TOWN MEETING REPORT :

MINNESOTA

TOWN MEETING SUPPORT

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MINNESOTA REPORT

SYNOPSIS

APPENDIX

SYNOPSIS

The most frequently identified underlying challenge to local communities is limited citizen participation. Most proposals made by communities have to do with motivating public spirit and providing the means for effective citizen participation in community affairs.

The kind of participation being called for is not so much narrowbased special-interest participation, but involvement in programs, activities or groups designed to enable a cross-section of people to deal comprehensively with their community issues.

It is significant that the overwhelming majority of proposed activities require neither major funding nor complex legal or bureaucratic changes in order to be implemented. They are activities which can be initiated and carried out by the decision of the people themselves.

This suggests that the key to community renewal and progress is to be found in the first instance, neither in the arena of funding availability nor in governmental reform, but among local community residents themselves, with their own available resources, their own vision and their own decision.

I. PREFACE

Trusting Local Insight

"In a real sense, problems do not exist. They are abstractions
from real situations. The real situations from which they are
abstracted are messes. A mess is a system of interacting problems.
Planning should be concerned with messes--not problems.

The solution to a mess is not equal to the sum of the solutions
to its parts. The solution to its parts should be derived from
a solution to the whole--not vice versa.

The question of priorities is misleading. All messes should be
dealt with simultaneously and interactively.

We waste too much time trying to forecast the future. The future
depends more on what we do between now and then than it does on
what has happened up to now. The thing to do with the future is
not to forecast it, but to create it. The objective of planning
should be to design a desirable future and to invent ways of
bringing it about."

Russell Ackoff
Telegram, Council for Urban Economic Development

The Development of MINNESOTA FUTURE DAY

In 1974 the Institute of Cultural Affairs (ICA) began to
test the feasibility of various formats for local community
citizen planning. For several years, ICA had been involved
in community development in this nation and abroad. It had
utilized a variety of processes for building consensus and for
effective planning with selected communities for whom it acted
as development consultant. All of these group planning methods
were reviewed and condensed into a single day's planning event
initially called a Local Community Convocation. This format
was then tested in 38 urban communities in the major metropolitan
areas of the United States. The success of those 38 community
meetings persuaded the ICA to further refine the format and to
explore ways of making it available more broadly.

A wave of encouragement came from the national and various
state Bicentennial Commissions. During late 1975 and throughout
1976 the ICA was asked to develop a community forum process which
could be used by a community to celebrate the Bicentennial by
engaging in a "Town Meeting" which would bridge the gap between
its past history and its future. During the Bicentennial year
about 1,300 communities across the United States participated
in these Town Meetings. Thirty-five such meetings were held in
Minnesota communities, aided by a grant from the Minnesota American
Revoluntionary Bicentennial Commission. The results of these
town meetings are included within the scope of this report.

Throughout the Bicentennial year the ICA's Minnesota staff
and Minnesota volunteers were persuaded that the community forum
process was of substantial benefit to all Minnesota communities,
from the small rural towns under 1000 to the urban metropolitan
neighborhoods. Accordingly, it was determined that the community
forum process would continue with the goal of at least one
community in every county in Minnesota participating.

The program was designed and identified as Minnesota Future
Day. Governor Rudy Perpich on April 30, 1977, issued his procla-
mation stating:

"WHEREAS: persons in towns and cities across our great
               state and the nation have rediscovered a sense of
               responsibility for the challenges of their
               communities; and

WHEREAS: there is in our time a need for persons on the
               local level to participate in the process of
               making and implementing the decisions which
               determine our future; and

WHEREAS: Town Meeting '76 has been demonstrated as an effective one-day program in which local citizens examine the challenges of our communities in a comprehensive context and create practical proposals for meeting those challenges; and

WHEREAS: Town Meeting '76 has reached the acceleration phase in 1977, with town meetings projected for 5,000 communities across the nation and for 100 Minnesota communities; and

WHEREAS: April 30 has been selected as the kickoff for the involvement of the 100 Minnesota communities in creative planning for their future through Town Meeting;

NOW THEREFORE, I, Rudy Perpich, Governor of the State of Minnesota, do hereby proclaim the year of 1977 to·be the year of Minnesota's future, and the day of April 30, 1977 to be MINNESOTA FUTURE DAY."

The program reached 116 communities in all and every county in Minnesota was represented. The communities varied widely in size, type and attendance.

The Town Meeting Format

The Town Meeting format consistently used in all 116 communities had five key elements: (a) a statement of context reviewing the situation of all local communities with respect to the changing times in which we live, (b) the creation of a practical vision of the participants as to their hopes and dreams for their community; (c) a delineation of the several economic, political and cultural challenges which were blocking the fulfillment of that vision; (d) a statement of the resolve of the community to deal with those challenges through several proposed major directions; and (e) a celebration of the creativity of each person who had participated in developing this plan.

As time and financial constraints varied from community to community, the Town Meeting format was diversified into several alternative formats designed to accommodate particular needs.

The Intent of this Report

The objective of Minnesota Future Day was to initiate a planning process at the local community level which released grassroot citizens to think seriously about the short and long term future of their community. Accordingly, the processes

employed in the meetings were designed to serve that objective; that is, to encourage and further open participation of each local citizen who attended his or her community's meeting. While the concrete results of each meeting were considered crucial, even more important was the fact that the results represented the consensus and commitment of the local community to stand behind a plan for its own future.

