canada's economic growth flourished with an abundance of human and natural resources. The tremendous mineral wealth of the Canadian Shield around the Great Lakes and St. Lawrence River, the oil fields of Alberta and the mines and forests of British Columbia now provide the economic base for the country. This prosperity, however, is not shared equally across Canada. The original peoples,

the many ethnic and cultural groups each with its own language and cultural traditions, and the two main cultures (the French-speaking and the English-speaking peoples) have recently intensified the creative tension between regional autonomy and national identity. Canadians are now actively discussing how to refocus the emerging cultural and economic objectives of the peoples, how to resolve the political differences in all sectors of the government and how to effect responsible change at the local level; in the fishing villages, in the farming communities, in the mining towns, in the isolated northern settlements, and in the urban neighbourhoods across the country.

The Maritime Provinces were originally inhabited by the Micmac Indians whose territories extended from the Appalachian region of New England northwards through Labrador to the eastern Arctic. About 1000 A.D. Norse settlements began in "Vinland" (probably Newfoundland) and Portuguese and Scottish fishermen began to fish the Grand Banks of Newfoundland. In the year 1534 Jacques Cartier's ships entered the bay near Lorne and named it La Baie de Chaleur (Warm Bay). During the next two hundred years only isolated settlement occurred. Meanwhile, French, Irish and Scots were settling in Acadia (Nova Scotia), a name meaning "abundance" or "bounty". These settlers built cohesive communities of unusual independence and resilience. By the mid-eighteenth century, with tensions between the French and English colonial interests at a fever pitch, local agents of the British Crown expelled the Francophone Acadians who dispersed across eastern North America including northern New Brunswick. The land to which the refugees came in New Brunswick had been divided into 32 seigniories (land grants) given to local French lords who were then in control of the area. Plots of 100 acres were laid out in narrow, parallel strips, each with access to the nearest transportation route. This traditional system of land allocation, which survived after the disappearance of its French innovators, has resulted in strip settlements along northern New Brunswick's highways and rivers with little to pull them together. The independence and hardiness of the Acadians has also permitted these communities to endure under harsh environmental and economic conditions but has made community-wide economic growth difficult. Historically, development occurred more readily in the south, where larger more concentrated urban areas attracted increased settlement and industries through various favourable economic incentives. In Restigouche County, where Lorne is located, the unemployment rate is the highest in the Province. The county had a per capita annual income of \$2,960 in 1974, an average of \$59 per week. Creative programmes are now underway to assist small industry and to upgrade employment.

The first period of European settlement in the area now known as Lorne occurred in the 18th Century after the expulsion of the

LORNE

Acadians from Nova Scotia. The first recorded applications for title to the land were made to the British Crown in 1815 and denied. By 1838 it is recorded that two families received deeds to farmland: John Doyle and Fred LaPointe. After Canadian Confederation in 1867, there is record of a large-scale granting of titles to land in the area. During this period of the community's growth, which lasted until 1900, the families which still form the majority of Lorne's population claimed land tracts and the basic forms of the settlement were established. Lorne was named in 1879 after the Marquis of Lorne, a Scotsman who was Governor-General of Canada from 1878 to 1883. Few shifts in population have occurred since 1900, except for some outsiders who married local girls and a few who left Lorne for employment elsewhere. From the beginning, Lorne inhabitants have been of French, English or Irish stock. They have a distinctive dialect which is a unique blend of French and English in combination with an Irish rhythmic lilt. Although French is the mother tongue of most people, English is also widely used. Most adults are fluently bilingual, though many cannot read or write. Over the years, Lorne has become a somewhat isolated community, set back five miles from the main highway along the Baie de Chaleur. Most of the population is interrelated through marriage and family relationships are strong, with married children living near their parents. Elders are regarded with respect. Lorne is located in an unincorporated services district and has no formal structure of local self-government.

BASELINE

The Project area is located five miles inland from Highway 11, a two lane highway open all year. Regular rail and trucking services are available. Dalhousie and Belledune are nearby deep water ports. There is a daily passenger service between Charlo airport and Montreal. The community of Lorne is a strip of houses on each side of the road. The road extends four miles along an east-west road and for about a mile along the two roads to the north, giving access to Highway 11 along the coast. "Up the road" (Lorne West) and "Down the road" (Lorne East) are still seen as somewhat different districts. The village is bounded on the east by Louison Creek and on the west by Nash Creek. During the long, cold winter the temperature can drop to as low as -35°C with heavy snowfall and drifting; in the warm short summer, temperatures average 25°C and can reach 30°C. The community presently has a population of 1050. The adult population over 18 years of age is 627. There are 35 different family surnames; five of these represent almost 70% of the population. The 224 houses in Lorne range in architectural design from one room shingle and frame construction, Acadian and early log cabin designs to modern ranch style bungalows and larger houses of up to 6 and 7 bedrooms. All are of wood frame construction. Many are relatively small and simple in appearance, functionally suited to cold winters with convertible stoves or oil furnaces. Drinking water supply is from wells usually connected to a house plumbing system, although there are still some homes where water is carried in pails. There are 139 telephones in Lorne. The service is available through 2-party or

4-party lines. Fire protection, ambulance services and snow removal of the main access roads are provided by Jacquet River, 8 miles away. Police protection is provided by the Royal Canadian Mounted Police from Jacquet River. The nearest doctor and hospital service is at Dalhousie, 26 miles away. A district nurse visits the community two days a week for home visits and clinic consultation. There are six general retail stores in Lorne, five canteens, three pool rooms, one gasoline station, two agents for chain saw sales and one used car lot. There is one small sawmill which employs two men during the summer. Brunswick Mines, Nigadoo River Mines and the Brunswick Smelter are the three largest outside employers accounting for about 117 men. Unemployment among the men of working age is estimated somewhere between 50% and 75%. Few of the women see themselves as part of the work force, and 12 or less have jobs. Some families grow vegetables in their own garden, but no crop-farming is now done. Out of a potential 90 students for high school, 25 are presently attending with five in grade 12. These students travel to Dalhousie to attend classes. The Roman Catholic Church plays a major symbolic role. The local church, school and parish hall provide the most obvious focus for the whole community.

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an international research, training and demonstration group concerned with the human factor in world development. It grew from a programme branch of the Ecumenical Institute and is now federally incorporated as a non-profit corporation. The Institute has headquarters in Brussels, Bombay, Chicago, Canberra, Hong Kong and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 25 nations. The Institute's programmes around the world are supported by grants, gifts and contributions from government departments and agencies at the federal, provincial and municipal levels and from private foundations, corporations, trusts and concerned individuals.

ORIGIN

Since 1968 the Institute of Cultural Affairs has been working in Canada with people concerned with the revitalization of local communities. In 1970 resident staff were located in Montreal and Winnipeg. Training programmes and one-day community forums have been held across the country resulting in the opening of six additional offices. During November and December 1976, graduates of these programmes working along with full-time ICA staff began an extensive search throughout the Maritimes to select a site for a pilot project in which to demonstrate the effectiveness of a

comprehensive approach to community development. After visiting many communities and consulting with local citizens, the staff of the Institute was invited to initiate a pilot project in Lorne. Because of its isolation and its socio-economic needs, this rural community seemed to be most suitable for the Project. Indeed it would be difficult to locate a place which would be more typical of both the need for and the possibility of human development. Staff established temporary residency in the area during the last week of January and began preparations for the Consult while seeking facilities in Lorne itself.

PARTICIPANTS

The Consult took place from 10-16th April 1977 in Lorne, New Brunswick. There were 350 consultants, many of them residents of the project area. Approximately 500 additional residents were indirectly involved through field work contacts. Each day, Consult teams spent many hours visiting and talking with local people in their homes and places of work. The 93 non-resident consultants represented both the public and private sectors and attended the Consult at their own expense. The expertise represented by these people covered a broad spectrum of skills and experience. Specific professions included construction, banking, wildlife management, advertising, various aspects of education, business management, nutrition, fish biology, nursing and other arenas of health care; provincial and federal government structures were also represented. The Lorne residents attending also reflected a broad spectrum of expertise. These included teachers, woodcutters, carpenters, miners, construction workers, smelting foundry workers, a systems controller, heavy machinery operators, secretaries, students, shop owners, trappers, a sawmill operator, a pulp cutting operator, a used car dealer, clergymen, musicians, cooks and housewives.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Lorne. Second, they discerned the Underlying Contradictions which are blocking the realization of that vision. Third, they built a set of overall Practical Proposals for dealing with the contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realized. Finally, they discerned the Actuating Programmes which would allow the application of the Tactical Systems. The time of the consultants was divided between working in teams interviewing residents, investigating resources and studying alternative possibilities, and workshop sessions and plenary gatherings in which the accumulated data and team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist residents of Lorne in accelerating the impact and empowering the expansion of the Project in the community.

IMPACT

The readiness of the village of Lorne for the Consult was illustrated in several ways. Six weeks before the Consult a Community Forum, a one-day planning event, was held with 150 persons braving one of the winter's worst snowstorms to attend. It was the first time the village had ever gathered together to look at their future. A follow-up meeting the next week with 90 people in attendance enthusiastically affirmed the decision to begin a project in Lorne. Local residents continued to meet weekly with ICA staff to plan and carry out Consult preparation tasks. A team of 20 men and youth built 60 tables for the Consult sessions and painted the Parish Hall in bright colours. Other residents created decorative banners for the hall and accompanied ICA staff in systematic visitation to all homes. One hundred and twenty-five residents participated directly in the final week of preparation. The opening feast was a festive occasion with over 700 residents and local and national dignitaries welcoming the outside consultants. Vegetables, poultry, homemade bread, and loaned vehicles were provided by the community during the week. During the Consult, people representing diverse segments of the community came to participate in the planning. Braving cold weather, drifting snow and strong winds to make visits in the village, residents discussed hopes, dreams, problems, and issues. Individuals who were employed during the day joined the Consult at night and worked long hours. A number of children arranged to take the week off from school to participate in the planning. During the closing feast one resident remarked, "I've been here for 36 years without doing anything and I've been sitting back for too long". Another was heard to say, "My dreams are coming true". At the closing feast several announcements were met with loud and spontaneous applause. A resident filed an application to run for the District School Board. Preschool registration and opening was announced for the following week as was a meeting with a representative from the Credit Union to discuss the beginning of a Lorne cooperative.

FOLLOW-UP

The task following the Consult is to begin implementing the tactics which are reported and summarized in the 14 programmes in this document. First, this will involve the ongoing meeting of Lorne de l'Acadie Consult participants, local leaders and residents to plan and initiate specific programme implementation. Second, training will be needed for those who will bear responsibility for major aspects of the Project. Gathering community consensus on all aspects of the Project will be a continuing necessity. Finally, project initiation requires that catalytic staff reside in the community to begin training and building the esprit de corps that will allow this community to be a sign for others.

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community provides the elements required for a human development project. In the past 20 years, the work of the Institute of Cultural Affairs in inner city neighbourhoods, suburban towns, and rural villages across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is representative of other local situations, is visible and is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterized by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatizes the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasized at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus, attempts toward economic development are easily dissipated. Second schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by enticing non-resident shoppers, by borrowing money and extending credit lines, by using provincial and federal funds and, in some instances, by soliciting special cash grants and donations in-kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, by

expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unity. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, regional, provincial, national and international levels.

SOCIAL

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilizing community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project; thus, they can be the difference between social despair and creative engagement.

ACTUATION

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both the public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding, and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all the programmes is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programmes are required to ensure the coordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross section of the whole community, thereby building the cooperation vital to effective results in every programme arena within a period of six

to twelve months. Although the acceleration and stabilization of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

DOCUMENT

The body of the following summary document contains the detailed findings of the Consult. It is divided into five parts. Part I deals with the Operating Vision; Part II, the Underlying Contradictions; Part III, the Practical Proposals; Part IV, the Tactical Systems; Part V, the Actuating Programmes. The first two paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the particular findings of each phase. Each part of the document also contains one or more holding charts which illustrate specific aspects of the narrative and provide an overview for the entire section. The concluding section offers insights and recommendations about matters such as project funding, phasing designs, staff requirements and replication possibilities and procedure.

PRACTICALITY

This summary report is intended to be a highly practical tool. It summarizes the results of the consultation research which provided an occasion for local citizens to focus their concerns, their hopes and their dreams creatively on the task of reshaping community. This document, therefore, symbolizes the participation of the Lorne people in practical decision-making about their future. In so doing, the report itself is the incentive needed for actuation of the Project. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community renewal. Finally, it serves as a handbook for all those who will work in Lorne putting the model into effect and as a guide to those elsewhere who will replicate this Human Development Project.

PART ONE

THE OPERATING VISION

VISION

The first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Lorne de l'Acadie. Such a vision for any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All these form who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community consciously stands present to that vision can local community development occur. The process of objectifying this vision in a formal model is lengthy. This is explained in part by the fact that no community, by itself, can grasp its own vision. It was only when the subjectivity of the residents of Lorne was impacted by the objectivity of the guest consultants that the operating vision of the community emerged.

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent the day in the field becoming generally familiar with the community. In addition to this over-all survey, each team was assigned to investigate closely a specific aspect of community life - agriculture, business, services, social development and education. The teams covered the whole geography of the community, talked informally with people they met, visited local gathering places, surveyed community facilities and were invited into the homes of residents. Through these activities, the consultants were directly in contact with a significant percentage of residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 129 pieces of data from the five teams were ordered into the basic categories of the present model. Plate 1 gives rational, objective form to the operating vision which exists in the understanding of the people of Lorne. It was in relationship to this model that the underlying contradictions could be discerned in the subsequent phase of the consultation.

RESULT

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. Its three major sections indicate the overarching dimensions of the vision of the people of Lorne. Section A, Toward Effecting Economic Development, indicates the hope shared by residents of Lorne that their community attain self-sufficiency through new local industry, expanded commercial activities and effective use of their village's natural and human resources. Section B, Toward Providing Inclusive Well-Being, points to a desire for all Lorne residents to share in the benefits of basic human services and a secure community environment, to acquire expanded access to the larger society, and to receive basic practical care. Section C, Toward Furthering Social Development, reveals the deep longing present in Lorne that the community become self-reliant by providing full practical training, designing methods and forms for citizen engagement and forging a distinctive and effective common style for the village in its internal and external operations. The Operating Vision Chart is further broken down into nine master categories in which 104 items are held in 26 components. It is in these that the practical substance of the vision is held. Three of the nine components, Local Industry, Business Activities and Village Resources, are related to Economic Development. Three more are related to Inclusive Well-Being. These are Secure Environment, Expanded Access and Basic Care. The final three components, Practical Training, Citizen Engagement and Common style, are related to Social Demonstration.

SUSTENANCE

The people of Lorne have a strong desire to develop economic self-sufficiency. During the Consult, residents expressed an eagerness to begin several local industries and business activities. The people desire industries formed as cooperative ventures or by shared ownership with invested savings. Diversified commercial outlets like a prescription service, clothing shop, maintenance centre, and stores offering broader basic household commodities are desired, thus making staples and luxuries available locally. Financial services are needed to make personal and business loans, to provide affordable insurance and to supply banking capabilities and bill-paying facilities. In addition to revitalized business and industry, the vision includes utilizing the village's abundant resources. The people see the possibility of using the tillable land, the wildlife and the local forest for economic development. Through agriculture, the people would upgrade their diets, earn money, and conserve the land for future generations. The vision is to manage the wildlife reserves through fishing, trapping, hunting and game controls. The vision for the forest is to utilize the trees in clear-cut logging operations, and then to make specialty products and furniture. Lorne's most important resource is its manpower and their deep-seated hope for year-round employment.

CARE

Community residents believe that services are needed to ensure public safety, relations with the province and basic citizen care. Organizing a volunteer fire brigade and procuring fire-fighting equipment is seen as necessary for adequate fire protection. Sidewalks, road repairs, street lights and traffic patrol are also envisioned. The residents see the need for legal assistance to ensure equitable justice and fair enforcement by police and courts. The vision of community extension is a postal service including postage sales and regular secure deliveries, private line phones, effective snowploughing, new roads and regular public transportation. The people of Lorne desire basic care for physical health, public works and family residences. The vision for health includes local emergency treatment, ongoing services and training in preventive measures. Adequate sewage disposal, a safe water supply, full-time electricity and trash pick-up are desired. The community envisions additional homes, renovations, repairs and favourable loan terms so that all homes can be adequate for the number of persons in the family and the severe winter weather.

MOTIVITY

The people of Lorne realize that the development of the community depends upon practical training, citizen engagement and the common style of the community. They envision an increase in employment as a result of technical training to upgrade skills, on-going training in management knowledge, bilingual literacy and basic skills, high school certification classes, and the creation of additional jobs in the community. The people desire a pre-school to prepare children for the elementary classroom, accessible local schools, supplementary curricula and diversified experiences to improve childhood learning. The formation of civic organizations and the provision of recreation opportunities and elders activities would provide opportunities for citizen engagement. A municipal council, public meetings, leadership development and effective task forces are elements desired for organizing the community. The residents desire year-round recreation facilities, including a sports arena capable of housing an indoor hockey rink and other entertainment options. The vision to involve elders includes social events, physical care and useable meeting places. Common style will be stimulated through identity-enriching events and external trips. Retaining Lorne's heritage and individual family histories is the vision for ways of forming community identity. The people envision a voice on the school board, provincial representation and promotional campaigns for Lorne that release a positive image in the province.

OPERATING VISION CHART

A Summary of the Existing Operational Vision of the People of Lorne de l'Acadie

A – toward EFFECTING ECONOMIC DEVELOPMENT self-sufficiency			B – toward PROVIDING INCLUSIVE WELL-BEING human services			C – toward FURTHERING SOCIAL DEVELOPMENT self-reliance			
LOCAL INDUSTRY I	BUSINESS ACTIVITIES II	VILLAGE RESOURCES III	SECURE ENVIRONMENT IV	COMMUNITY EXTENSION V	BASIC CARE VI	PRACTICAL TRAINING VII	CITIZEN ENGAGEMENT VIII	COMMON STYLE IX	
Introducing MANUFACTURING SHOPS	Community Mills	Affordable Luxuries	developing AGRICULTURAL POTENTIAL	Lucrative Farms	ensuring PHYSICAL HEALTH	Emergency Treatment	School Preparation	Leadership Development	Retained Heritage
	Cooperative Ventures	Household Supplies		Local Produce		Ongoing Services	Child Care	Municipal Council	Family Histories
		Varied Stock		Dietary Supplements		Medical Centre	Extended Hours	Public Meetings	
		Inexpensive Goods		Land Conservation		Village Equipment	Prevention Measures	Broader Experiences	
Shared Ownership	Invested Savings	diversifying COMMERCIAL OUTLETS	managing WILDLIFE RESERVES	Seasonal Trapping	installing PUBLIC WORKS	Swage System	Subsidized Curriculum	Targeted Facilities	Town Incorporation
				Assured Hunting		Water Supply	Disaster Experiences	Youth Teams	improving EXTERNAL RELATIONS
				Game Control		Full Time Electricity	Access Schemes	Community Entertainment	
				Carpentry Products		Grocery Stores	Surface Repairs	Trash Pickup	Inter- community Preparation
Fostering HANDICRAFTS ENTERPRISES	Needle Crafts	offering FINANCIAL SERVICES	utilizing LOCAL LUMBER	Logging Operations	upgrading FAMILY RESIDENCES	Additional Homes	Trade-Name Sales	Physical Care	Provincial Representation
	Specialty Items			Regular Schedules		Job Training	Mentoring Programs	Enabling Structures	
	Finishing Facilities			Additional Roads		Necessary Renovations	Bringing Literacy		
	Traditional Foods			Banking Facilities		Guaranteed Markets	Understanding Council	Effective Snow Ploughing	Regular Repairs
Special Techniques	Available Loans	assuring FULL EMPLOYMENT	Year Round Jobs	Police Relations	Fair Enforcement	Equitable Justice	Working Youth	Women's Professions	
	Payment Services								Preferred-Rate Insurance

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Lorne. The term "contradiction", as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the Operating Vision. Contradictions are closely related to relatively invisible deep currents of history and therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly by identifying the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the Underlying Contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating Practical Proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories but are significant indicators of original solutions.