This Minnesota Report is intended to represent a statement of what a large sampling of Minnesota local citizens are thinking, saying and deciding about their communities. Each Town Meeting focused the attention of the participants on the challenges and proposals relating to the future of that specific community. Thus, none of the participants looked directly at the question of challenges and proposed directions for Minnesota as a whole. This Report is a compilation of the several indidividual results and is based on the premise that valuable insights can be gained about the state as a whole by looking at what local people are saying about their communities. The results of this process necessarily involves some generalization, some drawing together of difficult-to-reconcile goals and objectives and some interpretation.

Only casual references have been made to measurements of trends based on statistics or other empirical indicators. Since the primary intent of Minnesota Future Day was to initiate the planning processes, more scientific surveying techniques were not used because they might tend to inhibit local participation. This Report thus represents largely the subjective thinking of local people, the intangible human element which, when injected into any situation, can alter the course of history and derail the persistence of statistical trends.[1]

We believe that the results of these Town Meetings represent a profound statement of perspective which must be considered in arriving at any strategies for the future of Minnesota as a whole. Professional planners know only too well the frustration of having developed the "correct" plan for dealing with a local situation, only to have it rejected or its execution actively or passively prevented because the effected people had not participated in its creation. In a very real sense; therefore, any plan for the future can be "correct" (effective and having a probability of successful implementation) only when the people who are involved in the implementation have participated in the creation of the plan itself.

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1. This Report should be viewed in conjunction with and as complimentary to two excellent reports, the Report of the Commission on Minnesota's Future, and Minnesota Settlement and Land Use 1985, Borchert and Carroll.

II. SUMMARY

The Time of Local Community

"A conventionally-minded dervish, from an austerly pious school, was walking one
day along a river bank. He was absorbed in concentration on moralistic and scholastic
problems, for this was the form which Sufi teaching had taken in the community to which
he belonged. He equated emotional religion with the search for ultimate Truth.

Suddenly, his thoughts were interrupted by a loud shout; someone was repeating
the dervish call. "There is no point in that," he said to himself, "because the man is
mispronouncing the syllables. Instead of intoning YA HU, he is saying U YA HU."

Then he realized that he had a duty, as a more careful student, to correct this
unfortunate person, who might have no opportunity to be rightly guided, and was therefore
probably only doing his best to attune himself to the idea behind the sounds.

So he hired a boat, and made his way to the island in midstream from which the
sound appeared to come. There he found a man sitting in a reed hut, dressed in a dervish
robe, moving in time to his own repetition of the initiatory phrase. "My friend," said
the first dervish, "you are mispronouncing the phrase. It is incumbent on me to tell you
this, because there is merit for him who gives and for him who takes advice. This is the
way in which you speak it," and he told him.

"Thank you," said the other dervish humble.

The first dervish entered his boat again, full of satisfaction at having done a
good deed. After all, it was said that a man who could repeat the sacred formula correctly
could even walk on the waves: something that he had never seen, but had always hoped - for
some reason - to be able to achieve.

Now he could hear nothing from the reed hut, but he was sure that his lesson had
been well taken. Then he heard a faltering U YA as the second dervish started to repeat the
phrase in his old way.

While the first dervish was thinking about this, reflecting on the perversity of
humanity and its persistence in error, he suddenly saw a strange sight. From the island,
the other dervish was coming toward him, walking on the surface of the water.

Amazed, he stopped rowing. The second dervish walked up to him, and said,
"Brother, I am sorry to trouble you, but I have come out to ask you again the standard
method of making the repetition you were telling me, because I find it difficult to
remember it."

Indries Shaw, Tales of the Dervishes, 1970, pp. 84-85.

Resurgence of local community is springing up all around the world, in urban and rural settlements alike. Grassroots people are aware that they are in the midst of a structural evolution and are seeking ways to maintain integrity and discover practical solutions to current needs. There is an emphasis on long-range thinking and planning. Alternatives are being sought to outmoded ways of making and implementing decisions. Local communities are experiencing a critical time of decision, and are seeking fresh ways of expressing their community identity.

The urban community is in the midst of a complexity of structures which does not give local man a way to participate in decision-making. Most city dwellers are helplessly tied to bureaucratic systems for services with little recourse when services fall short of expectations. On the other hand, the social structures of the urban give an illusion of care and thus change is difficult. The trend in the urban is toward reclaiming neighborhood organization or adopting a neighborhood plan. In both of these is the expressed need for methods of eliciting citizen involvement.

Rural communities are experiencing the loss of economic self-sufficiency as agriculture employs fewer people each year. Economic development is a deep concern for the future. Adults want to remedy the forced flight of youth to the cities so that young people can have open options for working either in rural or urban locations. Yet, rapid growth comes as both a threat and a benefit. This feeling of being backed against the wall by economic needs forces difficult choices, such as between a new factory to provide jobs and clean air. People want to participate in the process by which these hard choices are made. They can recall the time when everyone participated in community events as the way they cared for one another. Now people are more insular in their living and working patterns, and are not dependent on their neighbors to get their jobs done.

In all communities these concerns occur in all arenas at once, economic political and cultural.

LOCAL ECONOMIC LIFE

The economic challenge faced by local communities is most obvious in their incapacity to sustain the community's economy on the resources available. The scarcity of key resources such as water, fuel and power prevents more comprehensive community development. Small towns are suffering from crippling unemployment and the collapse of a self-sustaining local economy. A welfare mindset has developed which encourages the dependence on outside economic support. Many communities are at a loss for a consensus methodology that holds individual desires over against community priorities so that planned economic growth can happen and the fabric and quality of its life are not compromised.

Local communities need planned economic growth to encourage the development necessary to provide present and future services without relinquishing local control to outside investors. In small communities there seems to be little hope of keeping local dollars flowing within the community. The tendency is to go to the nearby city to do most of the purchasing. The media flowing into the small towns encourages this trend. At the same time, owing to urban complexity and high taxes, some major industrial plants, corporations and organizations are moving to smaller cities which offer more workable situations. Though intrigued with the possibility of a strong, local economic base, local residents are suspicious and fearful of the prospect. They are clear on the urban problems that inevitably accompany big business. Local people are wrestling with the issue of how to maintain political control in their township and at the same time enjoy the employment opportunities that big business offers.

Much greater citizen participation is desired in decisions relating to the local economic organization. Local people are proposing incentive programs to subsidize small businesses, remove restrictions and provide tax breaks. They are urging city authorities to keep their neighborhoods economically viable by encouraging the continuance of present commerce and industry, expanding job services and employment training and counseling and installing industrial parks to provide local employment. Underneath all this is the felt need for a new local form of the economic system.

LOCAL POLITICAL LIFE

The contradiction within the political life of communities lies in the fragmentation of local groupings. This prevents

the cooperative resolution of social issues. A gap has
arisen between the leadership and the citizens. Distrust
or indifference characterizes the relationship between
communities and external political structures. Agencies
and political organizations designed to deal with community
problems are handicapped by their own unclarity and paralyzed
by their incapacity to engage local citizens.

These conditions have produced a ferment. The cry of
local man is to participate in local government, and the
cry of local government is for feedback and support from
local man. Where these cries go unheard, the political
structures are immobilized or ruptured. Local communities
are trying to invent an effective inclusive polity. This
has to do with finding a way to elicit creative responses
from the total community through such means as the local
newspaper and local organizations. Local participation in
the planning process, through formulating goals, devising
models for the future, and coordinating services, is seen
as a dire necessity. It is also observed in the clamor
for forums and town meetings to allow open treatment
of the general and specific issues facing the community.

Greater access to the whole political process is being
sought. Communities want to see published requirements and
processes for running for public office. They also want
public office recruitment committees, and methods for
increasing voter turnout at election time. Some communities
want ombudsmen, various forms of liaison structures, and
other ways to dialogue with elected officials. Open public
meetings, grassroots feedback mechanisms and courtwatching
are all seen as necessary to hold government accountable
to the people. Access to information on health services,
government agencies and legal aid is a vital need
for making existing services available to citizens who are
deterred from using these services by lack of information
and guidance. In the immediate geographical neighborhood,
citizens see the need for localized structures for care
such as block clubs, ward meetings and cultural events to
signalize solidarity in caring for the neighborhood.

Communities know the value of the radio and newspaper
media in familiarizing local people with current issues
and coming events. Other communications systems are needed,
such as community calendars, bulletin boards, Information
Bureaus and publicized meeting agendas. Special-focus
organizations are seen as necessary to move on issues of
order, vandalism, street cleaning and wider engagement forms.
Ways are being found to break down the barriers between

citizens and police for the purpose of tightening law
enforcement and providing ways for local residents to
cooperate with the police in the prevention of street
incidents and vandalism, by means of citizen patrols and
CB radios.

By many different avenues and in many different ways,
citizens are seeing that it is not enough to present their
woes to the powers that be, or even to demand that elected
government and civil servants do their jobs; finally, the
citizens see as real for them, what has always been true:
their town depends on them. In whatever direction popular
weight leans, the current of power will flow.

LOCAL CULTURAL LIFE

The cultural malnutrition of local community today is
bound inextricably to the collapse of economic and political
opportunities. In the educational arena, the local school
has been a strong community cultural center and a focus of
community life. Both rural and urban settlements feel the
need for a vital local school yet feel that their schools
have slipped out of their local control to the detriment
of students' education and common cultural life.

Rural communities whose populations have severely
dwindled find that they are unable to induce teachers to
live in town. Professional educators are not immune to the
pull of the urban lifestyle with the promise of the "good
life." Many have fallen into treating their profession as
an eight-to-five job and rejected any bonds to the community
outside those of their classroom. This trend has resulted
in a change in the image of the local school from its former
symbol as a community-gathering place and focus of activity
to a symbol of community fragmentation and urban drain.

Many rural schools are unable to qualify for funding due
to low enrollment. Towns which have lost their schools
experience a depletion in community morale. In urban communi-
ties, whether or not the citizens believe philosophically
in busing students to achieve ethnic integration, people
personally prefer not to bus their own children; tensions
are also raised by government policies to provide funding
for minority activities to the exclusion of other students.

Large or small, communities want to control their schools
locally. However, the local people have not been able to
effectively state the content they want taught. They want
to know how to teach human values, how to engage students

in the excitement of learning and how to create ways for
university students to be actively related to the issues of
the local community in which tye university is situated.