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arenas of the vision. In this way, the values of comprehensiveness and depth were both held in the team's overall analysis. Keeping in mind the profound trends of history, which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants which field visits had revealed in order to identify the objective deterrents to the practical vision. Upon returning from the field, each team listed its data and built a prioritized list of blocks to the total vision. The 194 pieces of data were then organized into a comprehensive set of fifteen underlying contradictions facing the people of Lorne.

As the accompanying chart (Plate 2) indicates, fifteen foundational contradictions were discerned. Under these are subsumed all of the specific deterrents and blocks identified by the consultants. These contradictions are prioritized by the number of deterrents listed under each. This listing indicated the amount of attention each arena elicited from the group.

RESULTS

This form of prioritizing is not the only criterion for discerning the major contradictions to the Operating Vision, but it is an informative and, therefore, an important step in holding the entire matrix of contradictions present in the situation. The bottom of the chart delineates the number of responses in each column and the overarching groups of contradictions. The first three contradictions stand together with 62 items which constitute slightly less than 32% of the 194 separate items on the whole chart. The next four contradictions combined also contain 62 items or 32%. Contradictions VIII - XI taken together account for 23% of the total; the remaining four contradictions drew 13% of the responses. This pattern of contradictions reveals the necessity for a clearly focused development plan. The first group discloses the need for Lorne to find ways of working together to obtain services and benefits needed for community well-being. The second grouping reveals the necessity for training to deal with the complexities of modern economic and social life. The third grouping indicates the importance of fostering community pride and spirit in doing practical local development. The final grouping discloses a yearning for means of participating in economic and social life in the village. The entire set of fifteen Underlying Contradictions provides a basis for creating Practical Proposals.

1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 2680, 26

CONTRADICTION I

Ineffective Functioning of Cooperative Efforts

The first contradiction determined by the consultants has to do with cooperative effort among the citizens of Lorne. People all over the world are discovering that the resolution of society's problems requires the cooperative participation of people who are affected by those problems and the formation of special structures to allow such cooperative effort to take place. In Lorne, citizen cooperation is often replaced by individualistic efforts and rivalry which works against the community's sense of common destiny. There is a tradition of individual accomplishment which has created a sense of pride in being able to undertake a business alone or to build a house alone. The emphasis on the individual's well-being means less interest in matters which affect the whole community. People participate reluctantly in organizations and decisions affecting the whole village. This is illustrated by short range cutting in the woods without consideration for the future availability of wood. People become discouraged when carrying out their own ideas and are not able to realize plans which call for group action. In addition, there is no established form of recognition for individuals who make significant contributions to the community. Community residents do not regularly have contact with each other and do not work together to share responsibilities such as child care, or create ways to share responsibly a common resource such as telephone party lines. Unless effective cooperation is released, citizens of Lorne will find themselves unable to respond to the present challenges and will not be able to make the best use of the community's potential and wisdom.

CONTRADICTION II

Partial Access to Essential Services

The second contradiction lies in the arena of essential services. In order to upgrade the quality and diversity of services available to local communities there is a trend toward establishing the administration of essential services on a regional basis and encouraging the citizens to avail themselves of these services. However, in Lorne citizens do not have many of these basic services. An example of this is the lack of adequate fire protection. The nearest fire truck and volunteer firemen are 30 minutes away in good weather. Most health services are located 25 miles from Lorne and are difficult to reach. The inconvenience is especially apparent for people who do not have personal means of transportation. There is no public transportation in Lorne so residents must rely on the goodwill

of others to give them a ride. Public transportation is expensive. No creative ways of attracting doctors or dentists, even on a part-time basis, have been designed. Basic utilities are not delivered to Lorne in the same quality as might normally be expected because of its distance from the main route, Highway 11. Until Lorne citizens create methods for the effective use of regional services, their health problems will not be adequately dealt with and they will find themselves cut off from the benefits that are now provided.

CONTRADICTION III

Unperceived Approaches to Available Benefits

The third contradiction discerned by the residents is related to the arena of available civic benefits. Communities across the globe are responding to new situations out of clear perceptions of what community benefits are available and how to obtain them. In Lorne, there is still a cautious attachment to outmoded approaches of securing such benefits. Life styles have been formed in relative isolation, partially through the lack of relevant outside contacts and little experience in trying new ways to succeed. For example, new solutions could have been sought to establish a wood products industry or to get the necessary fire and snow-ploughing services. Even where the source of the presumed solution was evident, such as improved telephone, banking and postal service, it appears that often no formal request was made for the improvement. Discussions of educational issues have been limited due to the widespread fear that any structural change would be too expensive, although the exact effect this would have on the tax bill was never ascertained. The fear of failure is present even before the issue is practically dealt with. Unless the residents' fear of failure can be turned into an active and flexible stance which builds creative models to secure available benefits, new civic benefits and projects will not come into being.

CONTRADICTION IV

Unstructured Forms of Common Polity

The fourth contradiction is in the arena of common polity. At a time in which communities around the globe understand that economic and social development must be coordinated by local people, Lorne has no structure that allows for regular decision making. The community has not prioritized its needs. It has also not been able to decide what course of action to follow or how to organize to get it done. There is no one recognized to speak for Lorne in municipal incorporation procedures or in

negotiating for improved mail service, fire protection, and safer roadways. In addition, there are no regular means of holding community organizations accountable for the management of their budgets. Because such structures do not exist, residents view each other with the suspicion that individuals have hidden motives of personal gain. Until the village can create structures for decision making that involve all residents and structures which have the power to speak on behalf of the people, Lorne will find itself ineffective in realizing the needed social changes.

CONTRADICTION V

Obsolete Methods of Commercial Marketing

The fifth contradiction indicated by the residents of Lorne is in the arena of commercial marketing. In the last several years, the business world has refined the process of selling by identifying the potential market first and then developing the product in accordance with the desires and needs of its buyers. In the midst of such refinements, Lorne's citizens find that they no longer know how to compete. Traditional individual income sources such as farming, fishing, and logging, no longer provide enough money for a livelihood. Lorne citizens find that they have inadequate knowledge of business techniques to go into business in a profitable way. One example of this is the reluctance to use credit financing. Instead, they rely on cash transactions, severely limiting both potential buying power and business development options. Potential products are not being sold to best advantage because of an inability to command fair market prices for furs and wood products and lack of knowledge of where to take saleable goods such as handicrafts and furs. Working in the newer industries has greatly altered traditional lifestyles. Shift work has reduced the commitment and interest in work that was present in more traditional work forms. For many this has created a sense of disorientation. Unless adequate methods are appropriated for participation in today's sophisticated economy, Lorne will continue to have underdeveloped market potential.

CONTRADICTION VI

Narrow Range of Social Skills

The sixth contradiction discerned in Lorne lies in the arena of social skills. A greater level of skills and basic information is necessary today than ever before. This is true for buying and selling, dealing with local authorities, employment, or even seeing the role of one's community in the world.

Most Lorne residents do not have this essential knowledge. For many, formal schooling ended before the sixth grade. They do not know the steps necessary to improve their education, budget their family expenses, seek special health care, apply for government licences, open a business, or deal with the courts. Even their knowledge of Lorne itself is limited because they only partially know its history. There are many adults who cannot read, and some who cannot write their own name, especially those who could have been at school during the Depression of the 30's, when the one-room school opened only occasionally and in some years not at all. A sense of hopelessness has developed over the fact that practical skills just cannot be obtained. Unless opportunities for rapid improvement in basic skills are made widely available, citizens of Lorne will continue to be at a disadvantage in a society which requires a knowledge of procedures and methods to secure services and goods.

CONTRADICTION VII

Incomplete Structures of Practical Education

The seventh contradiction indicated by the residents of Lorne lies in the arena of educational structures. Today, learning opportunities appropriate to the individual's interests and potential are available so that everyone has the possibility of fully participating in society. Yet in Lorne, men and women and youth are cut off from practical and special educational opportunities because appropriate classes are not available. In the past, practical, social and educational skills were passed on from one generation to the next. Now, however, the demands of the job market are such that particular kinds of education are necessary. Apprenticeship training methods of the past, now require supplementary educational back up in particular arenas. The formal education received does not directly prepare one for practical life skills. Students respond by dropping out of school in frustration, and then find they cannot get a job. Unless effective structures for providing educational skills are built, Lorne citizens will not be able to break out of the cycle of inadequate educational opportunities and low paying jobs.

CONTRADICTION VIII

Demoralizing Images of Fundamental Identity

The eighth contradiction articulated involves the demoralizing basic images of village identity in Lorne. Today, developing communities everywhere are deliberately strengthening their unique identities in an effort to promote creative self-reliance. In the midst of this trend, the images of identity in Lorne demoralize its residents rather than provide hope for them. Lorne is perceived as a backward, belligerent community by neighbouring settlements. Youth who travel to other communities for education report that they often fight their schoolmates because of the negative reaction that exists to people from Lorne. Lorne residents experience themselves cut off from other communities and abandoned or abused by public structures and institutions. "You can't trust anyone from Lorne," is a common remark from outsiders and community residents alike. Many Lorne residents do not consider their neighbours trustworthy enough to care for their children or competent enough to assume leadership roles in the community. Until the images which transmit the village's basic identity are shifted to indicate the great potential of Lorne and its citizens, the motivity and drive needed for development cannot emerge.

CONTRADICTION IX

MINIMAL INVESTMENT OF DEVELOPMENT CAPITAL

The ninth contradiction discerned by the residents of Lorne concerns the arena of development capital. Governments, financial institutions and communities around the world are realizing that the growth of the local economy must be stimulated by investment of development capital at the local level; yet in Lorne citizens do not have adequate capital for either short or long range financing. Equipment for working in the woods or for clearing farm land is very expensive and requires initial financial aid. Lack of expertise in negotiating financial arrangements means that insurance costs are not negotiated at lower rates, and higher than usual interest rates are often paid for loans and needed goods. In the community, people are reluctant to assume responsibility for a long-term loan since job security is uncertain. Financial institutions are reluctant to lend money since they are uncertain that the repayment schedule will be met. Even foreclosure would prove to be unprofitable. With no local financial structure, potential local investors have no way to provide money for the community with any assurance that their money will not be lost. Until Lorne can command the necessary input of development capital, further economic development will be hindered.

CONTRADICTION X

Limited Options for Gainful Employment

The tenth contradiction lies in the arena of gainful employment. Communities everywhere are vigorously seeking ways to generate enough jobs for people who wish to work. In spite of the recent increase in the number of steady jobs available at a smelter within 15 miles of Lorne, the fact remains that there are too few employment opportunities for the available working population. It is estimated that between 50-75% of the men of working age are unemployed. Women also have difficulties securing employment. In addition, very few of the youth are able to find work after high school. A substantial number of families and individuals are supported through long and short term direct welfare assistance (30% higher than the surrounding region). Many men receive unemployment compensation during the months when logging is not at its peak. Most residents would prefer to work rather than receive assistance, however. Many of the youth and women leave the community to seek employment elsewhere because there are few job opportunities. The inability to find steady work has fostered a sense of failure in the citizens of Lorne and hopelessness toward the future. Until more job opportunities are available to the community, its residents will not see themselves contributing to the future which they desire for Lorne.

CONTRADICTION XI

Dispersed Arrangement of Village Space

The eleventh contradiction indicated by the residents has to do with village space. Around the world, people are becoming more conscious of the aesthetic and symbolic aspects of space design, revealing and creating the unique identity of each community. In Lorne the layout of the village is a ribbon of houses along five miles of roads developed from the French-Canadian tradition of laying out farms in long narrow strips of land running back from a river or road. Most of the frontage has been used for homeowner lots resulting in a shortage of community space. Acquisition of land for future housing development is complicated by the number of owners who must participate in sale or lease of land. Furthermore, the ribbon or strip design is a settlement pattern which reinforces the disunity which the village experiences. Unless the community space is focused and further common facilities made available, Lorne will not be able to grow quickly toward integrated community structures which will benefit everyone.

CONTRADICTION XII

Untapped Potential for Retail Trade

The twelfth contradiction discerned during the Consult is that neither buyers nor sellers in Lorne see the potential advantages of their situation. Developing communities benefit from circulating as much cash as possible for as long as possible within the local community. In Lorne, residents prefer to shop in communities along the highway because they believe they can obtain more adequate services and more reasonable prices. The Lorne merchants are at a disadvantage because their limited market makes it difficult to compete in price with stores in the larger regional centres which have greater volume and lower wholesale costs. Part of the cause of this disadvantage is the fact that Lorne retailers do not advertise outside Lorne to attract customers from nearby smaller communities. Until the people of Lorne generate more retail trade within the community they will continue to lose many of the benefits which are a result of increased local cash circulation.

CONTRADICTION XIII

Chaotic Style of Community Life

The thirteenth contradiction indicated by the Consult relates to the style of community life. All communities wrestle with the manner by which citizens work together and public order is maintained. In Lorne, a sense of orderliness or appropriate public behaviour is absent. There is always an uneasiness about fights breaking out at public meetings and dances, or people leaving meetings in angry protest over issues under discussion. A posture of defiance exists among some who succeed in breaking the law and not getting caught. Some citizens recognize the need for new forms of order. Yet they are frustrated by trying to handle the chaos alone. If an individual steps forward to take a firm stand, he or she risks alienation and the loss of community support. Therefore potential leaders give up trying to take charge. Participation in activities to improve the community is assured only when it results in financial aid. This has created a feeling and sense that it is impossible to take charge of the community's future. Until Lorne community is able to establish a basic style of order it will not be able to creatively channel the energy of its residents.

CONTRADICTION XIV

Restricted Opportunities for Citizen Engagement

The fourteenth contradiction discerned by the consultants relates to restricted opportunities for citizen engagement. Throughout the world, many communities are discovering new ways for people of all ages to invest their energies in building the whole community. In Lorne, activities outside the home are limited in scope and number. There is a weekly Bingo game, a teen dance every second Friday and outside team sports such as ice hockey, baseball and broomball. But there are few occasions where many people are together on a job, or where they share their songs and musical talents. The absence of community activities is particularly felt by the elderly who do not like to go out in winter for fear of injury on the ice. The unemployed teenagers and young adults have difficulty finding an authentic individual or community role and express their frustration by false alarms to the police or ambulance services and by acts of vandalism. Until Lorne finds new ways of engaging all age groups on creative enterprises, its development efforts will not gain the power and excitement available from harnessing the energy of a whole people.

CONTRADICTION XV

Inadequate Circulation of Civic Information

The fifteenth contradiction confronting the residents of Lorne has to do with the circulation of information in the village. Communities everywhere find it increasingly important to keep their residents abreast of community plans, events and projects. In Lorne there is a widespread belief that vital information is either not disseminated at all or is not adequately reported. In a recent school board election, for example, only 54 out of 627 qualified residents voted; people account for this, in part, by the fact that the election was officially announced in an obscure page of an out-of-town newspaper. Other public meetings have been held without adequate preliminary publicity. Not only do people feel that they have been left out of important decisions, but they also have come to distrust any news which is not supported with detailed evidence. Until Lorne finds ways of regularly and completely informing all its residents of important community news, social cohesiveness, which is a prerequisite for effective development, cannot be created and maintained.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the Consult consisted of building the practical proposals. The term proposal refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the Operating Vision reveals the conscious and unconscious images out of which the community operates, the practical proposals represent a clear image of the direction in which the community needs to move relative to the contradictions. In this sense, proposals represent judgment or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of activity within which tactical actions are created and implemented so that social change can occur.

PROCESS

To create the proposals the consultants continued to work as teams organized according to broad arenas of expertise. Following further site visits in the village, each team wrote a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the Operating Vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the village of Lorne. Finally, the entire Consult, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Lorne de l'Acadie.

RESULTS

The Practical Proposals Chart (Place 3) is composed of 24 proposals referred to as projects. They are organized under seven master proposals which reflect decisional responses to major contradictions. The first two master proposals relate to the community's need for social services and call for the delivery of fundamental services in the arenas of health, housing, fire protection, postal service, public transport and in Lorne's relations to the outside world. Three of the master proposals relate to the arena of social engagement by developing community spirit, organizing citizen involvement and practically training the total population. The remaining two master proposals delineate economic support structures needed in Lorne to provide local financing and basic business enterprises. These proposals do not indicate what to do. They point to decisions which can be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

PRACTICAL PROPOSALS CHART

I SOCIAL SERVICES PROPOSALS		II CITIZEN ENGAGEMENT PROPOSALS			III ECONOMIC SUPPORT PROPOSALS	
A FUNDAMENTAL SECURITY PROPOSAL	B CIVIC EXTENSION PROPOSAL	C COMMUNITY SPIRIT PROPOSAL	D VILLAGE ORGANIZATION PROPOSAL	E PRACTICAL PREPARATION PROPOSAL	F LOCAL FINANCE PROPOSAL	G BASIC BUSINESS PROPOSAL
HEALTH CARE PROJECT 1	PUBLIC TRANSPORT PROJECT 4	IDENTIFYING STORY PROJECT 7	SOCIAL GROUPINGS PROJECT 11	CHILDHOOD LEARNING PROJECT 15	CAPITAL PROVISIONS PROJECT 19	INCOME AGRICULTURE PROJECT 22
RESIDENTIAL HOUSING PROJECT 2	POSTAL SERVICES PROJECT 5	CELEBRATIVE EVENTS PROJECT 8	CONSENSUS FORUMS PROJECT 12	OCCUPATIONAL TRAINING PROJECT 16	FISCAL SERVICES PROJECT 20	SMALL INDUSTRY PROJECT 23
FIRE PROTECTION PROJECT 3	EXTERNAL RELATIONS PROJECT 6	SPACE DESIGN PROJECT 9	COMMUNITY CENTRE PROJECT 13	ADULT SCHOOLING PROJECT 17	ADVANCEMENT PROMOTION PROJECT 21	COMMERCIAL VENTURES PROJECT 24
		RESIDENT OUTREACH PROJECT 10	INFORMATION ACCESS PROJECT 14	EDUCATIONAL PROMOTION PROJECT 18		

I

SOCIAL SERVICES PROPOSALS

One of the important elements in any community development effort is the ability of the community to deliver those fundamental services which demonstrate effective community care. In Lorne, there are two Social Services Proposals, designed to provide the whole community with access to services which undergird family and community life. The Fundamental Security Proposal suggests that the community's health and housing needs are met and that adequate fire protection is provided. The Civic Extension Proposal provides Lorne with needed access to the surrounding region by upgrading existing public transport and postal service, and by maintaining mutually beneficial relations with the surrounding society.

A
FUNDAMENTAL
SECURITY

Basic to the effective functioning of any community is a secure environment in which to live and work. Within the Fundamental Security Proposal are contained three projects. The Health Care Project recommends a local health committee and health clinic to provide access to high quality medical services. It will encourage professional medical personnel to make their services more available. The Residential Housing Project will increase the number of new and renovated housing units available to all income levels. A number of mortgage requirements will be met through community financial services. The Fire Protection Project will increase the level of fire protection in the community through the formation of a volunteer Fire Department. This will make it easier for property owners to obtain fire insurance at a reasonable cost.

B
CIVIC
EXTENSION

The people of Lorne would like to relate their community more effectively to its neighbours and to society. The Civic Extension Proposal intends to strengthen and improve the flow of communication and influence between Lorne and the wider society of which it is a part. The Public Transport Project would establish passenger service along Highway 11, carry commercial freight in and out of Lorne, improve safety on the village streets and clear snow from major routes. The Postal Services Project will open a local branch Post Office. It will sell money orders and stamps, register, weigh and sort mail, and collect and deliver letters and packages. The External Relations Project will ensure that responsible candidates are appointed or nominated for appropriate positions to represent Lorne outside the village. Representative committees will be initiated to talk regularly with public authorities. Up-to-date information will be kept on relevant external developments, and a positive image of a growing community will be promoted to outside investors.

II

CITIZEN ENGAGEMENT PROPOSAL

The opportunities and skills available for effective citizen engagement are the key to any community development effort. There are three specific proposals designed to increase citizen involvement in the determination of their own affairs. The Community Spirit Proposal will allow community residents to develop a positive image of community life. The Village Organization Proposal will provide village structures through which citizens can be informed and engaged. The Practical Preparation Proposal will provide Lorne residents with basic educational and technical skills needed to earn a living and engage responsibly in community affairs.