Those youths who remain in formal educational structures
till the age of sixteen find their area of responsibility
limited to study, extra-curricular activities and sport.
Young college graduates at the conclusion of specialized
training, frequently cannot find employment. Uncertainty
about the future results in experimentation with alternate
lifestyles unacceptable to many parents and elders. Significant
engagement for this age group is a crying need. Youth
who do succeed in finding a more challenging, appealing lifestyle
than that of their parents show a propensity for self-discipline
and creativity: they respond to opportunities of worthwhile
service in their community and beyond it.

Significant concerns of communities in the arena of style
relate to age groups and the family. The value of elders in the
community is often underestimated because their ideas
are regarded as out-of-date. There is current resistance
to urban elders being housed alone in small apartments or
in elders' homes with their own age group rather than with
their own families. This isolates them from other age groups,
decreasing their usefulness and encouraging frustration at
the prospect of an empty future. Involvement in the community
through elders' clubs allows them to use various skills learned
in earlier life which would otherwise remain unexercised.
Their energy and concentration on a given task can surpass
that of younger citizens.

The gap of separation between the age groups is being more
and deplored. Ways to bring youth and elders together are
being sought through the organization of common recreational
and discussion events and cooperative community-wide
recreation and dialogue programs. In urban neighborhoods
citizens want to see youth involved in concern for elders
and shut-ins and to lend their energy to community beautification
campaigns, public meetings and celebrations.

The family is a critical area of concern. The evident
breakdown in the nuclear family is world-wide and a by-
product of the twentieth century technological revolution.
Everyone sees the need for an increasing variety of ways to
engage families as a whole in caring for the community and
the equal need for more effective ways of sustaining the
stability of the family. They see that families need to support

one another. Citizens want more forms of family education, care structures, and informal ways of bringing families out of their isolation through such events as picnics, fairs, sporting and recreational events. Key families in small communities are more and more deciding to take total responsibility for their community's success. Other emphasis being suggested for family renewal are the initiation of "family nights," family educational curriculum (as a supplement to the local school), the beginning of child and preschool centers for daytime child care and even the institution of family stability awards.

The centrifugal patterns of lifestyle in local settlement are especially visible in the community's relation to its space and identity. The way in which a community designs and cares for its space tells the stody of the neighborhood and has a direct relationship to its power to operate effectively. A community strung out for five miles along a road with a single row of houses and no visible center has within the design of its own space the seeds of its own disintegration. Likewise, a settlement where housing is chaotic and uncared for, where public roads, parks and walkways are littered with garbage, where public buildings are either too small or unmaintained, is dying internally. For reestablishing the confidence of the community, space is far more important than the stody the community tells of itself. Human living space is a question of comfort, attractiveness and substantiality. Comfort has to do with adequate housing, utilities and transportation. Attractiveness is related to appropriate landscaping and trash disposal. Substantiality is more subtle. It is a question of overt, identifying symbols such as public buildings, monuments, signs and parks which focus the face of the community and contribute to making it an attractive place to live in. Every community needs a symbolic center for its meetings and public functions that communicates the gathered unity of the citizens even when they are scattered. It acts as the scene of corporate decision-making and celebrations.

The second area of concern is a concomitant of this. The rapid growth of small local communities and their transient population has resulted in a forgetfulness of its roots and the watershed events of its past. Some communities experience themselves bypassed by the march of urbanization and deprived of any mythology that would relate them to the sweep of time and the totality of space. Others have forgotten how to gather as a community, lost as they are in the ancient prejudices of individualism and insularity. There is, nevertheless, a deep longing to re-create their culture and recapitulate the past in simple forms such as

slogans, logos, flags, symbols and songs. There is a longing
for a way to grasp a destinal sense of their future so that
a local community can stand tall as a significant community.
Formal, liturgical, cultic ways of working together and celebrating
the work are crucial for revitalizing engaged social passion.
More and more, local villagers are finding ways of visiting
other communities, not as tourists, but as active co-workers
who do something to contribute to that community's life
so that it is signally affected by their visit. Re-creating
the space-time relationships of the local settlement is
key to its own morale and the contribution it has to offer
to the globe.

CONCLUSION

The most frequently identified underlying challenge to
local communities is limited citizen participation. Most
proposals made by communities have to do with motivating
public spirit and providing the means for effective citizen
participation in community affairs.

The kind of participation being called for is not so
much narrow-based, special-interest participation, but involve-
ment in programs, activities or groups designed to enable
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III. PROFILE

The Minnesota Mosaic

Beyond Ghor there was a city. All its inhabitants were blind. A king with his entourage arrived nearby; he brought his army and camped in the desert. He had a mighty elephant which he used in attack and to increase the people's awe.

The populace became anxious to learn about the elephant, and some sightless from among this blind community ran like fools to find it. Since they did not know even the form or shape of the elephant, they groped sightlessly, gathering information by touching some part of it. Each thought that he knew something, because he could feel a part.

When they returned to their fellow-citizens, eager groups clustered around them, anxious, misguidedly, to learn the truth from those who were themselves astray. They asked about the form, the shape, of the elephant, and they listened to all they were told.

The man whose hand had reached an ear said: "It is a large, rough thing, wide and broad, like a rug."

One who had felt the trunk said: "I have the real facts about it. It is like a straight and hollow pipe, awful and destructive."