C

COMMUNITY
SPIRIT

The development of a positive image of community life in Lorne is important in sustaining effective community engagement. The Identifying Story Project will establish the community's physical and symbolic identity and its history. It will provide opportunities for outsiders to understand Lorne's unique character. The Celebrative Events Project will identify those annual and special events which will celebrate important group activities and recognize individual achievements. The Space Design Project will provide the total community with easily identifiable and attractively designed community areas. The Resident Outreach Project will give Lorne residents opportunities to travel beyond Lorne in order to expand their horizons and seek more creative job opportunities.

D

VILLAGE
ORGANIZATION

The need to stabilize and encourage social order is strongly felt in Lorne. The Village Organization Proposal will provide the structures required to produce viable local community forms. The Social Groupings Project will establish a community council which will represent the citizens of Lorne, organize clubs to serve diverse interests and concerns and form neighbourhood "cayleys" (social get-togethers) to care for the whole village. The Consensus Forums Project will hold quarterly meetings to consense on civic plans involving as many people as possible. The Community Centre Project will offer meeting places for groups at a recognized central location, integrate the accommodation of service agencies at a services node, host recreation events in comfortable, well-lit facilities and provide a serviced industrial park. The Information Access Project will publish a local newspaper, maintain a community bulletin board and offer resource information through a community branch library.

E
PRACTICAL
PREPARATION

The Practical Preparation Proposal deals comprehensively with the need for an educational approach involving toddlers, youth and adults in practical learning experiences. It will also provide occupational training opportunities for local businessmen and tradesmen. The Childhood Learning Project will involve both preschool children and parents in a mutually beneficial learning environment, emphasizing their bilingual heritage. The Occupational Training Project will ensure that training opportunities be available to upgrade the present level of skills development. Volunteers who wish to support the development of needed community services will be trained. The Adult Schooling Project will improve the level of functional literacy in English and French and offer practical training in community leadership. The Educational Promotion Project will emphasize and demonstrate the role of education in providing everyday skills as well as jobs oriented training. This will be done by providing educational days, parent visitation to schools and student career counselling and by employing suitable local people as instructors in the Adult Education Project.

III

ECONOMIC SUPPORT PROPOSALS

Every local community has within it the resources necessary to sustain a stable local economy. This is a key element in any community development effort. In Lorne the available natural and human resources are particularly rich, and the Economic Support Proposals are designed to catalyze the rapid development of these resources and to create the auxiliary services which have been lacking. The Local Finance Proposal provides access to the required capital and the financial and economic services needed by business and industry. The Basic Business Proposal will establish income-producing farms, create new small industries, and encourage commercial ventures such as a shopping centre.

F
LOCAL
FINANCE

Economic enterprise in Lorne has been impeded by the fact that the residents are not skilled in obtaining or using capital resources and financial services. The Local Finance Proposal contains three projects. The Capital Provisions Project secures donations of goods and services especially for initial capital needs, obtains low-interest loans, grants and investment funds from government and private sources and assists those who need information and guidance to secure capital. The Fiscal Services Project will arrange for a local branch bank and a credit union and give advice and training in business accounting and home budgeting methods. The Advancement Promotion Project will ascertain new marketing opportunities, facilitate industrial expansion by sharing the high costs of equipment, increase access to existing land and organize a Promotion Board to improve the community's share of regional economic opportunities.

LHDP

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G

BASIC
BUSINESS

The Basic Business Proposal will give opportunities for expanding corporate and private business enterprises in Lorne. The Income Agriculture Project will initiate agri-business by demonstrating more effective farming, animal husbandry, forestry methods, and profitable harvesting of available wildlife. The Small Industry Project will develop crafts and tourist industries and channel the flow of local monies internally through wood and food processing enterprises. The Commercial Ventures Project will expand local retail business options and advertisement across a wider market arena.

I. SOCIAL SERVICES

A. Fundamental Security Proposal

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Plate 3A

1. HEALTH CARE PROJECT	1 Protective Services	introducing complete medical coverage
	2 Nurses' Office	expanding available clinic services
	3 Local Committee	auditing local health needs
	4 Professional Presence	ensuring quality skilled personnel
2. RESIDENTIAL HOUSING PROJECT	5 Housing Plan	defining new development priorities
	6 Home Renovations	upgrading existing family accommodation
	7 New Construction	increasing available living units
	8 Financial Aid	securing low-cost loan funds
3. FIRE PROTECTION PROJECT	9 Volunteer Brigade	organizing local fire department
	10 Fire Truck	obtaining mobile fighting equipment
	11 Prevention Techniques	improving citizen precautionary measures
	12 Inexpensive Insurance	negotiating cheaper indemnity premiums

I. SOCIAL SERVICES

B. Civic Extension Proposal

ICA Consultants

Plate 3B

4. PUBLIC TRANSPORT PROJECT	13 Passenger Service	travelling convenient regular routes
	14 Freight Company	carrying commercially required goods
	15 Safe Roads	building improved town streets
	16 Snow Removal	protecting winter access routes
5. POSTAL SERVICES PROJECT	17 Local Office	opening neighbourhood branch facility
	18 Convenient Dispatch	processing unweighed unstamped articles
	19 Money Orders	allowing safe cash transfers
	20 Secure Delivery	providing labelled mailbox system
6. EXTERNAL RELATIONS PROJECT	21 Responsible Delegates	electing active responsible spokesmen
	22 Community Envoys	maintaining regular government contacts
	23 Current Information	watching relevant new developments
	24 Image Improvement	enhancing favourable investment climate

C. Community Spirit Proposal

ICA Consultants

Plate 3C

7. IDENTIFYING STORY PROJECT	25 Symbol Creation	symbolizing cohesive social style
	26 Historical Documents	publishing significant village history
	27 Visitor Tours	highlighting special interest nodes
	28 Community Sign	concretizing local geographical identity
8. CELEBRATIVE EVENTS PROJECT	29 Events Calendar	identifying significant community events
	30 Village Birthday	remembering meaningful historical roots
	31 Hosting Events	recognizing important group activities
	32 Individual Awards	honouring various resident achievements
9. SPACE DESIGN PROJECT	33 Physical Design	imaging effective habitat plans
	34 Beautification Corps	enacting proper environment care
	35 Homestead Restoration	broadening past village memory
	36 Facility Renovation	upgrading existing physical facilities
10. RESIDENT OUTREACH PROJECT	37 Job Search	widening relevant job opportunities
	38 Cultural Trips	fostering broader life images
	39 Business Excursions	expanding business skills knowledge
	40 Speaking Engagements	broadcasting major village achievements

II. CITIZEN ENGAGEMENT

D. Village Organization Proposal

ICA Consultants

Plate 3D

11. SOCIAL GROUPINGS PROJECT	41 Community Council	representing effective public interests
	42 Concerns Clubs	forming diverse activity groups
	43 Neighbourhood Cayleys	arranging geographical care system
	44 Volunteer Force	encouraging all-age useful engagement
12. CONSENSUS FORUMS PROJECT	45 Quarterly Assemblies	defining consensed civic plans
	46 Widespread Involvement	recruiting maximum popular attendance
	47 Workshop Leaders	acknowledging effective local leadership
	48 Special Gatherings	deciding emerging particular questions
13. COMMUNITY CENTRE PROJECT	49 Group Spaces	offering recognized activity focus
	50 Services Node	centralizing social agency accommodation
	51 Recreation Arena	containing lighted sports facilities
	52 Industrial Park	providing serviced factory area
14. INFORMATION ACCESS PROJECT	53 Local Newspaper	publishing local affairs reports
	54 Bulletin Board	announcing forthcoming important events
	55 Branch Library	dispensing practical resource data
	56 Printing Service	producing good low-cost publications

II. CITIZEN ENGAGEMENT

E. Practical Preparation Proposal

ICA Consultants

Plate 3E

15. CHILDHOOD LEARNING PROJECT	57 Preschool Education	demonstrating early learning curriculum
	58 Parent Meetings	fostering useful family knowledge
	59 Home Training	enriching infant life experiences
	60 Bilingual Classes	strengthening present French instruction
16. OCCUPATIONAL TRAINING PROJECT	61 Management Seminars	teaching effective business procedures
	62 Trades Schooling	developing versatile skilled tradesmen
	63 Volunteer Guidance	expanding unused human resources
	64 Specialty Courses	fulfilling specific tuition requirements
17. ADULT SCHOOLING PROJECT	65 Methods Exercises	enhancing corporate planning skills
	66 Literacy Tutorials	ensuring basic functional competence
	67 Civics Knowhow	learning practical government approaches
	68 French Reading	offering mature-age practice lessons
18. EDUCATIONAL PROMOTION PROJECT	69 Education Days	promoting positive educational values
	70 Family Visitations	improving school-home relations
	71 Careers Counseling	encouraging broader educational goals
	72 Local Teachers	using available community expertise

III. ECONOMIC SUPPORT
F. Local Finance Proposal

ICA Consultants

Plate 3F

19. CAPITAL PROVISIONS PROJECT	73 Inkind Donations	securing valuable start-up gifts
	74 Preferred Loans	obtaining low interest loans
	75 Financial Grants	soliciting new outside investment
	76 Application Expertise	providing readily available advice
20. FISCAL SERVICES PROJECT	77 Banking Services	opening convenient local branch
	78 Credit Union	encouraging useful family savings
	79 Accounting Advice	demonstrating wise bookkeeping methods
	80 Money Management	explaining domestic budget alternatives
21. ADVANCEMENT PROMOTION PROJECT	81 Marketing Association	ascertaining new business opportunities
	82 Equipment Pool	sharing expensive industrial resources
	83 Property Access	increasing available land usage
	84 Public Relations	organizing better economic relationships

III. ECONOMIC SUPPORT

G. Basic Business Proposal

ICA Consultants

Plate 3G

22. INCOME AGRICULTURE PROJECT	85 Demonstration Garden	teaching new planting methods
	86 Wildlife Harvest	utilizing available natural assets
	87 Tree Farm	initiating relevant forestry techniques
	88 Animal Husbandry	increasing effective management skills
23. SMALL INDUSTRY PROJECT	89 Crafts Industry	fostering meaningful handicraft outlets
	90 Tourist Attractions	attracting outside financial resources
	91 Shop Processing	providing fully integrated manufacturing
	92 Furniture Manufacture	expanding natural resource uses
24. COMMERCIAL VENTURES PROJECT	93 Marketing Research	discovering relevant external markets
	94 Consumer Co-Op	managing joint bulk buying
	95 Shopping Centre	centralizing local commercial services
	96 Advertising Service	eliciting broad regional support

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are practical actions or concrete steps which implement the proposals. The Tactical Systems describe and rationally organize the actions required to do the projects delineated in the Practical Proposals chart. At this point the Operation Vision and the Underlying Contradictions become peripheral concerns except as they provide a broad context for designing tactics. Social change occurs through tactical implementation rather than by simply grasping a vision or forging proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

PROCESS

In order to create Tactical Systems out of the many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total Project. The consultants proceeded on this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, each team created an inclusive list of concrete actions required to effect its proposals. The team then organized its list of actions into basic tactics for each proposal. Finally, all of the teams' work was gathered and organized to formulate the Tactical Systems illustrated by Plate 4.

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of five tactical arenas, nine paratactics, twenty-six basic tactics and 244 sub-tactics. The basic tactics and sub-tactics indicate the specific tasks of the total Project. They are listed and described in detail following Plate 4. The nine paratactics, under which the basic tactics and sub-tactics are grouped, point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The five tactical arenas illustrated by Plates 4A-4E hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA A

Tactical Arena A, Utilizing Basic Local Resources, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to stabilise the local economy by using the natural resource and human resources to their optimum potential. Businesses will be started that provide the essential goods and services needed in Lorne. The transformation of the wood resources into sellable products will be provided in new industries. Agriculture operations will be expanded to provide local produce and some employment. Marketable skills will be broadened to prepare more people for available jobs. Functional training will be conducted for adults to increase their community engagement potential. Childhood learning will be enhanced as children encounter enriched educational resources in both French and English.

ARENA B

Tactical Arena B, Enlisting Practical Support Services, consists of two paratactics and four basic tactics. The intent of this tactical arena is to support the basic resources with structures and technical wisdom. The fiscal operations will be augmented with the means to procure and manage operating capital. A capital base will be obtained through a series of contributions and loans. Experts will be procured to provide the technical knowledge. Equipment will be obtained to effectively implement the agricultural and business tasks.

ARENA C

Tactical Arena C, Enhancing Functional Community Environment, consists of two paratactics and six basic tactics. The intent of this tactical arena is to undergird resources of the community with foundational services and physical care in order to engage the people. Transportation will be provided, connecting all residents and goods with the region. Roads will be made safer for pedestrians and vehicles in all kind of weather. Fire protection will be created through community equipment and personnel. Essential health will be broadened with additional personnel and services. Modernized housing will be available for all residents. Maintenance of public facilities will be scheduled for total community effective use.

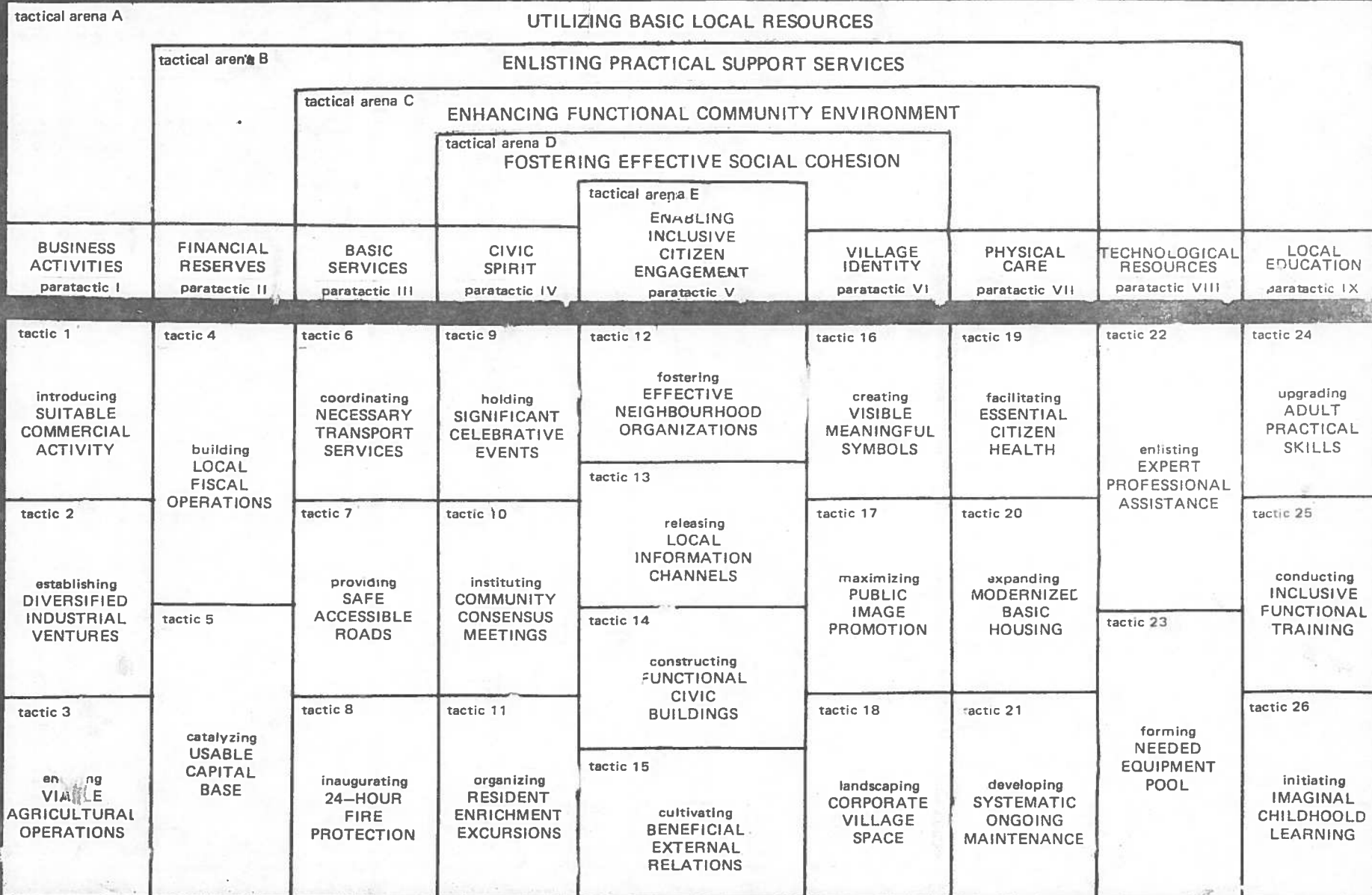
ARENA D

Tactical Arena D, Fostering Effective Social Cohesion, consists of two paratactics and six basic tactics. It is the intent of this tactical arena to provide the motivation and tools to build a unified working body of people. Events will be held to celebrate the accomplishments and talents of the community. Consensus meetings will be created to provide the total community's voice in decision-making. Trips will be organized to enrich the experiences of Lorne citizens. Visible symbols will be displayed to remind people of their decisions about the community's future. Promoting a public image will be the occasion for announcing the new Lorne future to the region. Village space will be landscaped to unify the village as one reality rather than several clans

ARENA E

Tactical Arena E, Enabling Inclusive Citizen Engagement, consists of one paratactic and four basic tactics. The intent of this arena is to provide the residents of Lorne de l'Acadie with structures for engaging in the emerging new community. Neighbourhood organizations will be formed to provide both social responses to community issues and care for individual family needs. Local information will be channeled throughout the community so that everyone is aware of what is happening. New public buildings will be constructed to house business, industrial and municipal services. External relations will be maintained so the economic, political and cultural structures of the nation in both the public and private sectors are informed of what is going on.

TACTICAL SYSTEMS CHART



TACTICAL ARENA A: Utilizing Basic Local Resources

Paratactic I: Business Activities

The economic potential of Lorne de l'Acadie will be greatly increased through the establishment of a broad range of commercial activities and industries. Expanding commercial activities will provide a much wider local choice of goods and services. Many needs are presently met only by travelling long distances. Establishing local industries will provide needed job opportunities through the use of locally available resources. Diversified agricultural operations will use available land to lower family food costs and to generate income from husbanding and harvesting foods native to the area.

Tactic 1: Introducing Suitable Commercial Activity

Subtactics

- 1 In order to provide goods and services required by
- 2 this growing community, suitable commercial activity
- 3 will be introduced. A shopping centre will be opened
- 4 with the participation of local merchants as owners
- 5 and operators. Prescription drugs will be offered
- 6 through druggist facilities which will be the only
- 7 ones between Dalhousie and Bathurst. Sporting goods
- 8 will be sold in connection with the clothing store.
- 9 A carry-out store will be operated by a Lorne family
- 10 from a small facility constructed on the free frontage
- 11 of their property. A local restaurant will serve
- 12 steak and lobster in a licensed facility with live
- 13 entertainment. Hardware supplies will be handled
- 14 by a shop offering a comprehensive selection of build-
- 15 ing and painting equipment. In a facility like the
- hardware store, a bill-paying service will be established
- to receive monies for telephone and light bills.
- An entertainment arcade will be created to offer
- leisure activities such as pinball, pool and ping-pong.
- An auto garage will serve as a distribution point
- for regular, high-test and unleaded gasoline as well
- as offering space, equipment and expertise for maintenance.
- Fresh meat will be marketed by one or more of Lorne's
- currently operating food stores. A clothing outlet
- will merchandise a wide line of work and school clothes
- and men's and women's shoes. Shoe mending will be done
- in a home-based shop specializing in boots. The Lorne-
- craft Shoppe will provide an outlet for locally made
- quilts, handicrafts and furniture. Repair of sporting
- goods will also be handled through a home-based repair
- service. Snowmobile maintenance will be done by an
- authorized agent of distributors from neighbouring localities.

- 16 Appliance repairs will be accomplished by trained
17 workers in home-based shops. An insurance office in
18 the shopping centre will serve as the local office
19 for several agents serving the community. A news-
stand outlet will sell newspapers from North Shore
communities. A sharpener service will handle skates
during the winter months and saws during the summer.