One who had felt its feet and legs said: "It is mighty and firm, like a pillar."

Each had felt one part out of many. Each had perceived it wrongly. No mind knew all: knowledge is not the companion of the blink. All imagined something, something incorrect. The created is not informed about divinity. There is no Way in this science by means of the ordinary intellect."

Idries Shah, Tales of the Dervishes, 1970, pp. 25-26

METROPOLITAN MINNESOTA

THE LAND AND THE PEOPLE

The Twin Cities grew around the winding Mississippi River
and the many lakes dotting the area. The memory of its early
Native American inhabitants is held by street names like Minnehaha,
Minneapolis, and Nokomis. The first visitors were explorers
seeking a water passage to the Northwest. Missionaries (such as
French Canadian Jesuits, Fathers Hennepin, LaSalle, and
Nicollet), fur traders and soldiers came to this area and, later,
pioneers seeking a new life in the rich farm land that radiates
from the river.

The Twin Cities of Minneapolis and St. Paul joined and separated
by the Mississippi River, interact as healthy compliments in the
offering of a vast array of commercial services, agri-industries,
technological firms, educational experiences and varied cultural
events. Pocket communities of different cultures typify the
Twin City Area. The Twin Cities is a community of neighborhoods.

The Metropolitan area is seen as a forerunner in good government,
progressive development and positive urban environment. It has
long pioneered in the development of community culture, multi-
national business, citizen involvement and environmental protection.
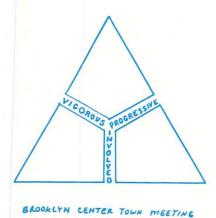Indeed, its mark has been made across this nation.

THE PRESENT CHALLENGES

Throughout the metropolitan area local citizens are reclaiming
the unique character of their own small neighborhoods. What
was once called the Twin Cities is evolving into a new image
about local geographical neighborhoods. Living in "Whittier"
neighborhood, for example, is beginning to replace the image of
"South Minneapolis" as people are looking for ways to care for
economic and social needs on a very local, personal level.

However, the central challenge still facing metropolitan
communities involves focusing the resources and participation of
local citizens in long-range planning for their own future.
Urban and suburban communities alike are struggling with community

MINNEAPOLIS
NORTHSIDE
TOWN MEETING

BROOKLYN CENTER TOWN MEETING

interaction, citizen participation and input. New information
channels are needed, both within the community and among the
various levels of government. Now, decisions are seen to flow
downward, from central authorities at city, metropolitan and
state levels, creating a feeling of victimization by "the
system". In short, the challenge calls for a creative mix of
local initiative and central government expertise. Central
community planning expertise will no longer supplant this
yearning of local communities for a new "grass roots" future.

Perhaps more than persons in any other sector of the state,
metropolitan people experience a lack of identity as communities.
This is illustrated by a lack of community cohesiveness, a
transcient population, the isolation of family units, conflicting
interest groups and disrelated political boundaries. This has
resulted in seemingly disinterested citizens and their own
disrelatedness to the community also presents challenges in
delivering social services for individuals and families.

Metropolitan economic development is seen as helter skelter, marked
by scattered business locations, incomplete development plans
and inequitable revenue distribution.

Communities on the fringes of the metropolitan area are
challenged with an increasing population which is looking for
a rural lifestyle, but apparently expecting urban community
services.

The Metropolitan Area's growth is especially being felt by the
towns fifty to sixty miles away, as people look for small town
living while maintaining downtown jobs. The small town living
brings large town costs when urban standards are applied to public
services.

THE FUTURE PROPOSALS

Metropolitan proposals imply a new and evolving community life.
Many proposals focus on neighborhood citizen organization,
with events to enlist participation, such as regular Town Meetings,
action oriented task forces and attendance at all kinds of public
meetings. Supporting this involvement are proposals to improve
communication within the community and with the larger city

through neighborhood newspapers, bulletins and personal contact campaigns. This growing up of communities within the Metropolitan area will require a new kind of sophistication in building consensus behind the growth and development of essential services. The critical need is seen to provide for citizen input, in developing priorities, land use plans, environmental protection and transportation systems. Concurrently, the public financing impacts must be coordinated with careful attention to revenue distribution and full reporting of budget information and decisions. The background support for this new form of community life is provided by four sets of foundational proposals: building community identity through celebrations, activity centers and beautification campaigns; providing access to practical citizen education in community skills, political skills and life values; securing the economic base by supporting local business development; and enlisting and training effective grass roots leadership.

PRESENT CHALLENGES METROPOLITAN AREA

THE SHATTERED FOUNDATION OF COMMUNITY COOPERATION	THE NONEXISTENT FORMS OF CONCENSUS BUILDING	THE LIMITED PAPTICIPATION OF GENERAL CITIZENRY	THE STIFLING RESTRICTIONS OF GOVERNMENT CONTROL	THE UNCONTROLLED DEVELOPMENT OF LOCAL ECONOMY	THE INHUMAN TRENDS OF COMMUNITY EXISTENCE
Community Knowledge Gap 11	Ineffective Community Communication 7	85 Percent Uninvolved 21	Local Polity Weakness 12	Business Seeding Impossibility 10	Poor Neighborhood Environment 4
Potpourri of Values 5	Nonexistent Comprehensive Planning 22	Self-concern Over Community 18	Inaccessible Dominant Government 10	Uncorporate Business Planning 10	Costly Basic Services 10
Community Identity Void 9	Local Leadership Vacuum 7	Community Action Disunity 2	Unclear Local Input-place 8	Unstable Economic Base 10	Missing Human Factor 5
Nomadic Mixed Population 5	Community Action Disunity 5				
Inadequate Community Life 7					
Unorganized Citizen Action 6					
43	41	41	30	30	19

PRACTICAL PROPOSALS: METROPOLITAN AREA

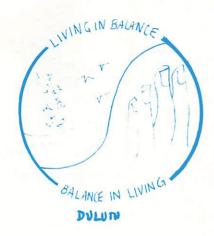| SECURING EFFECTIVE LEADERSHIP	PROVIDING CITIZEN EDUCATION	PLANNING ESSENTIAL SERVICES	ALLOWING CITIZEN INPUT	CREATING NEIGHBORHOOD ORGANIZATION	EXPANDING NEIGHBORHOOD KNOWLEDGE	COORDINATE PUBLIC FINANCES	BUILDING COMMUNITY IDENTITY	SUPPORTING BUSINESS DEVELOPMENT
Leadership Enlistment Projects	Community - Wide Education	Community Priorities Concensus	Regular Town Meetings	Block Clubs	Neighborhood Newspaper	Tax Reforms	Community Celebrations Creation	Promoting Public Image
		Social Service Expansion	Citizen Advisory Task forces	Neighborhood Organization	Community Bulletin	Public Commissions Review	Community Activity Centers	
Leadership Training	Political Skills Education	Environment Planning	Community Opinion Surveys	Action Task Forces	Personal Contact Campaign	Citizen Budget Process Review		Offering Business Incentives
				Citizen Enlistment Events			Beautifi- cation Campaign	
	Life Values Education	Transpor- tation Systems	Public Meeting Attendance	Involvement Workshops	City Hall Reporting	Government Reporting Process		
5	17	20	27	36	24	20	20	11

NORTHEASTERN MINNESOTA

THE LAND AND THE PEOPLE

The "Arrowhead" of Minnesota stands apart; in many ways the most
unique and complex section of the state. The land is a symphony
of contrasts: rocky clifs, forested hillsides, lakes and streams
and vast open pit mines. In the very center lies the lightening
bolt of iron, the Mesabi Range, which stretches over 100 miles
from Grad Rapids to Biwabic. Over its right shoulder lies the
mysterious Superior, the mighty Kitchigumi in another age.
This is the mysterious land where Iron is King in times of plenty
and of poverty.

For the Scandinavian and Central European immigrants, the lakes,
forests and red iron were the promised land. Attracted first
by the whisper of gold, they flowed into the northeast like rivers -
the Finnish and Croatian, the Slovakians and Slovanians, the
Italians and Serbians - over 40 nationalities in all. Mighty
mining men and corporations came distances to take the riches
of the Cayuna, Mesabi and Vermillion Ranges. The melting pot of
workers moved mountains of ore, creating the world's largest
open pit mine while supplying the nation and the world with the
iron so critical to industrial development and the defense of
two world wars. Nestled among the high cliffs and forested
lakes, the Northeastern townsfolks worked hard, hosted tourists,
cut timber and celebrated life in the ways of the "old country."
The great Duluth Harbor placed even the most remote town in
touch with the world.

THE PRESENT CHALLENGES

The greatness of the natural resources and strength of the
mining and timber industries has been both a blessing and a
curse. The lives of these communities have been inseparably
linked with the red iron or the timber mills. The stability
and sustenance of communities has depended upon many things
seemingly beyond the control of local people; world steel
prices, the levels of automobile production, paper markets and
conditions of war or peace. This element stands as a major
factor behind most of the challenges facing the Northeast.
Those challenges reveal that the most critical need is for

LIVING IN BALANCE

BALANCE IN LIVING

DULUTH

HIBBING

PINES, PEOPLE, & PELLETS

" WORKING TOGETHER TO ACHIEVE "

developing practical vehicles for community planning to cover land
use, local economic development and community-wide issues.
Intimately related to this challenge is the deep sense of an
unsupportive citizenry, with a decline in the influence of
organizations, a growing complacency, contentment with the
status quo and single issue oriented gatherings. These
attitudes are fed by the major underlying challenges of the
self-centering effect of geographic isolation, the loss of
local control over major decisions, the breakdown in communication
support and the haphazard treatment of social needs.

THE FUTURE PROPOSALS

It is not surprising, therefore, that the major proposals
of the Northeast call for harnessing citizen participation through
regular town meetings, through long range planning, through
leadership development and through enlisting citizen volunteers.
This participation is focused by the proposals in two major arenas,
diversified economic development and comprehensive social develop-
ment. Land use planning will be an important prerequisite to
the desired development of light industry and expanded tourism.
Community activity centers would facilitate the desired expan-
sion of community activities of significance to all ages,
especially the elders and the youth. Back up support for this
social/economic development is proposed through improvement of
communication and education and establishment of structures
for cooperation within and among communities.