Tactic 2: Establishing Diversified Industrial Ventures

- Subtactics In order to capitalize on Lorne's natural resources and
her people's inherited skills, diversified industrial
20 ventures will be established. A handicraft industry
will be coordinated, bringing locally produced
21 quilts and clothes to the Lornecraft Shoppe for sale.
A furniture factory will be started in the industrial
22 park, following the model of the Eel River Crossing
factory. Housing components will be assembled
23 by local labour for use in the village and vicinity.
Rough-finished products, such as core boxes for the smelter,
24 step ladders and picture frame kits will be manufactured
in the industrial park. The craft centre, housing
25 skilled woodworkers engaged in making souvenir items
and specialty products like toys and puzzles, will be
26 opened. Clearcut logging will be done on approved lands,
providing material for all phases of milling. A wood
27 kiln, located nearby, will be opened to dry timber from
the sawmill in preparation for sale and manufacture.
28 Woodchip production will be established by utilizing low-
grade timber from the clearcut logging operation. Veneer
29 material will be prepared from selected timber for sale
to established mills.

Tactic 3: Ensuring Viable Agricultural Operations

- Subtactics In order to put the village's land to maximum use and
to provide additional food for families, viable agricultural
30 operations will be ensured. A demonstration garden will
31 be planted with diverse types of plants (some of which
are new to this area) using new ways of caring for the soil.
32 Family produce will be harvested from small backyard
gardens to supplement present family diets. Children's
33 plots will be tended as a part of the school and preschool
programmes. A berry farm will be established with the
34 assistance of the agriculture department. Sap collection
will be organized for tapping the maple trees around
35 Lorne. Syrup distillation will be set up producing maple
sugar products for local consumption. Exotic foods such
36 as fiddlehead ferns will be tilled with vegetables for
sale through stores in the vicinity of Lorne.

- 37 A greenhouse nursery will be built to produce fresh
38 food on a year-round basis. A hydroponic experiment
39 will be carried out in the greenhouse for testing the
40 feasibility of this method of production. Reforestation
planting will be organised on land which has been clear-
cut by the Lorne lumber industry.

TACTICAL ARENA B: Enlisting Practical Support Services

Paratactic II: Financial Reserves

In order to provide the support for business, industrial and agricultural operations, necessary capital and financial structures will be provided. Introducing new financial services in the community will provide increased flexibility as well as more economical service. Establishing an adequate base of capital will allow rapid initiation of needed programmes and industry.

Tactic 4: Building Local Fiscal Operations

- Subtactics In order to increase the economic flexibility of the community, local fiscal operations will be built. A
- 41 credit union will be incorporated providing personal savings, chequing accounts and loans to community residents.
- 42 Home improvements will be financed through provincial and federal governmental structures and private sources
- 43 providing capital for upgrading private homes. Business loans will be secured providing capital for business
- 44 initiation and improvements. Home mortgages will be obtained through provincial and federal government
- 45 agencies and from private sources to finance new housing in the community. Insurance negotiations will be
- 46 initiated to lower insurance rates through the community's mass buying power. Budget planning will be provided
- 47 through credit counselling and assistance in family money management. An accounting service will be offered providing bookkeeping advice, supervision of individual and company books and carrying out actual accounting operations for small community firms and organizations.

Tactic 5: Catalysing Useable Capital Base

- Subtactics In order to provide cash to commence basic industries, programmes and municipal services, a useable capital
- 48 base will be established. Contributions will be secured from private and public sources. Inkind donations such
- 49 as needed equipment, materials and supplies for the various community programmes will be sought. Business
- 50 incorporation will be instituted, providing recognized legal structures and limited liability. Industrial

capital will be obtained by seeking twenty-five individual investors who will each invest \$1000 to provide working capital. Government grants will be procured through agencies such as the Department of Regional Economic Expansion, the New Brunswick Department of Youth, the New Brunswick Department of Sports Activities, Local Improvement Programme Grants and Canada Manpower. Preferred-rate loans will be solicited, providing low-interest capital. Municipal funds will be solicited for civic services. Employment placement will be arranged with job information, matching of employers and potential employees and referrals to education and pre-employment training institutions. Membership shares in community financial ventures will be sold to village residents for cash, for in-kind goods or for services rendered.

TACTICAL ARENA C: Enhancing Functional Community Environment

Paratactic III: Essential Services

Lorne de l'Acadie residents will improve their home safety and comfort by expanding basic municipal services. A wide variety of transport will allow residents to travel easily within the community as well as to neighbouring commercial and service centres. The upgraded roads will provide safe travel in all types of weather for pedestrians and vehicular traffic. Locally based fire fighting systems will allow early detection and response to fires.

Tactic 6: Coordinating Necessary Transport Services

Subtactics Transport services will be developed to move Lorne's residents and market goods rapidly and conveniently across the entire North Shore area. A trucking company will be formed using the vehicles now in the community to transport raw materials and products between industries and local markets or nearby ports. Inter-city connections will be instituted by arranging to bring the SMT bus through Lorne on a regular basis as part of its Campbellton-Bathurst route. A community minibus will be procured for transporting children to school and other residents to special events. Informal taxis will be organized by compiling a list of persons with cars interested in participating and by coordinating drivers with passengers on trips to nearby towns. Route schedules will be posted for the minibus and the SMT bus. Travel coordination will be encouraged through the tracking of trips by a community volunteer. Emergency service will be established by enlisting a set of community vehicles and paramedics who could quickly take accident victims to the Dalhousie Hospital.

Tactic 7: Providing Safe Accessible Roads

- Subtactics To ease the passage of pedestrian and vehicular traffic within Lorne, safe accessible roads will be provided.
- 64 Surface maintenance will be carried out, filling pot holes
 - 65 and coating with chip seal. New construction will be done
 - 66 to permit access to the industrial park and to houses in
 - 67 the loop road sub-division. Four foot concrete side-
 - 68 walks will be constructed on one side of the Lorne
 - 69 road. Street lights will be installed at 43 points in
 - 70 the community. Snow fences will be constructed 10 feet
 - 71 high at 24 points in the community to strategically
 - catch snow drifts. Tree barriers will be planted at
 - these points, as well. Bridge extensions will be built
 - on the four bridges allowing room for the sidewalk
 - construction and road widening. The Lorne Road will be
 - widened to make a 20 foot roadway and a four-foot sidewalk.

Tactic 8: Inaugurating Twenty-Four Hour Fire Protection

- Subtactics In order to protect the people and property of Lorne, 24-hour fire protection will be inaugurated. Volunteer recruitment will be organized to enlist the necessary firefighters. Firemen's schedules will be created,
- 72 listing all volunteers trained in each different role
 - 73 who are available for firefighting. Equipment mainten-
 - 74 ance will be instituted by community volunteers on a rota-
 - 75 ting basis. An alarm system will be established that
 - 76 calls the volunteers to the fire station through a
 - 77 horn and phone system. Smoke detectors will be procured
 - 78 in bulk and sold at cost to local homeowners. Preferred
 - rate insurance will be obtained by forming a list of
 - interested homeowners and procuring a group rate. Fire
 - extinguishers will be installed in all places of public
 - assembly.

TACTICAL ARENA D: Fostering Effective Social Cohesion

Paratactic IV: Civic Spirit

Residents will experience heightened community pride through regular significant happenings and experiences in other communities. Celebrative events involving large segments of the community will instill a sense of community pride in village residents. Regular planning and reporting meetings will provide a vehicle through which the emerging community consensus can be expressed. Trips to a variety of different settings will provide community residents a broad range of experiences to inform their decision-making.

Tactic 9: Holding Significant Celebrative Events

Subtactics In order to celebrate significant local events and to provide corporate opportunities for social recreation, celebrative events will be held. An annual picnic will be organized during the summer at the leisure park near the sports arena. A safety day will be instituted, demonstrating such things as fire safety, first aid techniques and the dangers of hazardous wiring. A music jubilee will be initiated outdoors, using local talent and groups from the surrounding communities. Trophy presentations will be made to residents and groups for special community service and athletic achievement. Post-game parties will be planned following regional sports events. Teen-age dances will be held in a community facility with adult supervision. The Centennial celebration will be orchestrated for the summer of 1979. Graduation socials will be created in June with certificates or diplomas for completion of each year. Feature movies will be shown for the community on a regular basis. An events calendar announcing upcoming programmes will be displayed in a prominent place. Historical displays will be encouraged for various community gatherings. A community bazaar with crafts and baked goods will be held. A pre-gardening fair will be inaugurated early in the spring with displays of new seed varieties, cultivating methods and available fertilizers. A harvest fair will be introduced at the end of the growing season, celebrating the size and abundance of vegetables. The Fire Hall opening will be celebrated.

Tactic 10: Instituting Community Consensus Meetings

Subtactics In order for the citizens of Lorne to voice their opinions and to create common directions, community consensus meetings will be instituted. Quarterly forums will be conducted in which the emerging vision can be discussed and tactics modified to suit current needs, while maintaining the mandates of the Consult. An annual meeting will be initiated to report the past year's victories and to form broad strategies necessary for community progress.

Tactic 11: Organizing Resident Enrichment Exursions

Subtactics In order to expand Lorne residents' knowledge and understanding of the world around them and to exchange methods of development with other communities, resident enrichment excursions will be organized. Leadership exchanges involving adults and high school students will be arranged between Lorne and other nearby communities. Community forums,

- 99 which enable communities to discuss their vision and
challenges, will be set up by Lorne residents visiting
100 the leadership of other towns. Community visitation
will be also arranged between Lorne residents and those
101 of other Human Development Projects around the world.
Historic sites will be toured. Economic information will
102 be obtained by interviewing financial institutions and
specific businesses and industries. Cultural events
103 will be attended across North America. The Lorne story
will be presented to other communities and organizations.
Youth emissaries will be sent from Lorne to visit other
104 communities and to be educated.

TACTICAL ARENA E: Enabling Inclusive Citizen Engagement

Paratactic V: Citizen Involvement

An increased level of participation by Lorne citizens in the affairs of the village will be engendered. New organizations will be created in order to allow residents to take increased responsibility for their own destiny. The opening of channels of communication within the community will allow the decisions and successes of one element to motivate creativity throughout the entire population. Gathering, working and celebrating in the community will be facilitated by the presence of useable public buildings.

Tactic 12: Effective Neighbourhood Organizations

- Subtactics In order to empower the creativity of the citizens of Lorne, effective neighbourhood organizations will be fostered.
- 105 A citizens' council will be formed from the quarterly
106 forum to meet regularly as a check point for implementation
107 of forum recommendations. A neighbourhood network will be
organized of residents from the various geographic sections
of Lorne, who will contact their neighbours for participa-
108 tion in community activities and to ensure general care.
A merchants' association will be inaugurated coordinating
109 the commercial interests and activities of Lorne business-
men. A firemens' association will be organized of the
110 volunteer firemen. The education committee will be created
to coordinate various training activities. The homemakers'
111 committee will be convened to oversee the expansion of
homemaking skills particularly for young housewives. A
112 health committee will be formed to coordinate health
education and screening. The sports club will be expanded
113 for maintaining sports facilities and organizing team
competition. A civic club for supervising maintenance
114 of public facilities will be formed. Task forces will be
formed to do short-term work projects in the community.
115 A youth corps will be created for harvesting vegetables,
116 fruits and nuts. An education faculty will be trained as

- 117 staff for various training activities. An ambassadors group will be formed to host visitors to Lorne.

Tactic 13: Releasing Local Information Channels

- Subtactics Local information channels will be released to ensure that residents have access to data on various aspects of community life. A village newspaper will be published and distributed weekly door-to-door throughout the community to inform people of all activities. A history book on Lorne will be published as part of the Centennial celebration, tracing the town's history back to the time of the Micmacs. An information centre will be established in the municipal complex. Health information will be compiled and disseminated on preventive care and emergency procedures. Health days will educate all residents on special health issues such as first-aid techniques and will feature programmes such as massive screening. The fire-safety day will enlist teams to distribute fire safety literature, teach fire exit planning, and encourage installation of smoke detectors. Education promotion will be furthered by an annual career day, plays, school open houses, festivals, and parent teacher conferences. Garden promotion will be orchestrated through contribution of seeds and fertilizers to family gardens, gardening pamphlets and demonstrations. Advance publicity will be posted advertising activities and events through posters, newspaper articles, radio announcements and community visitations. A dental month will be held demonstrating dental hygiene and fluoride treatments. Bulletin boards displaying posters and announcements will be erected.
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Tactic 14: Constructing Functional Civic Buildings

- Subtactics In order to provide physical space for the diverse economic municipal and social activities of Lorne, functional civic buildings will be constructed. A commercial/municipal complex will be built near the centre of Lorne on the New Road to house numerous small shops, a community meeting place and municipal services. The sports arena will be erected for year-round use by varied types of athletic teams. The Fire Hall will be built in the commercial-municipal complex to house the newly acquired fire engine and its associated machinery. Greenhouse facilities will be moved from St. Raphael Sur Mer with the assistance of the Farm Adjustment Board in Fredericton. The local sawmill will be modernized and used until a larger facility can be initiated. An industrial park will be established just north of the centre of Lorne, providing
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- 135 electricity, water and sewage services to accommodate
projected small industry. The Post Office will be
located in the municipal complex. A wood kiln will
136 be constructed near the sawmill as an essential
component in an integrated wood industry.

Tactic 15: Cultivating Beneficial External Relations

- Subtactics In order to maintain a positive image of Lorne de l'Acadie
Human Development Project with the public and private
sectors of Eastern Canada, beneficial external relations
137 will be cultivated. A monthly report will be sent to
all organizations, institutions, financial supporters
and consultants related to the Project. Educational
138 information relating to Lorne's training projects will
be forwarded to the appropriate provincial and federal
ministries and offices. School board representatives
139 will be designated by the community to stand for election.
Service clubs from across Eastern Canada will be encouraged
to do projects in Lorne by visitation, speaking en-
gagements and written requests. Government interviews
140 with the Member of Parliament for Restigouche with other
federal government officials, with the Member of the
Legislative Assembly for Restigouche-Durham and with
141 the ministers of provincial departments will be held during
each session of the parliament or legislature. Church
leaders of all denominations will be visited to be
142 kept abreast of happenings in Lorne and requested to make re-
quest appearances at selected community events. Regional
service agencies will be kept informed about the status,
needs and objectives of the Lorne de l'Acadie Human
143 Development Project in visits to local representatives.

TACTICAL ARENA D: Fostering Effective Social Cohesion

Paratactic VI: Village Identity

Through directly and indirectly portraying the strengths of Lorne and its residents, a sense of pride and accomplishment will be fostered throughout the community. A defined and identified area will be marked out, reminding citizens and visitors alike that they are entering a cared-for community. New community spaces, such as a municipal building and an industrial park, will be created and maintained to house facilities desired by the residents of this growing community.

Tactic 16: Creating Visible Meaningful Symbols

- Subtactics
- 144 In order to develop a sense of community identification,
145 strengthen the local heritage and promote the decision
146 to be a community, visible meaningful symbols will
147 be created. Bilingual commercial signs will be
148 erected. Community attire, such as T-shirts, will be
149 designed displaying the community name and symbol.
150 Symbol creation will be inspired through a contest.
151 A restored homestead will be completed according to the
152 traditional Acadian style. Highway signs indicating
153 the direction to Lorne will be erected. The project
document of the Lorne de l'Acadie Human Development
Project will be published in French and English and will
be distributed to the entire community. A landscape
symbol will be created at the intersection of the
New Road and the Lorne Road. A mailing address for
Lorne will be re-established as Lorne, New Brunswick.
Boundary signs will be posted designating streets and
sections of the village. Song writing will be encouraged.

Tactic 17: Maximizing Public Image Promotion

- Subtactics
- 154 In order to make the Lorne community, its products and
155 services attractive, public image promotion will be
156 maximized. An essay contest for school children with
157 the name, "I'm Proud of Lorne," will be held annually.
158 Media releases will be prepared for distribution to
159 papers, radio and T.V. stations on a regular basis.
160 Local publicity will be conducted through the use of
161 brochures, posters, bulletin board and the Lorne Voice.
A documentary film will be produced called "The Story
of Lorne", and will be made available to T.V. and other
groups. A slide show on the Lorne de l'Acadie Human
Development Project will be created including "before"
and "after" pictures. An advertizing image will be
established. Industrial advertisement will be conducted,
promoting local industries through appropriate trade
and marketing media. An historical booklet describing
Lorne's past will be published.

Tactic 18: Landscaping Corporate Village Space

- Subtactics
- 163 In order to create community cohesion and unify the design,
164 corporate village space will be landscaped. Land
165 development will be undertaken for both commercial and
166 municipal purposes. Essential services, such as sanitation
and utilities, will be provided for future construction.
Integrated colours will be employed in both new con-
struction and renovation projects. A leisure park will
be developed around the sports arena. A children's

- 167 playground will be installed behind the school, using wooden equipment made from local materials. Flag poles
- 168 will be erected for the Canadian and New Brunswick flags. House blueprints for five different building styles
- 169 will be created and made available. Indigenous materials will be utilized wherever feasible in building construction.
- 170 Church grounds will be landscaped.

TACTICAL ARENA C: Enhancing Functional Community Environment

Paratactic VII: Physical Care

Personal health problems in Lorne are integrally related to the lack of adequate public services. One special concern in the village is transportation to health facilities which are available in larger communities. This transport issue becomes most critical in winter when drifting snow can block the roads. Preventive medical techniques in Lorne, emergency first-aid facilities and disseminating of health information will increase personal security. Completion, improvement and winterizing of houses will decrease health hazards and enhance comfort. Systematic maintenance of community environment will be initiated, including clean-up projects, ongoing rubbish collection and adequate street lights.

Tactic 19: Facilitating Essential Citizen Health

- Subtactics
- In order to upgrade the physical wellbeing of the people of Lorne, essential citizen health will be facilitated.
- 171 A five-day a week nurse will be recruited to staff the medical office and to coordinate health care. A weekly
 - 172 doctor will be enlisted to come from Dalhousie and provide out-patient care. Emergency first-aid will be provided
 - 173 through a group of locally trained, on-call paramedics. Paramedic volunteers will be selected and organized into
 - 174 a corps. Dental hygiene will be demonstrated to children and adults. Water tests will be systematically conducted
 - 175 on all wells for bacteria and other contaminants. Pharmacy service will be increased through the use of a
 - 176 zenith number and delivery service from Dalhousie until a local pharmacy can be opened. The medical office will
 - 177 be moved to the municipal complex. Health information will be disseminated by means of leaflets, newspaper articles
 - 178 and radio announcements. Family life will be emphasized, giving information and guidelines for long-term health.
 - 180 Fluoride treatments will be offered for children's teeth, beginning in the pre-school and going through elementary
 - 181 school.

Tactic 20: Expanding Modernized Basic Housing

Subtactics In order to make living space of Lorne residents safe
182 and comfortable for Lorne residents, modernized basic
183 housing will be expanded. Standard wiring will be installed
184 in all homes with careful inspection to find and replace
185 faulty wiring. Basic plumbing, including running water
186 and flush toilets, will be placed in all houses. Winter
187 insulation will be installed. Aesthetic exteriors will
188 be created through coordinated paint and siding for
189 sections of the village. Sewage treatment will be up-
190 graded following an annual inspection of septic tanks.
191 Fireproof heating will be put into houses. Loop-road
 subdivisions will be built for new house construction.
 Model houses will be constructed demonstrating current
 house blueprint options. House construction will be
 started in the subdivisions. Weatherproofed oil tanks
 will be secured, so that oil will not seep into water systems.

Tactic 21: Developing Systematic Ongoing Maintenance

Subtactics In order to keep the public physical space of the
192 village attractive and in good repair, systematic
193 ongoing maintenance will be developed. Remodeled
194 community rooms will be cleaned on a regular basis.
195 Building security will be maintained through a community
196 watch, reliable locks, strong hinges and outside lighting.
197 Public schedules will be posted for the use of the
 community spaces. Work days will be planned for major
 clean-up of the community. Clean-up campaigns will be
 organized, providing the momentum for each family to
 participate in rubbish removal. Regular cleaning
 will be scheduled for the municipal/commercial complex
 and parks.

TACTICAL ARENA B: Enlisting Practical Support Services

Paratactic VIII: Technological Resources

The vast body of scientific wisdom, social skills and practical expertise which is commonplace to many communities today will be brought to the people of Lorne. A wide variety of consultants and advisors will be invited to come to Lorne to address groups, teach classes and consult with individuals on special issues. New pieces of fire and street repair equipment will be procured and diverse tools and implements will be made available to residents who need them.