PRESENT CHALLENGES: NORTHEAST MINNESOTA

THE DETERIORATING STRUCTURES OF ESSENTIAL COOPERATION	THE CENTRIFUGAL MIND-SET OF COMMUNITY CITIZENRY	THE UNROOTED CONTROL OF ECONOMY GROWTH	THE RESTRICTED USE OF COMMUNITY LAND	THE DISCOURAGING BREAKDOWN OF COMMUNITY COMMUNICATION	THE FRAGMENTED TREATMENT OF SOCIAL NEEDS 6
Infrequent Opinion Dialogue 5	Status Quo Mind set 7	Need Diverse Business 3	No Local Jurisdiction 3	Unpublic Public Councils 5	Minimal Available Services 6
Weak Local Control 7	Broad Opinion Differences 4	Unhelpful Umbrella Structures 4	Helter-Skelter Land-use 8	Inadequate Communication System 6	Ineffective Government Services 2
Unordered Community Activities 7	Personal Welfare Priority 5	Inadequate Start-up Resources 4			
All Ages Not Involved 3	Mass Uninvolvement Trend 10	Disorganized Local Resolve 4			
Piecemeal Planning Approaches 9					
31	26	15	11	11	8

PRACTICAL PROPOSALS: NORTHEAST MINNESOTA

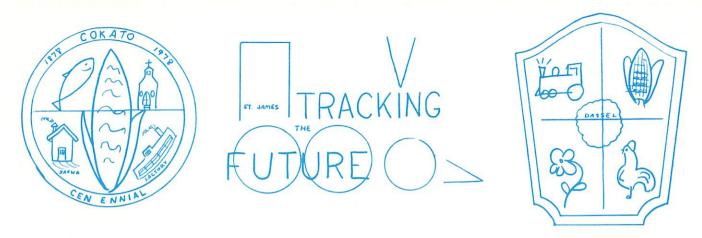| ORGANIZING COMMUNITY FACTIONS	ACHIEVING REGIONAL COOPERATION	HARNESSING CITIZEN PARTICIPATION	INITIATING ECONOMIC DEVELOPMENT	MAINTAINING ESSENTIAL COMMUNICATION
Community Activities Center	Town and Country Coordination	Regular Citizen-input Town Meetings	Comprehensive Land-use Planning	Regular Information Flow
Senior Citizen Advocacy	Equitable Tax Allocation	Long-range City Planning	Small Industry Development	Community Life Education
		Leadership Information Forums		
Youth Jobs Corps	Hire Community Coordinators	Citizen Volunteer Activities	Community Tourism Promotion	Linking Organizational Networks
10	11	34	16	8

SOUTHWEST MINNESOTA

THE LAND AND THE PEOPLE

Scandanavian and German settlers tilled the prairies of
Southwestern Minnesota, linked by railroads to the rest of the
world. The Southwest is the gateway to the Great Plains,
marked by the Minnesota River Valley. Agriculture is the major
industry and includes corn, soybeans, sunflowers and beef cattle.
Most of the industry is farm related. There are many medium-
sized towns serving the area with commerce, colleges and regional
government services. There is great pride in the land and its
opportunities for recreation. People travel often to the Twin
Cities to sports events, plays and concerts and to its shopping
and business centers. Leaders in town and country have a strong
history of developing and caring for their communities, like
those in St. James, Luverne and Slayton. More than anywhere
else in Minnesota, there is a trend toward joint ventures
between communities, like Sacred Heart, Renville and Clara City
working together to solve their school problems without
consolidation.

Economic prosperity marks the Southwest, with strong, diversified
commercial centers such as New Ulm and Fairmont benefitting
from a vigorous and healthy business community. Even where
that economic prosperity is absent, however, there is another
form of prosperity, like the town of Porter which describes
itself as "a town with nothing except pride."

THE PRESENT CHALLENGES

Agricultural life will continue to be the mainstay of Southwestern
Minnesota. Its people are concerned with keeping that heritage
and the good qualify of life in the communities and surrounding
farms. Small towns find this concern harder and harder to satisfy,
however, as the decline in farm population threatens the loss of
local schools, medical services and convenient commercial centers.
The major challenge for these communities is the deterioration of
community vision and identity, as evidenced by poor citizen
participation in overall community planning and divisive, self-

centered community groups. This challenge is coupled with a feeling of small town impotence in dealing with government regulations at the regional, state and federal levels. People simply conclude that "the larger towns get the grants."

Railroad service has decreased and highways linking the Southwest with the rest of the state are poor. Media communication for much of the Southwest comes from Iowa or South Dakota, causing a sense of isolation. There is a challenge to effectively utilize local people and local resources while improving the channels of assistance on an area and statewide basis. This challenge also relates to the economic situation since people experience a depressed farm economy. Often business and industrial development has been haphazard and incomplete.

THE FUTURE PROPOSALS

The central proposal of Southwestern communities call for promoting a strong sense of community wellbeing by increasing the number of events that establish community identity, developing a broadly functioning community center and revitalizing the family role in community life. These proposals will affect a strengthening of both the economic and political arenas by providing the base for industry recruitment increased citizen participation. These proposals are supplemented by suggestions for active citizen based planning supported by ongoing citizen access to essential information. Several proposals emphasize continued cooperation among communities in order to maintain local control and local presence of schools, medical facilities and public services. Economically, the Southwest intends to maintain economic vitality through active recruitment and local retail support.