Tactic 22: Enlisting Expert Professional Assistance

- Subtactics
- 198 In order to make the experience of the province and nation available to the community of Lorne, expert professional assistance will be enlisted. Debt counselling will be conducted, forming and carrying out a plan for the orderly repayment of debts, the reduction of such debts, or the forgiveness of them. Estate planning will be offered, helping residents in writing wills and in appointing estate executors. Trust investment will be available with aids in the management of property and the investment of money in funds or pension plans.
- 199 A tax consultant will be enlisted for preparing tax forms and giving other help to individuals and small businesses.
- 200 Management assistance will be developed for trouble-shooting management problems in Lorne enterprises. A marketing advisor will be recruited, providing information and research skills in finding potential markets for Lorne products and services. A legal counsel will be invited to prepare charts of various kinds of legal information and services at a low cost to any community resident or group of residents. Title clearance will be provided for community land. Career selection will be encouraged for youth and adults by offering information and advice on creative career options. Apprenticeship placement will be arranged, bringing Lorne residents and Lorne vicinity employers together with outside agencies who have training resources in relation to employment.
- 201 An experts' file will be created with information on experts with a variety of skills who are willing to come to Lorne to share their skills and expertise and train residents. Government information will be made readily available by bringing government representatives to Lorne developing channels of communication with government offices in various locations. Agricultural expertise will be obtained, advising on effective produce output. A community designer will be enlisted for consultation on long-range, comprehensive community plans. French teachers will be enlisted, in order to provide instruction in speaking, reading, and writing.
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Tactic 23: Forming Needed Equipment Pool

- Subtactics
- 213 In order to provide the residents of Lorne with appropriate machinery for community projects, a needed equipment pool will be formed. A fire engine with a 500 gallon water tank will be acquired. A snow plough will be obtained and housed in the municipal complex.
- 214 Construction tools will be procured for a lending library available to community residents for individual projects and corporate efforts. Garden implements will also
- 215 be gathered and distributed in a lending library for family gardens. A video-tape unit will be procured,
- 216 so that community recreation and leadership events may be filmed for replaying as an educational tool.
- 217

TACTICAL ARENA A: Utilizing Basic Local Services

Paratactic IX: Local Education

Skills required for effective participation in modern society will be taught in Lorne through diverse and exciting forums, seminars and classes. Training in practical skills in agriculture and wood-working will prepare young and old alike to draw on the latest developments for use in their daily work. The foundational skills which enhance the vitality of a human community will be made available to all who are interested. Even the youngest children will have opportunities to expand their horizons by participating in well-designed programmes and special activities.

Tactic 24 Upgrading Adult Practical Skills

- Subtactics
- 218 In order to prepare Lorne residents for successful participation in the job market, adult practical skills will be upgraded. Farming techniques will be taught in conjunction with the emerging gardening projects by calling in representatives from the Agriculture Department. A
- 219 construction school will be opened with on-the-job training for journeymen tradesmen. Management seminars will be offered during the evenings at the Lorne school and will
- 220 cover such arenas as planning and implementing projects. A forestry institute will be launched with diversified
- 221 curriculum for youth to learn the skills of their elders and for experienced woodsmen to update their techniques. Equivalency tutorials will be instituted with special
- 222 sessions preparing Lorne youth and adults for the test for high school certification. Employment readiness
- 223 will be ensured by tutorials, given by working adults and prospective employers, dealing with dress, style and application procedures. Firemen's training will be conducted
- 224 in cooperation with the Jacquet River Fire Department.

- 225 Office skills will be made available in general procedures
through evening classes and on-the-job supervised experience
226 in various growing industries and schools. Accounting
classes will be organized, teaching bookkeeping and
227 calculating skills to Lorne business and industrial office
workers. Marketing methods will be taught in special
seminars to store owners. Paramedic instruction will be
228 given to persons working with emergency and fire services.

Tactic 25: Conducting Inclusive Functional Training

- Subtactics In order to enable the people of Lorne to fully use the
resources of the 20th Century, inclusive functional
229 training will be conducted. Communication techniques
will be workshopped with skills in letter-writing and
230 public speaking being developed in both French and
English. Political opportunities will be explained through
231 newspapers and special meetings about candidate qualifica-
tions and voting times. Leadership experiences will be
provided allowing more and more people to assume actual
232 responsibility for leading meetings and conducting
development visitation. Woodworking demonstrations will
be conducted in which community elders will share their
233 talents with local youth. Nursing instruction will be
arranged for housewives and taught by an instructor from
234 Dalhousie. Household management will be conducted in
forums dealing with the increasingly complex home machinery.
Forum leadership will be taught for those community leaders
235 preparing to conduct the quarterly community forums and
programmes beyond Lorne. Sports coaching will be
236 developed by enlisting past successful athletes to train
and to manage teams for coming generations. Craft classes
237 will be arranged after school hours to teach music and
small craft techniques. Hygiene instruction will be given
238 in cleanliness, sanitation and methods of early disease
detection. Nutrition seminars will be held in cooking skills,
239 simple menu preparation and the benefits of a balanced
diet. Basic education courses will be taught in week-
240 night bilingual seminars on written and spoken literacy
skills as well as basic arithmetic.

Tactic 26: Initiating Imaginal Childhood Learning

- Subtactics In order to prepare the young people of Lorne to engage
in contemporary society with a bilingual capacity,
241 imaginal childhood learning will be initiated. Lorne
history will be prepared for use by pre-school and
242 elementary classes with imaginal presentations. French
classes will be offered for all ages in classroom situations
243 and as special sections of other ongoing activities.

- 244 A bilingual preschool will be opened in the old sacristy of the church and operated on an all day basis. After school activities for all youth and teenagers will be provided, with opportunities for excursions, sporting events and remedial education. Special education will
- 245 be created in classes for children with learning difficulties created by physical or psychological limitations. A visual curriculum will be compiled which relates
- 246 word symbols of both languages to pictorial representations of common objects, activities and emotions.

UTILIZING BASIC LOCAL RESOURCES

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Plate 4A

paratactic I

Business Activities

paratactic IX

Local Education

tactic 1: Commercial Activity

- 1 Shopping Centre
- 2 Prescription Drugs
- 3 Sporting Goods
- 4 Carryout Foods
- 5 Local Restaurant
- 6 Hardware Supplies
- 7 Bill Paying
- 8 Entertainment Arcade
- 9 Auto Garage
- 10 Fresh Meat
- 11 Clothing Outlet
- 12 Shoe Mending
- 13 Lornecraft Shoppe
- 14 Repair Service
- 15 Snowmobile Maintenance
- 16 Appliance Repair
- 17 Insurance Office
- 18 Newsstand Outlet
- 19 Sharpener Service

tactic 24: Practical Skills

- 218 Farming Techniques
- 219 Construction School
- 220 Management Seminars
- 221 Forestry Institute
- 222 Equivalency Tutorials
- 223 Employment Readiness
- 224 Firemen's Training
- 225 Office Skills
- 226 Accounting Classes
- 227 Marketing Methods
- 228 Paramedic Instruction

tactic 2: Industrial Ventures

- 20 Handicraft Industry
- 21 Furniture Factory
- 22 Housing Components
- 23 Rough-finished Products
- 24 Craft Centre
- 25 Clearcut Logging
- 26 Milling Process
- 27 Wood Kiln
- 28 Woodchip Production
- 29 Veneer Material

tactic 25: Functional Training

- 229 Communication Techniques
- 230 Political Opportunities
- 231 Leadership Experiences
- 232 Woodworking Demonstrations
- 233 Nursing Instruction
- 234 Household Management
- 235 Forum Leadership
- 236 Sports Coaching
- 237 Craft Classes
- 238 Hygiene Instruction
- 239 Nutrition Seminars
- 240 Basic Education

tactic 3: Agricultural Operations

- 30 Demonstration Garden
- 31 Family Produce
- 32 Children's Plots
- 33 Berry Farm
- 34 Sap Collection
- 35 Syrup Distillation
- 36 Exotic Foods
- 37 Commercial Field
- 38 Greenhouse Nursery
- 39 Hydroponics Experiment
- 40 Reforestation Planting

tactic 26: Childhood Learning

- 241 Lorne History
- 242 French Classes
- 243 Bilingual Preschool
- 244 After-school Activities
- 245 Special Education
- 246 Visual Curriculum

ENLISTING PRACTICAL SUPPORT SERVICES

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Plate 4B

paratactic II

Financial Reserves

paratactic VIII

Technological Resources

tactic 4: Fiscal Operations

- 41 Credit Union
- 42 Home Improvements
- 43 Business Loans
- 44 House Mortgages
- 45 Insurance Negotiations
- 46 Budget Planning
- 47 Accounting Service

tactic 22: Professional Assistance

- 198 Debt Counselling
- 199 Estate Planning
- 200 Trust Investment
- 201 Tax Consultant
- 202 Management Assistance
- 203 Marketing Advisor
- 204 Legal Counsel
- 205 Title Clearance
- 206 Career Selecting
- 207 Apprenticeship Placement
- 208 Experts File
- 209 Government Information
- 210 Agriculture Expertise
- 211 Community Designer
- 212 French Teachers

tactic 5: Capital Base

- 48 Cash Contributions
- 49 Inkind Donations
- 50 Business Incorporation
- 51 Industry Capital
- 52 Government Grants
- 53 Preferred-rate Loans
- 54 Municipal Funds
- 55 Employment Placement
- 56 Membership Shares

tactic 23: Equipment Pool

- 213 Fire Engine
- 214 Snow Plough
- 215 Construction Tools
- 216 Garden Implements
- 217 Videotape Unit

ENHANCING FUNCTIONAL COMMUNITY ENVIRONMENT

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Plate 4C

paratactic III
Essential Services

paratactic VII
Physical Care

tactic 6: Transport Services

tactic 19: Citizen Health

- 57 Trucking Company
- 58 Intercity Connections
- 59 Community Minibus
- 60 Informal Taxi
- 61 Route Schedules
- 62 Coordination Arrangements
- 63 Emergency Service

- 171 Five-day Nurse
- 172 Weekly Doctor
- 173 Emergency First-aid
- 174 Paramedic Volunteers
- 175 Dental Hygiene
- 176 Water Tests
- 177 Pharmacy Service
- 178 Medical Office
- 179 Health Information
- 180 Family Life
- 181 Floride Treatment

tactic 7: Accessible Roads

tactic 20: Basic Housing

- 64 Surface Maintenance
- 65 New Construction
- 66 Concrete Sidewalks
- 67 Street Lights
- 68 Snow Fences
- 69 Tree Barriers
- 70 Bridge Extensions
- 71 Width Expansion

- 182 Standard Wiring
- 183 Basic Plumbing
- 184 Winter Insulation
- 185 Aesthetic Exteriors
- 186 Sewage Treatment
- 187 Fireproof Heating
- 188 Looproad Subdivisions
- 189 Model Homes
- 190 Home Construction
- 191 Weatherproofed Oiltanks

tactic 8: Fire Protection

tactic 21: Ongoing Maintenance

- 72 Volunteer Recruitment
- 73 Firemen Schedules
- 74 Equipment Maintenance
- 75 Alarm System
- 76 Smoke Detectors
- 77 Preferred-rate Insurance
- 78 Fire Extinguishers

- 192 Remodeled Rooms
- 193 Building Security
- 194 Public Schedules
- 195 Work Days
- 196 Cleanup Campaigns
- 197 Regular Cleaning

FOSTERING EFFECTIVE SOCIAL COHESION

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Plate 4D

paratactic IV Civic Spirit	paratactic VI Village Identity
tactic 9: Celebrative Events	tactic 16: Meaningful Symbols
79 Annual Picnic 80 Safety Day 81 Music Jubilee 82 Trophy Presentation 83 Post-game Parties 84 Teenage Dances 85 Centennial Celebration 86 Graduation Socials 87 Feature Movies 88 Event Calendar 89 Historical Displays 90 Community Bazaar 91 Pre-garden Fair 92 Harvest Festival 93 Fire Hall Opening	144 Commercial Signs 145 Community Attire 146 Symbol Creation 147 Restored Homestead 148 Highway Signs 149 Project Document 150 Landscape Symbol 151 Mailing Address 152 Boundary Signs 153 Song Writing
tactic 10: Consensus Meetings	tactic 17: Image Promotion
94 Quarterly Forums 95 Annual Meeting	154 Essay Contest 155 Media Releases 156 Local Publicity 157 Documentary Film 158 Slide Show 159 Advertising Image 160 Industrial Advertisements 161 Historical Booklet
tactic 11: Enrichment Excursions	tactic 18: Village Space
96 Leadership Exchange 97 Forum Setup 98 Community Visitation 99 Project Visits 100 Historic Sites 101 Economic Information 102 Cultural Events 103 Lorne Storytelling 104 Youth Emissary	162 Land Developments 163 Essential Services 164 Integrated Colours 165 Leisure Park 166 Children's Playground 167 Flag Poles 168 Home Blueprints 169 Indigenous Materials 170 Church Grounds

ENABLING INCLUSIVE CITIZEN ENGAGEMENT

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Plate 4E

paratactic V

Citizen Engagement

tactic 12: Neighbourhood Organizations

- 105 Citizens' Council
- 106 Neighbourhood Network
- 107 Merchants' Association
- 108 Firemen's Association
- 109 Education Committee
- 110 Homemakers' Committee
- 111 Health Committee
- 112 Sports Club
- 113 Civic Club
- 114 Task Forces
- 115 Youth Corps
- 116 Education Faculty
- 117 Ambassadors Group

tactic 13: Information Channels

- 118 Village Newspaper
- 119 History Book
- 120 Information Centre
- 121 Health Information
- 122 Health Days
- 123 Fire-safety Days
- 124 Education Promotion
- 125 Garden Promotion
- 126 Advance Publicity
- 127 Dental Month
- 128 Bulletin Boards

tactic 14: Civic Buildings

- 129 Commercial/municipal Complex
- 130 Sports Arena
- 131 Fire Hall
- 132 Greenhouse Facility
- 133 Modernized Sawmill
- 134 Industrial Park
- 135 Post Office
- 136 Wood Kiln

tactic 15: External Relations

- 137 Monthly Report
- 138 Education Information
- 139 Schoolboard Representative
- 140 Service Clubs
- 141 Government Interviews
- 142 Clergy Visitation
- 143 Regional Services

PART FIVE

THE ACTUATING PROGRAMMES

PROGRAMMES

The final task of the Consult was organizing the Tactical Systems into Actuating Programmes. The Programmes provide precise structures or forms within which specific tasks are carried out. They perform several essential functions. The programmes make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organize both the local forces who implement the Project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

PROCESS

The creation of the Actuating Programmes first involves organizing the large body of subtactics into rational programmes that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to inclusiveness and focus. Certain values are held throughout the process of organizing the programmes, such as their dramatic power to generate interest and the possibilities for their rapid development. Identifying the programmes is the first step in project actuation for they define the arenas and organize the tactics for concrete steps to be taken by the local forces in doing the subtactics and programmes. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

RESULTS

The Actuating Programmes of the Lorne de l'Acadie Human Development Project shown on Plates 5 and 5A are 14 in number. Five of these are related to the economic development of Lorne de l'Acadie. Three of the five relate to resource utilization and two to business extension. The resource utilization arena includes an Integrated Wood Industry, a Light Industries Park and a Commercial Agriculture Enterprise. The two programmes related to business extension are the Central Shopping Plaza and the Fiscal Management Agency. The second major programmatic division has to do with community cohesion in Lorne de l'Acadie. This arena contains four programmes which are the Village Square Development, the Lorne de l'Acadie Identity Project, the Citizen Involvement Network and the House Construction Cooperative. The third group includes five programmes which relate to the social development of Lorne.

Two of the five relate to corporate well-being and three to practical engagement. The corporate well-being arena includes an Essential Services Complex and a Public Utility System. The three programmes relating to practical engagement are the Basic Education Centre, the Practical Skills Institute and the Youth Action Corps.

A more detailed description of each of the 14 Actuating Programmes follows. These summaries are not intended to fully lay out the programmes, but to indicate the general focus of each, the relationships among the programmes and the relationship between each programme and the whole Project. Each summary is composed of three paragraphs. The first describes the broad functional nature of the programme and explains why it is necessary to the total Project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the programme. This is in no way a specific effort to do the Timelined Implementaries of the subtasks mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the programme. Accompanying each summary is a four-year cost projection (Plates 5B-0).

SUMMARIES

THE FOURTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Lorne de l'Acadie

ONE TOWARD THE ECONOMIC DEVELOPMENT OF LORNE DE L'ACADIE		TWO TOWARD THE COMMUNITY COHESION OF LORNE DE L'ACADIE	THREE TOWARD THE SOCIAL DEVELOPMENT OF LORNE DE L'ACADIE	
RESOURCE UTILIZATION A	BUSINESS EXTENSION B	C	CORPORATE WELL-BEING D	PRACTICAL ENGAGEMENT E
INTEGRATED WOOD INDUSTRY I	CENTRAL SHOPPING PLAZA IV	VILLAGE SQUARE DEVELOPMENT VI	ESSENTIAL SERVICES COMPLEX X	BASIC EDUCATION CENTRE XII
LIGHT INDUSTRIES PARK II		LORNE DE L'ACADIE IDENTITY PROJECT VII		PRACTICAL SKILLS INSTITUTE XIII
COMMERCIAL AGRICULTURE ENTERPRISE III	FISCAL MANAGEMENT AGENCY V	CITIZEN INVOLVEMENT NETWORK VIII	PUBLIC UTILITY SYSTEM XI	YOUTH ACTION CORPS XIV
		HOUSE CONSTRUCTION COOPERATIVE IX		

THE FOURTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Lorne de l'Acadie

ONE TOWARD THE ECONOMIC DEVELOPMENT OF LORNE DE L'ACADIE				TWO TOWARD THE COMMUNITY COHESION OF LORNE DE L'ACADIE		THREE TOWARD THE SOCIAL DEVELOPMENT OF LORNE DE L'ACADIE				
RESOURCE UTILIZATION		BUSINESS EXTENSION				CORPORATE WELL-BEING		PRACTICAL ENGAGEMENT		
A		B		C		D		E		
I INTEGRATED WOOD INDUSTRY	1 Saw Mill Programme	CENTRAL SHOPPING PLAZA IV	13 Small Stores Programme	VILLAGE SQUARE DEVELOPMENT VI	21 Family Park Programme	ESSENTIAL SERVICES COMPLEX X	37 Fire Protection Programme	BASIC EDUCATION CENTRE XII	45 Educational Promotion Programme	
	2 Kiln Drying Programme		14 Food Outlets Programme		22 Sports Arena Programme		38 Postal Centre Programme		46 Early Learning Programme	
	3 Rough Finishing Programme				23 Core Landscaping Programme				47 Supplementary Curriculum Programme	
	4 Furniture Factory Programme				24 Commercial Buildings Programme				25 Traditional Homestead Programme	39 Medical Care Programme
II LIGHT INDUSTRIES PARK	5 Building Materials Programme	IV	15 Repair Shops Programme	LORNE DE L'ACADIE IDENTITY PROJECT VII	26 Bilingual Heritage Programme	X	40 Health Education Programme	PRACTICAL SKILLS INSTITUTE XIII	49 Occupational Advancement Programme	
	6 Food Processing Programme		16 Bulk Buying Programme		27 Town Festivals Programme		41 Roads Improvement Programme		50 Crafts Proficiency Programme	
	7 Artisan Crafts Programme		17 Merchants Association Programme		28 Extended Trips Programme		42 Civic Maintenance Programme		51 Leadership Preparation Programme	
	8 Manufacturing Promotion Programme				29 Civic Organizations Programme				52 Business Management Programme	
III COMMERCIAL AGRICULTURE ENTERPRISE	9 Tree Farming Programme	FISCAL MANAGEMENT AGENCY V	18 Credit Union Programme	CITIZEN INVOLVEMENT NETWORK VIII	30 External Relations Programme	PUBLIC UTILITY SYSTEM XI	43 Coordinated Transportation Programme	YOUTH ACTION CORPS XIV	53 International Exchange Programme	
	10 Demonstration Farm Programme		19 Financial Administration Programme		31 Seasonal Recreation Programme		44 Local Publications Programme		54 Voluntary Work Programme	
	11 Market Gardening Programme				32 Women's Engagement Programme				55 Economic Ventures Programme	
	12 Cash Crops Programme				33 New Building Programme				34 Home Standardization Programme	56 Social Clubs Programme
				HOUSE CONSTRUCTION COOPERATIVE IX	35 Model Home Programme	XI				
					36 Sewage Treatment Programme					

ECONOMIC DEVELOPMENT: Actuating Programme 1

INTEGRATED WOOD INDUSTRY

Industry is a critical part of any developing community. A profitable new industry diversifies the economic base, generates other businesses and provides year-round employment. Plentiful forest resources, market readiness and a skilled work force make Lorne a very suitable situation for the Integrated Wood Industry. Kiln-dried wood and furniture are in high demand. Supplying them will tie this economy more closely to that of the region. Lorne men are experts in wood production, known for their energy, endurance, ability and team work. More employment in modern forestry operations will increase the degree of technological sophistication in the village. On-the-job management training will provide skills needed in commerce and industry across the village. Using the time, skills and money of the residents, this enterprise will have a sound base to attract outside investment funds.

The Integrated Wood Industry consists of four components. First, the Saw Mill Programme will cut and process local timber into lumber for Lorne and the North Shore market. Wood waste will be utilized locally and sold to district pulp mills. Second, the Kiln Drying Programme will produce seasoned wood from the saw mill. In addition, wood from outside Lorne will be processed in the kiln as a service. Third, the Rough Finishing Programme will fabricate rough lumber into packing crates, core boxes, fish boxes, battens, freight car bulkheads and elevator cribbing. These products will be marketed throughout the Maritime provinces. Fourth, the Furniture Factory Programme will use wood dried in the kiln to make indoor and outdoor furniture, shelves and wooden knick knacks. These items will be marketed in New Brunswick, Montreal, Toronto and the eastern United States.

Forest cutting rights will be secured immediately, and cutting will begin by the end of April. The sawmill operation will begin by May 15. Land has already been offered for this purpose. Construction of the kiln will be started by May 15 and the necessary equipment in operation by May 30. The furniture factory will be in operation by July 1. Present labour skills are adequate for the operation of the timber cutting, sawmill and rough finish mill. Management staff will receive additional training before production begins. Ten employees of the furniture factory will go through work-training in Dalhousie and Campbellton. A management advisory team will complete capital projection, management services and promotional campaign plans by May 15. A re-evaluation and expansion plan for the Integrated Wood Industry will take place six months after initiation.

LHDP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 1

Plate 5B

ICA Consultants

INTEGRATED WOOD INDUSTRY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Construction	5,000			
	Office Equipment	500			
	subtotal - capital	5,500			
II Pay and Allowances	1 Auxiliary @ \$7200	7,200	3,600	3,600	
	1 Community Wage @ \$5800	5,800	5,800		
	1 Apprenticeship @ \$2900	2,900	2,900		
	subtotal - pay	15,900	12,300	3,600	
III Current Expenses	Office Supplies	500			
	Development	500			
	Travel	400	200	200	
	Research	1,000	2,000	3,000	3,000
	subtotal - current	2,400	2,200	3,200	3,000
Total Programme Costs		23,800	14,500	6,800	3,000

ECONOMIC DEVELOPMENT: Actuating Programme 2

LIGHT INDUSTRIES PARK

Effective development depends upon expansion of the industrial base of the local community. The Light Industries Park is designed to use Lorne's natural resources to increase both the amount and the variety of the community's marketable products. At the same time, more jobs will be provided, allowing people a larger role in the social fabric. The women of Lorne will earn money through local jobs, and begin contributing to the village's economy, a significant addition to the work force. Part-time and piecework jobs will allow youth and elders an opportunity for employment. Sales to larger market areas will provide additional income for Lorne, while sales within the community will stimulate the flow of cash. A steady income will allow for more effective family budgeting and savings. A new identity will result from knowing that Lorne is a self-sufficient community that has economic potential for its residents.

The Light Industries Park consists of four components. First, the Building Materials Programme will manufacture wooden shingles, building blocks and moulded concrete products. Second, the Food Processing Programme will process garden vegetables and other foodstuffs. Potatoes will be made into french fries and chips. Maple sugar processing will be expanded. Third, the Artisan Crafts Programme will develop retail and wholesale markets for handicraft skills already existing in the community, employing those who have special crafts skills. Fourth, the Manufacturing Promotion Programme will encourage industries to locate branch plants in Lorne and will develop additional sales outlets for local products.

Local craftsmen will select designs and material and prepare a workshop area by the end of May. Initial contact has been made with the Canadian Crafts Council about markets. A chemical laboratory has agreed to do feasibility tests on slag from the nearby smelter within the next six weeks for use in making building blocks and road topping. Jam and jelly production will begin in early summer as soon as the strawberry crop has been picked. Fiddleheads will be picked and packaged in May. A Lorne logo will be designed two weeks after the Consult and placed on all goods going outside the village. A brochure and business cards will be designed for local product promotion and advertisements and press releases will be issued for each new business establishment opening.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 2

Plate 5C

ICA Consultants

LIGHT INDUSTRIES PARK

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Construction	5,000			
	Office Equipment	500			
subtotal - capital		5,500			
II Pay and Allowances	1 Auxiliary @ \$ 7200	7,200	7,200	3,600	
	1 Community Wage @ \$5800	5,800	5,800	5,800	2,900
	3 Apprenticeships @ \$2,900	8,700	8,700		
subtotal - pay		21,700	21,700	9,400	2,900
III Current Expenses	Office Supplies	500			
	Development	500			
	Research	1,000	2,000	3,000	3,000
	Travel	400	400	200	
subtotal - current		2,400	2,400	3,200	3,000
Total Programme Costs		29,600	24,100	12,600	5,900

ECONOMIC DEVELOPMENT: Actuating Programme 3

COMMERCIAL AGRICULTURE ENTERPRISE

The land and forest have been and continue to be the basis of Lorne's economic life. The Commercial Agriculture Enterprise will increase the quantities and types of fresh crops planted in the village. Increasing the acreage under cultivation will allow crops to be exported from the village. A systematic reforestation and tree farm scheme will assure that trees are available for future enterprises. Experimentation with seeds, fertilizers and insecticides will increase yields. Farming projects will engage youth in the summer, and will provide off-season work for many others. Using the agricultural resources of the community effectively is one means of motivating people toward fuller participation in all aspects of the community's life.

The Commercial Agriculture Enterprise consists of four components. First, the Tree Farming Programme will plant timber trees, Christmas trees and commercial landscape trees. Seedlings will be planted for reforestation. Second, the Demonstration Farm Programme will determine suitable crops for local gardens and farms by experimenting with seeds, fertilizers, and insecticides. A community pool of farm and garden implements will be established. A greenhouse will make it possible to obtain peak prices for produce during normal off seasons. Third, the Market Gardening Programme will expand family production of vegetable crops. Garden supplies will be purchased in bulk at lower prices. Fourth, the Cash Crops Programme will expand the amount of agricultural produce grown from that required for family use to that needed for a broader market.

The Commercial Agriculture Enterprise will be established by the first week in June. Land will be cleared by local residents working together. A demonstration farm will be set up in May in consultation with the Department of Agriculture. In July, a lumber and plastic greenhouse will be constructed. A pre-garden fair will take place during May to promote the planting of family gardens. Orders for garden supplies will be taken at the fair. Supplies will be purchased and distributed the following week. As produce is harvested throughout the summer, trucks will transport it to local markets on a regular basis. A harvest fair will be held in early September.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 3

Plate 5D

ICA Consultants

COMMERCIAL AGRICULTURE ENTERPRISE

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	1 Greenhouse	4,000			
	Land Acquisition	3,000			
	Tool and Equipment Pool	1,000	1,000		
	1 Tractor	5,000			
	2 Garden Cultivators	1,000			
	Seeds and Plants	500			
	1 Pickup Truck .		5,000		
subtotal - capital		14,500	6,000		
II Pay and Allowances	½ Auxiliary @ \$7200	3,600	3,600		
	1 Community Wage @ \$5800	5,800	5,800	2,900	
	4 Apprenticeships @ \$2900	11,600	5,800		
subtotal - pay		21,000	15,200	2,900	
III Current Expenses	Fertilizer	200			
	Supplies	200			
	Maintenance	400			
	Travel	200	200		
	Research	500	1,000	1,000	1,000
subtotal - current		1,500	1,200	1,000	1,000
Total Programme Costs		37,000	21,400	3,900	1,000

ECONOMIC DEVELOPMENT: Actuating Programme 4

CENTRAL SHOPPING PLAZA

A thriving commercial life is the primary vehicle through which money may rapidly circulate a number of times before it leaves the community. The Central Shopping Plaza is designed to serve this important function in the economic development of Lorne. It will provide a variety of essential business services, and will enable the residents to learn business skills required in a developing economy. New businesses will create a work force trained in commerce and trade, money and banking, transportation and communications. By having more local stores and services, the amount of travel for routine shopping will be reduced significantly. Experience through employment in the businesses will encourage young adults to undertake business ventures. The Central Shopping Plaza will be a significant sign to the residents that Lorne is providing for their essential needs.

The Central Shopping Plaza consists of four components. First, the Small Stores Programme will sell a variety of quality merchandise; clothing, footwear, cosmetics, toiletries, household furnishing, hardware, appliances, radio, television and high fidelity equipment, standard medications, and stationery. Existing stores will be invited to relocate in the plaza. A mail-order service will be offered. Second, the Food Outlets Programme will serve reasonably priced meals at a family restaurant. Take-out meals will be available also. Third, the Repair Shops Programme will provide parts and repair service for large and small appliances, skidoos and bicycles, TV's, radios, and stereos. These repairs will be done by two shops: one will repair engines and the other electrical appliances. Fourth, the Bulk Buying Programme will function as a cooperative ordering service for volume buying to allow lower consumer prices. This service will be available to both business and individuals.

A restaurant will begin in the community hall basement immediately and be in a separate building by June 1. Mail order and bulk buying services will be initiated immediately. A temporary warehouse will be built by June 15. The building shells, landscaping and paving for the plaza will be completed by October 15. The number and type of stores to be included in the plaza will be determined by June 1. A funding assistance plan for prospective tenants will be developed by the same date. The plaza will be in full operation by November 15, at which time a special opening will be held. A market potential evaluation, which will consider possible expansion of the Central Shopping Plaza, will be completed by February 1, 1978.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 4

Plate 5E

ICA Consultants

CENTRAL SHOPPING PLAZA

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Building Construction	225,000			
	Land	4,000			
	Landscaping & Paving	5,000			
subtotal - capital		234,000			
II Pay and Allowances	½ Auxiliary @ \$7200	3,600	3,600		
	½ Community Wage @ \$5800	2,900	2,900	2,900	
	Architect Fee	10,000			
subtotal - pay		16,500	6,500	2,900	
III Current Expenses	Supplies	500			
	Utilities	2,000			
	Development	500			
	Travel	200	200		
subtotal - current		3,200	200		
Total Programme Costs		253,700	6,700	2,900	

ECONOMIC DEVELOPMENT: Actuating Programme 5

FISCAL MANAGEMENT AGENCY

The vigorous economic life of any community depends on marshalling local capital and using it effectively. The Fiscal Management Agency is designed to make it possible for local residents to invest in the economic growth of the village. Both individuals and businesses will benefit from the resources of credit, insurance, savings, investments and loans. Trade, encouraged from outside the community, will increase the inflow of capital and the possibility of jobs. Means of responsible management of funds and legal affairs will be provided. An improved sense of wellbeing will result in a new confidence in doing business. Cooperation between merchants will lower prices. Investment in local businesses and industries will afford residents a practical way to participate in the revitalization of their village. It will also foster trust in the future of the economy for all the residents of Lorne.

The Fiscal Management Agency consists of four components. First, the Merchants Association Programme will organize the merchants of Lorne to promote the idea of shopping locally for all goods and services. This group will meet regularly. Plans will be developed for specific promotional activities. Second, the Credit Union Programme will create a local savings base which will give security and growth of savings to the residents. It will provide a source for mortgages, personal and business loans. Third, the Financial Administration Programme will provide expert assistance and instruction in such business management skills as accounting, marketing and complying with government regulations. Fourth, the Legal Expertise Programme will provide legal assistance for businessmen, as well as low-cost family and personal legal counselling services.

The Fiscal Management Agency has already been implemented by village merchants who met together during the Consult and requested rental space in a village plaza. A public information meeting has been held with a representative of a provincial credit union organization. The credit union will be in operation by May 15. An evaluation of business management services needed and a plan for training of local merchants and managers will be completed by May 15. Services not available locally will be secured through weekly or bi-weekly consultations by visiting experts on a donation or low-cost retainer fee basis. A full time lawyer will be recruited by the end of April to provide personal, business and industrial legal services for the district.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 5

Plate 5F

ICA Consultants

FISCAL MANAGEMENT AGENCY

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office Renovation	500			
	Office Equipment	1,000			
	subtotal - capital	1,500			
II Pay and Allowances	1 Auxiliary @ \$7200	7,200	7,200	7,200	7,200
	1 Community Wage @ \$5800	5,800	5,800	5,800	5,800
	subtotal - pay	13,000	13,000	13,000	13,000
III Current Expenses	Supplies	500			
	Equipment Maintenance	400			
	Promotion	200			
	Travel	400	400	400	400
	subtotal - current	1,500	400	400	400
Total Programme Costs		16,000	13,400	13,400	13,400

COMMUNITY COHESION: Actuating Programme 6

VILLAGE SQUARE DEVELOPMENT

Thy physical design of a community is a major factor in the social environment in which individual and group relations are acted out. The present layout of the village of Lorne, with its dispersed houses along the three roads, fosters individual and family initiative and self-sufficiency. The Village Square Development will maintain these powerful gifts and will provide a symbol of cohesion to the settlement by creating an effective social and physical centre. The square will serve as a community gathering place for residents. The focusing of space will transform the appearance of the village, encourage visitors to come and shop, and motivate the community. A new public image will result in New Brunswick for the village of Lorne.

The Village Square Development consists of four elements. First, a Family Park Programme will renovate historic buildings and build a museum room, a children's playground, picnic facilities and sports fields in the central core. Second, the Sports Arena Programme will construct a multipurpose sports complex, including hockey, broomball and ice skating facilities. It will be convertible to space suitable for industrial and agricultural fairs. Third, the Core Landscaping Programme will create and landscape a square at the intersection of the New and Lorne roads. A Lorne sign, a sculptured community symbol and two flag poles will be erected nearby. Fourth, the Commercial Buildings Programme will construct major buildings for the central shopping plaza and will construct and renovate other business facilities.

During the week after the Consult, the Lorne welcome sign was designed and built on the intersection of the New Road and Lorne Road. Two flag poles were cut, stripped of bark and painted; on Saturday, they were erected on either side of the sign. Initial site plans have been drawn for the inner core of the village. Shelter belt trees will be planted this spring. A heavy equipment manufacturer has agreed to lend earth-moving equipment to clear land for the park, industrial site and commercial area. Within a month, arches will be erected on the New Road and the Old Road welcoming people to the village. A model of the new village design will be on public display by June 2. Loans and grants will be obtained from federal and provincial agencies within three months. A community development corporation will be organized during the last week of April.

LDHP

FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 6

Plate 5G

ICA Consultants

VILLAGE SQUARE DEVELOPMENT

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Construction Materials	2,000			
	Landscaping Costs	2,000			
	Park Equipment	500			
	Playground Equipment	500			
	Museum Display Cases	200			
	Arena Construction		100,000		
	subtotal capital	5,200	100,000		
II Pay and Allowances	Auxiliary @ \$7200	3,600	3,600		
	Community Wage @ \$5300	2,900	2,900		
	Architect-Planner Fees	2,000			
	subtotal-pay	8,500	6,500		
III Current Expenses	Maintenance	500	1,000	500	
	Development	400			
	Travel	200	200		
	subtotal-current	1,100	1,200		
	Total Programme Costs	14,800	107,700	500	

COMMUNITY COHESION: Actuating Programme 7

LORNE DE L'ACADIE IDENTITY PROJECT

The single most important factor in effective development is continuing motivity of local people. In order to develop the drive needed to bring a project to success, a strong sense of the identity and significance of the community must be generated. The Lorne de l'Acadie Identity Project is designed to preserve and deepen local historical and cultural tradition. Lorne prides itself on being "the most bilingual community in Canada." Long years of isolation have made for unique traditions and crafts and a distinct lilted dialect. Transmitting this unique heritage to the youth will give them a better grasp of history as a perspective for facing the future. Exchange visits and festivals will foster direct encounters with history. A traditional homestead will be available to share with visitors the experience of Lorne's lifestyle. Tourist income to the town will increase as publicity circulates about Lorne de l'Acadie and its accomplishments.

The Lorne de l'Acadie Identity Project consists of four components. First, the Traditional Homestead Programme will locate, renovate and assemble various elements of an early homestead. This display will contain buildings, furniture and equipment typical of pioneer life. Second, the Bilingual Heritage Programme will allow citizens of Lorne to maintain and use their bilingualism as a resource in the overall renewal of the village. Bilingual signs will be posted on streets and public buildings. Use of both French and English resources will intensify literacy training. Cultural activities which accentuate the traditions of French and English Canada will be organized. Third, the Town Festivals Programme will hold regular community festivals, fairs and expositions. Fourth, the Extended Trips Programme will arrange for members of the community to visit other regions of Canada and other countries of the world.

The Lorne de l'Acadie Identity Project was under way as the Consult ended. Songs and the Lorne Voice were printed bilingually. A celebration was held to receive the fire truck into the community. Trips to Ottawa will be taken on Victoria Day week-end and two local representatives will be sent to the Human Development Project in western Canada in June with a report and a gift from Lorne de l'Acadie to the new project. A traditional homestead that has been selected will be acquired, expanded and renovated. It will be placed in a town park area in order to afford an appropriate setting for its display as an historical landmark. A summer festival will be held with special invitations to people and companies that have assisted in the development of the Project. Literacy classes will start in June.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 7

Plate 5H

LORNE DE L'ACADIE
IDENTITY PROJECT

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Homestead Renovation	2,000			
subtotal - capital		2,000			
II Pay and Allowances	½ Auxiliary @ \$7200	3,600	3,600	3,600	3,600
	½ Community Wage @ \$5300	2,900	2,900	2,900	2,900
	Architect Fee	500			
subtotal - pay		7,000	6,500	6,500	6,500
III Current Expenses	Excursions	3,000			
	Festivals	500			
	Travel	200	200	200	200
subtotal - current		3,700	200	200	200
Total Programme Costs		12,700	6,700	6,700	6,700

COMMUNITY COHESION: Actuating Programme 8

CITIZEN INVOLVEMENT NETWORK

Today local people are demanding full participation in the life of their communities and in the educational and cultural riches of the world. The Citizen Involvement Network will link residents in new forms for making common decisions and working together. Lorne's rich human resources, the individual vitality and intelligence of its people, will be channelled as cooperative energy necessary for development progress. Citizens of all ages will develop leadership skills. The women who are now moving beyond traditional family-directed roles will be released to new responsibilities at a broader level in the community. The elders, already mainstays in their families, will also move into wider social participation which draws on their practical wisdom. Lorne's development schemes and unique traditions will be shared with sister communities in the district and internationally. Expanded resources will be available for social and economic development in the village.

The Citizens Involvement Network consists of four components. First, the Civic Organizations Programme will hold weekly community wide meetings. These meetings will look at the direction the community is going, report recent accomplishments and plan future work. Various task forces, clubs and associations will be formed to meet the needs of Lorne. Second, the External Relations Programme will establish ongoing contact with major corporations, provincial and national government agencies and foundations. This programme will develop new relationships with surrounding communities and host guests. Third, the Seasonal Recreation Programme will organize sports events and initiate village-wide celebrations. Safety classes in skidooing, hunting and woodmanship will be taught. Fourth, the Women's Engagement Programme will involve women in a variety of community activities. Ongoing social functions will be used to train women in group participation and leadership.

The Citizen Involvement Network began with the sign-up of 25 preschool teachers one week after the Consult. A Women's Club will be organized within a month of the Consult. Nearby communities and government offices have been contacted to establish working relationships. These contacts will continue on a systematic basis. In May, neighbourhood groups will begin meeting. A basketball court will be set up in May. Teams will be organized and a tournament held in June. An Elders' Trip will be organized and sent to Ottawa to meet government officials.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 8

Plate 5I

CITIZEN INVOLVEMENT NETWORK

ICA Consultants

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Mini bus	8,000			
	Projector/Screen	500			
	Portable PA System	300			
	Sports Equipment	500			
	Facilities Renovation	200			
	Furniture	300			
subtotal - capital		9,800			
II Pay and Allowances	1 Auxiliary @ \$7200	7,200	7,200	7,200	7,200
	1 Community Wage @ \$5800	5,800	5,800	5,800	5,800
subtotal - pay		13,000	13,000	13,000	13,000
III Current Expenses	Facility Rental	200			
	Utilities	200			
	Travel	400	400	400	400
	Vehicle Maintenance	2,000			
subtotal - current		2,800	400	400	400
Total Programme Costs		25,600	13,400	13,400	13,400

COMMUNITY COHESION: Actuating Programme 9

HOUSE CONSTRUCTION COOPERATIVE

A community's sense of its own worth is conveyed both directly and indirectly through the appearance, durability and comfort of its residential dwellings. The House Construction Cooperative will assure that Lorne housing will foster civic pride as well as provide adequate shelter for residents. Constructing new homes will provide additional local employment. More importantly, new housing units will make it possible for young families to remain in Lorne. Bringing existing houses up to code standards will heighten the community's sense of security. Community health will improve as a result of more adequate sewage disposal. Using recycling tanks in this process will make it possible to enrich garden soil and therefore increase crop production. Locating new homes in a co-ordinated design which includes the Central Shopping Plaza and the Village Square Development will help to balance the proportions of community space.

The House Construction Cooperative consists of four components. First, the New Building Programme will assist individuals building houses with labour, materials, and loans. Prefabricated houses will be sold locally and throughout the Province. Second, the Home Standardization Programme will raise housing to code qualifications. Electrical and plumbing work will be done by licensed tradesmen. Residents will be able to borrow community tools to make housing repairs. Third, the Model Home Programme will construct and maintain the demonstration house from which the House Construction Cooperative will operate. A traditional architectural design will be followed and modern technology will be used in construction. Fourth, the Sewage Treatment Programme will repair and install septic tanks. Indoor toilets will be provided for all houses without them. Septic tanks will be inspected every six months and pumped out when necessary. Garbage pick-up service will also be provided.

A survey of home sanitation facilities, which is already under way, will be completed by the end of May. Cast concrete septic tanks will be installed during June and July. The model home will be erected during the third week in June by a community work force of 40 people. Materials will be donated by regional dealers. Starting in mid-May, there will be bi-weekly community work-days to repaint community homes, repair oil lines, and undertake maintenance chores beyond the capacity of individual residents. In conjunction with the Fiscal Management Agency, long-term low-interest loans will be available to qualified local residents by the end of June. The outer shells and plumbing systems for 26 new housing units will be completed by November 14.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 9

Plate 5J

LCA Consultants

HOUSE CONSTRUCTION COOPERATIVE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Model House	6,000			
	House Repairs	5,000			
	Sewage Programme	1,000			
	Equipment	2,000			
	subtotal - capital	14,000			
II Pay and Allowance	1/2 Auxiliary @ \$7200	3,600			
	1 Community Wage @ \$5800	5,800	2,900		
	4 Apprenticeships @ \$2900	11,600	5,800		
	Architect Fee	7,000			
	Contractor Advisory Fee	1,000			
	subtotal - pay	29,000	8,700		
III Current Expenses	Warehouse Rental	500			
	Travel	200			
	Office Services	500			
	Equipment Maintenance	200			
	subtotal - current	1,400			
Total Programme Costs		44,400	8,700		

SOCIAL DEVELOPMENT: Actuating Programme 10

ESSENTIAL SERVICES COMPLEX

A community seriously concerned with its development must provide a full range of services to its citizens. The Essential Services Complex is designed to provide residents with the benefits of a modern municipality. Additional fire protection will enable the better use of resources and a greater sense of security. Greater vitality among community residents will be a direct consequence of improving health. Professionals and paraprofessionals will be able to deal with health needs over the long range rather than on a more restricted emergency basis. Convenient postal services will encourage contact with the larger society. In Lorne the amenities of a modern small town have become symbols of societal wellbeing and of holding a place in the future of New Brunswick. These benefits indicate for Lorne a new and genuine sense of its social wholeness and mobility.

The Essential Services Complex consists of four components. First, the Fire Protection Programme will procure much needed fire-fighting equipment. A fire alarm system will be installed. Volunteers for 24-hour service will be recruited and trained. Residents will be taught home fire safety. Second, the Postal Centre Programme will sell stamps and money orders and serve as a depot for mailing parcels. This service will initially be in one of the commercial outlets. Home mail delivery will be improved. Third, the Medical Care Programme will increase the number of hours that the clinic is staffed by a doctor and a nurse. Medical services will include emergency calls, regular check-ups and treatment facilities. A pharmacy delivery service will be offered through the transportation programme. Fourth, the Health Education Programme will provide information on general health, dental hygiene, diseases, mental health and home health care.

One week after the Consult, a group of residents acquired a fire truck, arranging the finance within the community. It has a water capacity of 500 gallons. The Jacquet River Fire Department has agreed to help train volunteer firemen. This training will begin the first month of the project. A telephone link fire alarm will be installed in May. Fire safety classes will begin in May. Negotiation will begin immediately with the Postal Department about a post office in Lorne. Stamp sales, money orders and a mailing service will begin within two weeks of the Consult. Paramedical and first aid training will begin in May. The clinic will open with a nurse as director and two aides. Negotiations have begun to have a doctor visit once a week. An ambulance will be acquired.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 10

Plate 5K

ICA Consultants

ESSENTIAL SERVICES COMPLEX

years categories		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Fire Station Construction	6,000			
	Fire Engine	7,000			
	Fire Fighting Equipment	1,000			
	Health Office Renovation	200			
	Health Office Equipment	800			
	Land	1,000			
subtotal - capital		16,000			
II Pay and Allowances	½ Auxiliary @ \$7200	3,600	3,600		
	½ Community Wage @ \$5800	2,900	2,900	2,900	
	Architect Fee	400			
subtotal - pay		6,900	6,500	2,900	
III Current Expenses	Medical Supplies	800	800	800	800
	Education Materials	200			
	Facility Rental	200	200	200	200
	Utilities	500	500	500	500
	Travel	200	200		
subtotal - current		1,900	1,700	1,500	1,500
Total Programme Costs		24,800	8,200	4,400	1,500

SOCIAL DEVELOPMENT: Actuating Programme 11

PUBLIC UTILITY SYSTEM

A strong and vigorous community requires effective links with the larger community. The Public Utility System will provide the necessary road repairs, maintenance, transportation and communication structures for Lorne. Lights and sidewalks will make the streets safer and property more secure. The ongoing volunteer maintenance of public property will foster community pride. Through improved transportation links, the North Shore district will be much more accessible. Better news and information services will encourage participation in public affairs and enable responsible decisions. A pleasant, more intentional environment will motivate involvement in development. Individual and town esteem will be increased and a sense of responsibility for the community increased.

The Public Utility System consists of four components. First, the Road Improvement Programme will widen and upgrade the Lorne village roads. Walking lanes will be added on the sides. Tree shelter belts will be planted and village street lights installed. Second, the Civic Maintenance Programme will provide upkeep and security for public property in Lorne. Parking areas will be snow ploughed and a community snow ploughing service for driveways will be available. Third, the Coordinated Transportation Programme will provide a trucking and mini-bus service between Lorne and surrounding towns. Fourth, the Local Publications Programme will publish a newspaper and issue bulletins on community events. A Lorne history will be compiled and published.

The Lorne Voice, a village weekly, began publication before the Consult and has published a special Consult Edition. Two Lorne residents are presently being trained as the Publisher and the Editor. Printing equipment will be obtained within one month. When the snow melts, there will be community work days every two weeks. There will be a general village clean up campaign and tree shelter belts will be planted along the roads. A publicity drive will promote the installation of street lights and 43 lights will be in place by July 1. A community truck and a bus will begin regular services to Dalhousie and Bathurst by June 15. The provincial Department of Highways will be asked to widen and repave the New Road, the Lorne Road and the Old Road. A district laboratory has agreed to test smelter slag as a possible ingredient of paving material and a test strip of pavement will be laid in Lorne during the summer.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 11

Plate 5L

ICA Consultants

PUBLIC UTILITY SYSTEM

categories	years	current FY budgets	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Shop Construction	1,000			
	1 Printing Press (rebuilt)	6,000			
	1 Typewriter	500			
	Office Equipment	800			
	Road Improvement	5,000			
subtotal - capital		13,300			
II Pay and Allowances	½ Auxiliary @ \$7200	3,600	3,600		
	½ Community Wage @ \$5800	2,900	2,900	2,900	2,900
	1 Apprenticeship @ \$2900	2,900	2,900	2,900	2,900
subtotal - pay		9,400	9,400	5,800	5,800
III Current Expenses	Office Supplies	500	200	200	200
	Printing Supplies	500	500	200	200
	Paper	1,000	1,000	1,000	1,000
	Equipment Maintenance	1,000	1,000	1,000	1,000
	Facility Rental	200	200	200	200
	Utilities	500	500	500	500
	Travel	200	200		
subtotal - current		3,900	3,600	3,100	3,100
Total Programme Costs		26,600	13,000	8,900	8,900

SOCIAL DEVELOPMENT: Actuating Programme 12

BASIC EDUCATION CENTRE

Rapid and effective development in any local community requires that residents acquire the practical methods and basic knowledge of the twentieth century. The Basic Education Centre will provide these benefits to every Lorne resident from the youngest to the oldest. The children of Lorne will begin their education four years or more before they enter Grade One, providing the impetus for more rapid progress in school. A greater number of parents will be involved in discussing and planning for their children's education with school authorities, thus making the system more responsive to the local community and its needs. In the adult programmes, residents will be assisted to be effective in their occupations and in community life. Less directly, the Centre will be a demonstration that the size and degree of isolation of a community do not need to be blocks to providing a sound education to all its members.

The Basic Education Centre consists of four parts. First, the Educational Promotion Programme will assist residents in obtaining access to formal structures of education, such as a technical school or a college. Relationships with the School Board will be strengthened. Second, the Early Learning Programme will teach social, psychological, intellectual and physical skills and will provide structures for children from the age of one to five. Residents will be trained as teachers and assistants. Third, the Supplementary Curriculum Programme will provide optional extra help for any student, and will be an extra resource for the local school teachers. Fourth, the Adult Studies Programme will offer basic literacy courses in both French and English. Junior, Senior and High School Matriculation upgrading courses will be offered. Courses in domestic science will teach skills such as hygiene, nutrition, child care, budgeting and the use of credit.

The Lorne Preschool began the week after the Consult with 15 community women beginning training as volunteer teachers and with 30 children from two months old to five years registered. A rummage sale is being organized and donations of classroom equipment are being collected. A Special Education class for slow learners will start in early May and French and English Basic Literacy classes will begin in June. The provincial Department of Education will be asked for assistance, particularly with books and materials. A Homemakers Week will be organized for the second week in May. This will include cooking, sewing and craft demonstrations. A Lorne resident has now been nominated to represent District Three on the local School Board, and, if elected, will keep the Board well informed about Lorne educational issues.

LHDP

FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 12

Plate 5M

ICA Consultants

BASIC EDUCATION CENTRE

categories \ years		current FY budgets	Future Estimated costs		
			FY II	FY III	FY IV
I Capital Costs	Curriculum Materials	500			
	Educational Equipment	500			
	Games Equipment	300			
	Sound Equipment	200			
	Facilities Renovation	200			
	Library Materials	500			
	subtotal - capital	2,200			
II Pay and Expenses	1 Auxiliary @ \$7200	7,200	3,600		
	1 Community Wage @ \$5800	5,800	5,800	5,800	
	subtotal - pay	13,000	9,400	5,800	5,800
III Current Expenses	Supplies	200			
	Facility Rental	200			
	Utilities	500			
	Film Rentals	200			
	Lunch Supplement	500			
	Promotion	300			
	Travel	400	200		
	subtotal - current	2,300	200		
Total Programme Costs		17,500	9,600	5,800	5,800

SOCIAL DEVELOPMENT: Actuating Programme 13

PRACTICAL SKILLS INSTITUTE

Effective local development requires that community residents become proficient in the many economic and social skills required to carry out their plans effectively. The Practical Skills Institute is designed to equip the people of Lorne comprehensively for the tasks they have set before themselves. Men, women and youth will be trained and placed in a wide range of better-paying jobs than they presently hold. Business profits will be increased as modern business practices are employed. Community leaders will become more effective as they obtain insight and practice in planning, organizational and motivational skills. All residents will experience more significant engagement. A new sense of pride and dignity will develop in individual residents and the community at large as the practical abilities available in Lorne are broadened and enhanced.

The Practical Skills Institute is made up of four components. First, the Vocational Advancement Programme will offer instructional and apprenticeship opportunities in a number of practical careers. A job placement service will maintain a file of current employment opportunities within and outside Lorne and will offer courses in job interview techniques and job retention skills. Second, the Crafts Proficiency Programme will train residents in handicrafts skills for both money-making and recreational purposes. New and traditional techniques and designs will be encouraged through competitions and displays. Third, the Leadership Preparation Programme will teach current and emerging leaders planning, team work and group motivation methods. Regular practical assignments will be scheduled in order to encourage proficiency in these techniques. Fourth, the Business Management Programme will hold seminars in basic bookkeeping skills, modern marketing, inventory control and management techniques for community businessmen.

A broad base of community leadership was identified during the week of the Consult. By the end of April, five task forces will be meeting weekly and their leaders will meet as a coordinating group once a week for training. In May, experienced farmers and Department of Agriculture experts will begin an agriculture training programme for commercial farmers and community youth. By the end of May, training in automobile, truck and farm equipment repair and maintenance will begin, using equipment already owned by residents. Retail merchants have already met, as have the initial shareholders of the credit union. These meetings discussed financial management and sound business practices. On-the-job training in construction will begin in mid-May. Local artisans will offer classes in metal-working, needlecraft and wood carving beginning in June.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 13

Plate 5N

ICA Consultants

PRACTICAL SKILLS INSTITUTE

categories	years	current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Shop & Class Equipment	4,000			
	Skills Library	200			
	Audio-visual Equipment	3,000			
	1 Duplicator	800			
	2 Typewriters	400			
	subtotal - capital	8,400			
II Pay and Allowances	1 Auxiliary @ \$7200	7,200	7,200	7,200	7,200
	1 Community Wage @ \$5800	5,800	5,800	5,800	5,800
	1 Instructor Aide @ \$2900	2,900	2,900	2,900	2,900
	Visiting Instructors	500			
	subtotal - pay	16,400	15,900	15,900	15,900
III Current Expenses	Materials	500			
	Facility Rental	1,200			
	Utilities	500			
	Travel	400	400	400	400
	Exchange Excursions	2,000			
	subtotal - current	4,600	400	400	400
	Total Programme Costs	29,400	16,300	16,300	16,300

SOCIAL DEVELOPMENT: Actuating Programme 14

YOUTH ACTION CORPS

Today's youth desire a significant role in the life of the world. Beyond academic training they seek engagement in society. The Youth Action Corps will allow Lorne's youth to experience challenges and to learn industry, perseverance and ingenuity. Through working with older youth they contribute to the unity of the village. They will share the wisdom of other age groups, especially the elders. More cultural activities will develop their talents in music and entertainment. Extra-curricular recreation will cultivate physical fitness and team work. As they travel they will be exposed to the Canadian mosaic and the cultures of the world, and will return with a broader perspective to share. By gaining a first-hand knowledge of many fields the youth will contribute to the long range future of the community and the area.

The Youth Action Corps consists of four components. First, the International Exchange Programme will arrange for youth in Lorne to visit other parts of the world, and in turn, host youth from other countries. Second, the Voluntary Work Programme will involve Lorne youth in community service projects. They will assist in operating recreation programmes, conduct after-school activities for younger children and provide regular maintenance of community buildings. Third, the Economic Ventures Programme will assist youth in setting up their own business, forestry and farming projects as income-producing enterprises. Fourth, the Social Clubs Programme will arrange and coordinate sports, recreation, after-school and cultural programmes for young people. It will involve youth between the ages of six and twenty.

The youth of the village have participated enthusiastically in the planning and work of the Consult week. In the first week of May, a meeting of village youth will plan the next six months of the youth programme, especially summer holiday activities. Expanded recreation programmes will begin immediately. Youth projects, dances, concerts and car washing will raise money for trips. Youth tours will be made to Ottawa on the May 24th weekend and to the June Consult in Manitoba. A junior Maritime camping trip will be held in July. A senior camping trip will visit the United Nations in August. Volunteer work parties every two weeks will assist in community projects. The children's garden will begin operation by June 1st, by planting bedding plants. Youth income projects will begin by May 15.

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FOUR YEAR PLAN
PROGRAMME BUDGETS

Programme 14

Plate 50

ICA Consultants

YOUTH ACTION CORPS

<div>years</div> <div>categories</div>		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Recreation Equipment	500			
	Craft Materials	200			
	Enterprises Equipment	400			
	Excursion Scholarships	1,500			
	subtotal - capital	2,600			
II Pay and Allowances	$\frac{1}{2}$ Auxiliary @ \$7200	3,600	3,600		
	1 Community Wage @ \$5800	5,800	5,800	5,800	2,900
	1 Youth Aide @ \$2900	2,900	2,900	2,900	2,900
	subtotal - pay	12,300	12,300	8,700	5,800
III Current Expenses	Travel	200	200		
	Exchange Excursions	2,800	1,300	500	
	subtotal - current	3,000	1,500	500	
Total Programme Costs		17,900	13,800	9,200	5,800

EPILOGUE

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extended their hospitality to the visiting Consultants. Several hundred worked full time and part time in the Consultation, contributing their insights and practical wisdom. Many of the youth of Lorne worked enthusiastically in some of the practical enablement of the Consult. The following pages delineate recommendations, methods and findings which grew out of the Consultation as reported in this document.

I

ACTUATION PHASING

METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Lorne are found in the five comprehensive charts and the accompanying discussion which comprise the substance of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programmes, together reflect the flow of the Consultation.

FINDINGS

The Operating Vision of the Lorne de l'Acadie residents, summarized at the beginning of the week, indicated great concern for economic and social self-reliance and the provision of basic community services. The following day's work of discerning contradictions revealed special stress on the dominating individualism of persons and groups that worked against any cooperative venture at the community level, and the ways and means of getting practical access to basic community services unavailable presently in Lorne. Other issues were the unimagined options that were open for already available benefits. Wednesday's proposal work emphasized citizen engagement, social services, and economic support. Creating the necessary community wide decision-making structure was a key point. Tactical Systems to carry out the proposals were created on Thursday. Commercial, industrial and agricultural activities and local educational opportunities were suggested to utilize the community's basic human and natural resources, while financial and technological resources were offered to strengthen the back-up support services for the community. The Consult further recommended enhancing the community environment and bringing the community together through celebrative village events, visual community promotion, and the acceleration and enablement of corporate citizen engagement. The final work of the Consult is shown in the Actuating Programmes Charts. These 14 programmes indicate plans to stimulate economic growth through a battery of five programmes including an industrial park complex, an integrated wood industry and a central shopping plaza. Social stability is the aim of another five programmes which include a functional education centre, a practical skills institute, a youth action corps and a public utility complex. Finally, four programmes, which cover village square development and a house construction cooperative

aimed at recovering a sense of community identity for Lorne de l'Acadie.

PHASES

The Human Development Project model produced during the Consult represents the decisions of citizens to intensify and expand development efforts in the community. The Actuating Programmes provide for the four year phasing of the model. During the first year, emphasis will be placed on initiating the project by launching the 14 programmes and training the core of community leaders who will guide and direct the project expansion. By the end of the first year all the actuating programmes will be launched. The dual emphases of the second year are programme acceleration and replication in other rural locations. During this phase emphasis is given to equipping a body of leaders to guide project expansion. As the project becomes established local leaders assume greater responsibility for the total operation. Simultaneously the number of local ICA staff is decreased. In effect, the new project model is actuated at the end of three years. Programme maturation occurs during the fourth year. By this time external assistance is considerably reduced and local initiative is maximized in all the development programmes.

II

PROJECT FINANCING

FUNDING

A comprehensive funding plan is required for social demonstration. While the community must move as quickly as possible to assume responsibility for the cost of its development, outside financial leverage is necessary to build momentum. The phasing would initially rely on private sources until actualized programmes can call forth funds from the public sector. However, the project requires direct assistance from both public and private sources in the form of grants, long-term loans at favourable rates, lines of credit and in-kind contributions of goods, services, time and facilities. It is crucial to continue bringing delivery of existing services, while new external resources are brought immediately to the service of the community and maintained only for the period of time necessary for generation of local economic activity.

The 14 actuating programmes provide the means for an initial analysis of the costs of the project as well as the broad funding patterns. Estimated costs of the pilot project are shown in the charts. Plate 6A shows the estimated cost of the first year of each programme and the combined total. Plate 6B provides a picture of the projected costs for four years. It is predicted that by the fourth year only minimal special funds will be needed by the project itself. As programme actuation continues, costs will be absorbed into the ongoing socio-economic dynamics of the community. The budgets are figured on the basis of capital outlay, staff salaries and operating costs.

COSTS

Nearly 20 percent of the first year costs fall in the local salaries column. This is explained by the number of apprentice and full-time roles required to adequately launch the programmes and represents a direct injection of funds into the community. This outlay will gradually be felt as an investment in the project as the human and material resources of Lorne citizens are applied to the socio-economic programme. With efforts aimed at developing self-sufficiency and self-dependence over the four years, increasingly less direct funding will be needed to support salaries as programmes begin to generate their own incomes. Thus, direct costs are reduced by more than fifty percent during the second year and continue to decrease in the third and fourth years. Plate 6C illustrates this flow. Such a move requires a total comprehensive development approach. Through the development of employment, the introduction of light industry and an expansion of agriculture and services within the community, a stable economic base will be established which will help to maintain the project's efforts in the future.

III

IMPLEMENTING FORCES

GUILDS

The Actuating Programmes provide the framework for local participation and give direction to the necessary organization of the community residents who will do the work of implementation. Interested residents of all ages who are involved in these programmes could organize themselves into groups which constitute a contemporary form of the medieval guild. Such groups of local citizens, or modern guildsmen, could work together on community-wide projects or subdivide into task forces to do particular jobs related to varied aspects of programme implementation. Though basically task-oriented, these citizens' groups would also do continuing planning and evaluation.

COMMISSIONS

The 14 programmes of the Lorne de l'Acadie Human Development Project could be grouped into actuating agencies which might correspond to existing and new corporations of the community. These agencies could be organized into two groupings, one dealing with the economic development of the community and the other with the social development. These could be referred to as commissions. This organizational format would provide the structure through which the entire community is involved as a comprehensive decision-making body. The body of citizens so engaged could be designated as a "guild assembly". It would include guild participants, other concerned residents, auxiliary staff and guardians. It would be a cross-section of the community. A representative body of this assembly would be charged with the responsibility of coordinating the work of the actuating agencies and ensuring that programmatic decisions reflect the concerns and needs of the community. The designation of this body should be guided by such factors as residence in the community, a grasp of the Human

Development Project and willingness to expend long hours for the sake of the community's development. This body might have a rotating chairmanship and could appoint ad hoc committees as needed to maintain the development thrust.

GUARDIANS

The guardian and patron networks assure the continuance of external support to the Human Development Project. This support refers not only to strengthening the interest and assistance of governmental agencies, but also to establishing relationships with private forces within and beyond the community. In addition to funding, outside support needs to include information sources, advocacy and access to services and expertise not presently available within the community. To date, these networks have been invaluable to Lorne. The acceleration of the Project will make the guardian and patron network even more important in the future.

AUXILIARY

Finally, the Actuating Programmes indicate the need for a motivating group, referred to here as the auxiliary. One of the indices of a dynamic Human Development Project is the presence of a catalytic group that brings dedication and methodological expertise to the task at hand. This group engenders motivity in the community at large, thus accelerating the implementation of programmes and the emergence of new leadership. The staff of the Institute and key leadership of the community will fulfill this role. The presence of such a group provides a fresh perspective which enables the community to grasp its task in a creative fashion. When this perspective is added to the practical wisdom of long time residents, a reservoir of effective action emerges. In Lorne de l'Acadie this group of people should include specialists in such fields as forestry, agriculture, vocational training, formal education, health service, business management and construction. Each member of the auxiliary will be charged with the responsibility of equipping emerging local leadership in his area of expertise. These emerging leaders in turn, will then be prepared to assume responsibilities within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Lorne intends to be a signal community which people will visit in the future as a demonstration of rural development. It is important, therefore, that the benefits of the project be clearly evident. The variety of things a visitor might observe on a tour through the community some six months after the Consult are presented in the following paragraphs through six simple sketches.

As a guest drives into the village of Lorne, he is impressed by a large, wooden planter box of evergreens from which rises a richly finished wooden sign reading "Lorne de l'Acadie". On one side is the Canadian flag and on the other, the flag of New Brunswick.

He turns right and parks in front of a trio of sturdy new buildings. He is pleased by their brightly coloured facades and walks into the one which says "Post Office" in English and French. Inside, three women are pinning notices on a large bulletin board beside a bank of green mailboxes. The Lorne Voice, a community newspaper, is being posted, and the guest is surprised at the number of announcements of upcoming community events. The women introduce themselves as members of Lorne's guild of "Ambassadors" and welcome him to the community. One suggests that she might give him a tour of Lorne. They walk outside and go into the Lorne laundromat. The woman says that the facility is managed by the business training school and introduces him to its two youthful managers. As they step out the door, they pass two housewives carrying loads of laundry and the guest realizes that the laundromat is well used. They stop for a moment to greet people seated on a bus bench. One prospective passenger points out that the bus service which used to run only along Highway 11, 5 miles from Lorne, now stops in the village centre. A sudden rumbling attracts the group's attention, and the visitor sees a large red fire truck pulling out of its garage up the road. He is led by his guide past the drug store and restaurant to the building marked "Lorne Fire Hall". Two young men are receiving instructions on how to maintain the fire engine from a member of a nearby volunteer fire department. The young men describe the new voluntary unit in Lorne. They proudly relate that both the fire engine and the snow plough parked nearby are maintained by students in the vocational skills programme.

IDENTITY

The pair proceeds across the road to the Parish Hall. Just outside the Hall, they stop and chat with a group of young people who explain the Lorne symbol on their green T-shirts and on the flag. Inside several community leaders are meeting as part of the Businessmen's Association to discuss the next stage of commercial expansion. In another room the visitor stops to listen in as members of a Youth Corps plan their participation in Saturday's road improvement project. He is amazed to learn that they sent representatives to spend a month in a similar village project in Western Canada and are planning a trip for the whole group to Montreal. The last stop before leaving the Church Hall is to see the tool library from which tools are lent to local residents.

COMMUNITY

Outside the Hall in the morning sunlight, laughing children are streaming into the school and the newcomer and his hostess join them. He discovers that the bright green uniforms worn by the pre-schoolers were made by mothers who have formed a Home and School Society. Several from the village have volunteered their time as teacher's aides and one leads the class in singing "Lorne is a Wonderful Place." Walking on through the school, he hears a bilingual reading class in session. The bulletin board has pictures and stories about trips the classes took to the Belledune Smelter and the Charlo Airport. As he leaves the school, the guest notices the shiny linoleum and marvels at how well kept the school is.

EDUCATION

CONSTRUCTION

They continue across a smaller road and notice several men working at a construction site. The workers say it is an historic homestead that will tell the story of the Acadian beginnings that gave birth to Lorne. They show the building's plans and talk eagerly about their new skills in carpentry. Several of them tell our guest about the evening classes they are taking in order to get high school certification. Across the field, other men are rustproofing oil tanks in preparation for the winter. Re-crossing the little road and walking up the hill, the guest arrives at the Lorne de l'Acadie sports arena. Benches have been repaired and a protective roof erected over them. Young men are emerging from the brightly-painted shack which houses the team changing rooms and head for the field, warming up for a baseball game. Our hostess explains that the uniforms and equipment have been paid for with money raised by the team and matched by the Businessmen's Association.

INDUSTRY

Going further "down the road" the guide turns into a well-landscaped drive that leads to a 50 acre clearing where neatly lined rows of new trees and shrubs have been planted. There are several men walking down the rows spreading fertilizer and tending plants which need special care. To the right of the clearing is a new, small wood framed building. Above the door are posted the words: "Lorne de l'Acadie Forestry Training Centre". Next to the building are bags of materials and tools set aside for the day's field lessons. As the guide ushers the visitor towards the back of the school, their conversation is interrupted by loud sounds of pounding, sawing and stacking timber. They look up to examine the arched gate that they are passing through. It has been created out of local cedar and is an intricate carving depicting the rugged life of the Acadian settlers. The tour continues along the paved path to a complex of three adjacent, joined buildings. In the middle of the centre building is the largest entrance-way. There is also a sizeable glass window through which he sees samples of the products made in these buildings. The variety and quality of goods astounds the guest, ranging from carved handicrafts, household goods and furniture to sporting equipment such as snow shoes and canoe paddles. In the room behind the show room are crates of products packaged and ready for distribution to merchants throughout New Brunswick. The visitor stops to talk to the store manager who enthusiastically describes the sawmill which is a crucial complementary industry to the furniture business. They thank the gentleman for the exciting report and retrace their steps back to the car and, then, out to the main road. They turn right and continue down the road until they come to a rather large, brightly painted building beside the road. The visitor asks the guide to stop the car so that he can take a picture. He is particularly impressed by the women he sees going in the door. They are chatting light-heartedly and obviously enjoy working in the Food Processing Plant. Their dark green uniforms and head scarfs indicate their decision to work as a team. A truck approaches laden with produce from the gardens and woods to be sold locally and in neighbouring towns.

"Don't forget the sewage treatment reserve", says the guide as she points out another view suitable for a picture. The visitor is delighted to see the busy scene here. A bulldozer and earth-moving machine are digging a pit to start the reserve and a recently constructed shed stores the bags of cement which were donated to construct the large tanks.

SERVICES

Soon they are back in the car, continuing along the road. "It's remarkable," exclaims the visitor, "how smooth the roads are out here." "That's easy to explain," says the guide. "The Lorne Public Works Corps spent several weeks levelling these roads and building up the shoulders. They're doing another workday this Saturday. We're all very pleased with it." Because it is daylight and she does not want the visitor to overlook them, she goes on to point out the new street lights. "During the Consult last April, it was decided that 43 street lights were needed. We've just completed installing the first 10." The visitor nods to indicate his pleasure and then thoughtfully inquires after the street. "I notice that you have bi-lingual street signs. That's certainly helpful in getting around." The woman says goodbye, and steps into a passing Lorne de l'Acadie shuttle bus back to the village.

SPIRIT

As the visitor leaves Lorne he realizes that he has been most deeply impressed by the people themselves. He is aware that he has met a vital, hard-working and intelligent people who possess confidence, dignity and pride in their community. He recalls the vitality and sureness of the youth in sports and their eagerness to participate in new activities. He thinks of the pleased look in his hostess' eyes as she sees the village's heritage honoured and remembered. He knows that something profound has happened to them. He finds it difficult to forget the way they speak of the history and future of Lorne. Perhaps he will say that the people display a new kind of community spirit. He wonders, "If this can happen in Lorne, why not in other communities across Canada and the rest of the world?"

V

REPLICATION SCHEMES

LOCAL

The Lorne de l'Acadie Human Development Project is a pilot project in the socio-economic development of a rural community. This means it is designed for replication in other communities. Local replication of the Project would involve several steps. One would be the systematic sharing of the Project with other Canadian communities through speaking engagements, slide show presentations and community tours by community leaders and project staff. Leaders and residents of other communities interested in a project could be invited to attend community meetings to discuss initial steps and could be trained in project methods. One-day local community forums would also be held. Finally, a Consult similar to the one held in Lorne could be initiated in these communities by arrangement with the ICA and Lorne residents.

CANADA

A replication plan of the Human Development model could be of significant value for communities throughout the Maritimes and Canada as well as any rural community. It could provide constructive form for the movement toward independent responsibility and the desire for local social transformation. Replication could benefit the country as a whole in a number of ways. It could demonstrate a viable approach to socio-economic revitalization of rural areas. It could be a model for creatively developing community space, providing improved local services and engaging all residents in community decision making. It could develop methods of education which encourage citizen participation. Finally, a Human Development Project is a demonstration of the revitalization of community, a fundamental need in our time. Practical replication steps would necessarily involve local people and solicit the support of the public and private sectors at all levels. The work of the Institute of Cultural Affairs in 25 nations has built a foundation of support and responsiveness which could greatly facilitate a move to replication.

PERSONNEL

Replication of a project would require some estimate of staff and training needs. The number of staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across the Maritimes and Canada would require a staff of about ten people for each community for a period of two years. This auxiliary staff would live and work with the people of a community, sharing with them a variety of skills. The auxiliary staff as a unit would supply a range of expertise. More important than this would be the deep concern of each auxiliary member for the renewal of community life. Consulting groups could be made up of persons from both the public and private sectors. They could be people from across Canada, possibly including university students whose degree designs incorporate a year of field placement. The Institute could provide practical training in community development methods for these replication forces. Classroom work would be combined with practical field training in the pilot undertaking and local replication projects.

FINANCING

Through the structures of an ongoing Human Development Project, the Institute of Cultural Affairs could provide training resources at minimal cost for replication in other locations in the Maritimes and across the country. Programme budgets for each replication project would be built on the basis of local necessity. Financing could be supported by allocated funds from the normal channels of both public and private support and through long-range loans. Community residents could contribute directly through giving time and effort as well as direct cash donations. Available support from the local area and beyond is greatly expanded by the successful accomplishments of the Human Development Project in progress.

VI

SUPPORT SYSTEMS

The Institute of Cultural Affairs deliberated for more than a year before choosing the Maritimes as the location of the pilot Human Development Project in Canada. For three months many Maritime communities were surveyed as possible Project sites. The settlement of Lorne in New Brunswick was finally chosen for several reasons. First, although it is a rural community, it is located less than 25 miles from Charlo airport which provides easy access for visitors who wish to visit a demonstration project. Second, its relative isolation, cohesion as a community, and visible socio-economic need provide the possibility of a clear-cut demonstration of rapid improvement. Third, it is located in a region of northern New Brunswick that for many years has been a development priority both regionally and nationally. Fourth, both public and private sectors have indicated willingness to cooperate with such a community development effort. Fifth, the residents of Lorne are functionally and culturally bilingual which offers the possibility of a unique sign of cross-cultural cooperation and enrichment in a country in search of such a sign. Sixth, the site selection treks revealed some potential replication sites. Seventh, and perhaps most important, the residents and village leaders are ready to move immediately toward the socio-economic development of Lorne. Lastly, the village is located on the Acadian Trail and it is fitting that the vision of new community should be embodied in a region whose struggle for survival is legendary.

LORNE DE
L'ACADIE

The Institute of Cultural Affairs is ready to continue providing services necessary to support the work of Lorne de l'Acadie Human Development Project in the coming year. This means assigning staff to serve as project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic exchange of information with staff and local participants in Human Development Projects around the world. Assigned staff would continue to live in Lorne and work full-time in the Project. Staff expenses have been written into the various programmes in which they will be directly involved.

STAFF

The ICA stands ready to assist community leadership in procuring funds and in-kind contributions for programme enablement. By working with the guardian network, local residents and auxiliary personnel are in a position to seek support from both the public and private sectors. The funding objective for the coming year is to develop a base of support for Lorne through the gifts and grants of corporations, foundations and interested individuals. At this point in its history, it is necessary for the Project to be assisted by outside funding. Over the long term, however, the Project will become independent of external funds, as it strengthens its own economic base.

SUPPORT

LHDP
ICA Consultants

CONCLUSION

The Lorne de l'Acadie Project is one of 20 local Human Development Projects initiated over the past 22 months in consultation with the Institute of Cultural Affairs in Australia, Egypt, Hong Kong, India, Indonesia, Kenya, Malaysia, the Marshall Islands, Nigeria, the Republic of the Philippines, the Republic of Korea, United Kingdom, United States, Venezuela, West Germany and Zambia. The Institute of Cultural Affairs anticipates that the Lorne de l'Acadie Human Development Project will be of service to the Maritimes and Canada as a whole as one of many signs already present that local community is being renewed by local people.

Fiscal Year 1977

ICA Consultants

Key: 1.0=\$1,000

breakdown programmes	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Integrated Wood Industry	5.5	8.7	7.2		2.0	.4	23.8
2 Light Industries Park	5.5	14.5	7.2		2.0	.4	29.6
3 Commercial Agriculture Enterprise	14.5	17.4	3.6		1.3	.2	37.0
4 Central Shopping Plaza	234.0	2.9	3.6	10.0	3.0	.2	253.7
5 Fiscal Management Agency	1.5	5.8	7.2		1.1	.4	16.0
6 Village Square Development	5.2	2.9	3.6	2.0	.9	.2	14.8
7 Lorne de l'Acadie Identity Project	2.0	2.9	3.6	.5	3.5	.2	12.7
8 Citizen Involvement Network	9.8	5.8	7.2		2.4	.4	25.6
9 House Construction Cooperative	14.0	17.4	3.6	8.0	1.2	.2	44.4
10 Essential Services Complex	16.0	2.9	3.6	.4	1.7	.2	24.8
11 Public Utility System	13.3	5.8	3.6		3.7	.2	26.6
12 Basic Education Centre	2.2	5.8	7.2		1.9	.4	17.5
13 Practical Skills Institute	8.4	8.7	7.2	.5	4.2	.4	29.4
14 Youth Action Corps	2.6	8.7	3.6		2.8	.2	17.9
Total	334.5	110.2	72.0	21.4	31.7	4.0	573.8

PROJECTED COSTS
over four years

ICA Consultants

Key: 1.0=\$1,000

years programmes	I	II	III	IV	Total Cost
	FY 1977	FY 1978	FY 1979	FY 1980	
1 Integrated Wood Industry	23.8	14.5	6.8	3.0	48.1
2 Light Industries Park	29.6	24.1	12.6	5.9	72.2
3 Commercial Agriculture Enterprise	37.0	21.4	3.9	1.0	63.3
4 Central Shopping Plaza	253.7	6.7	2.9		263.3
5 Fiscal Management Agency	16.0	13.4	13.4	13.4	56.2
6 Village Square Development	14.8	107.7	.5		123.0
7 Lorne de l'Acadie Identity Project	12.7	6.7	6.7	6.7	32.8
8 Citizen Involvement Network	25.6	13.4	13.4	13.4	65.8
9 House Construction Cooperative	44.4	8.7			53.1
10 Essential Services Complex	24.8	8.2	4.4	1.5	38.9
11 Public Utility System	26.6	13.0	8.9	8.9	57.4
12 Basic Education Centre	17.5	9.6	5.8	5.8	38.7
13 Practical Skills Institute	29.4	16.3	16.3	16.3	78.3
14 Youth Action Corps	17.9	13.8	9.2	5.8	46.7
Total	573.8	277.5	104.8	81.7	1037.8

PROJECT FUNDING FLOW CHART

ICA Consultants

toward local self-sufficiency

Key: 1.0=\$1,000

years				year one	year two	year three	year four	Four Year Totals
items								
Monies Injected and Stimulated	Outside Monies	Public Sector	Local	37.95	27.04	19.13	-	84.12
			National	47.70	45.20	9.42	-	102.32
		Private Sector	Individual	67.18	63.10	-	-	130.28
			Corporate	96.40	63.09	-	-	159.49
		Total			249.23	198.43	28.55	-
	Community Monies	Monies Contributed	Cash	21.70	6.63	9.62	14.04	51.99
			Inkind	64.12	13.26	14.23	14.04	105.65
		Loans Assumed	Current	43.41	59.18	52.40	53.62	208.61
			Long Term	195.34	-	-	-	195.34
		Total			324.57	79.07	76.25	81.70
	Total Monies			573.80	277.50	104.80	81.70	1037.80
Community Income Development	Community Annual Earnings	Earned	Current 1,417.50	2,835.00	4,252.50			
		Government Assistance	Current 1,076.25	540.00	270.00			
	Family Annual Earnings		5.88	11.76	17.64			