PRESENT CHALLENGES: SOUTHWEST MINNESOTA

THE UNENTHUSIASTIC VOLUNTEERING OF LOCAL CITIZENS	THE UNAVAILABLE SERVICES OF LOCAL CARE	THE INEFFECTIVE STRUCTURES OF COMMUNITY COOPERATION	THE REDUCED BASE OF DECISION MAKING	THE UPLANNED COURSE OF BUSINESS DEVELOPMENT	THE VICTIMIZING CONTROL OF LARGE GOVERNMENT
Lacking Community Vision 13	Small Town Isolation 8	Unformalized Participation Channels 8	Unprogressive Local Leadership 8	Unavailable Capital Monies 7	Alienating Government Complexity 6
Reluctant Community Support 15	Seemingly Second-class Services 14	Uninstituted Communication Vehicle 10	Clique-Made Decisions 6	Unorganized Business Development 7	Regulations Discouraging Action 6
Strong Personal Priorities 6					
34	22	18	14	14	12

PRACTICAL PROPOSALS: SOUTHWEST MINNESOTA

ASSURE GOVERNMENT CITIZEN RECIPROCITY	BROADEN PUBLIC INPUT	STRENGTHEN POLITICAL PARTICIPATION	PROMOTE COMMUNITY WELL-BEING	MAINTAIN ECONOMIC VIABILITY	PROVIDE CITIZEN-BASED PLANNING	ENCOURAGE CITIZEN INVOLVEMENT
Two-way Knowledge Access	Effective Grassroots Communication	Responsive Regional Government	Positive Community Image	Aggressive Industry Recruitment	Service Needs Assessment	Effective Leadership Enlistment
		Empowered Local Government	Community Gathering Events	Local Retail Promotion		
	Imaginative Information Promotion		Functioning Community Center		Citizen Planned Growth	
		Increased Citizen Processes	Smaller Geographic Identity	Increased Retail Facilities		
Responsive Governmental Accountability	Comprehensive Concensus Formation	Appropriate Citizen Information	Strengthened Family Development / Focused Organizational Cooperation	Attractive Economic Environment	Prioritized Implementation Plan	Total Citizen Participation
5	12	12	16	15	5	12

-26-

NORTHWESTERN MINNESOTA

THE LAND AND THE PEOPLE

Sometimes known as "God's Country", Northwestern Minnesota's
rich farmsteads were first cleared off by lumber jacks and
traders who settled along river routes. Farming mushroomed in
the Red River Valley and towns increased with every new rail-
road station which came into being. Here the Continental Divide
sends the Red River toward Hudson Bay and the Mississippi toward
the Gulf of Mexico. Here also is Sinclair Lewis's Mainstreet U.S.A.
in Sauk Center and "the birthplace of America" in Alexandria's
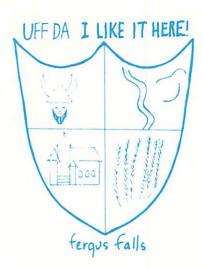possession runestone. Here also are the vast White Earth and Leech
Lake Reservations.

Traveling the Northwest, one would pass through seed potatoe
country and flat lands of beets and wheat. The small towns
carry on a sophisticated, isolated, rural lifestyle - in tune
with their rugged individualist forefathers. The distances
between towns and the Metropolitan Area has created a resolve
something like that expressed by one town's sign: "Grygla.
The largest town of its size" (Population 211). It would not
be uncommon to be sent out with the request to "Tell the folks
in St. Paul there are people up here."

THE PRESENT CHALLENGES

The isolation of the Northwest has created a hardy and independent
people, able to accomplish much on their own ingenuity and
out of their own resources. World potatoe and grass markets have
also linked these people to the globe. Strangely, they are in
some ways more informed on international issues than state issues,
their news is most likely to come from Canada or North Dakota.
The most predominant challenge relates to the effective use of
human resources. People in the Northwest experience a lack of
effective methods for citizen input, which leads to poor meeting
attendance and fragmented efforts at community organization.
Young and old alike express a deep concern for their community,
but become frustrated when no action is taken on their concerns.
This is heightened by a feeling of being cut off from the
rest of the state; that things are controlled in St. Paul or,

at least, from outside the community. These concerns are
intensified by the decline in population of many counties, leaving
towns with diminishing commercial activities, an inadequate
student population to justify a local school and reduced importance
when state issues are prioritized.

The Northwest is faced with the challenge of broadening
its economic base. There is a need to diversify the present
one-industry farm economy. Without economic diversification,
there is no encouragement for younger people of the area to
stay or young families to return. Few industries are encouraged
to start new plants due to lack of promotion, high taxes and
a limited transportation. As a result, the state's economic
poverty tends to center in a hub of counties around
Mahnomen, Becker, Red Lake, Hubbard and Clearwater.

A third major challenge arena is the recovery of basic values
of individuals, families, and communities. There is an experience
of the collapse of basic human values and of poor utilization
of the talents and potential of all ages.

THE FUTURE PROPOSALS

The proposals created by the Northwest are aimed at building
the future economic, political and social elements from the
local level. The central proposals deal with the economic life.
In order to broaden· the economic base a number of communities are
in the process of constructing industrial parks to encourage
small business to start new firms. They propose to increase
vocational training that could supply small business with adequately
skilled workers. They are also encouraging good farm and indus-
trial relations. Because of the difficulty of attracting new
investment, it has become clear that the Northwest can compete
for industry only if its communities can present a strong united
support. Thus, efforts at organization are frequently
proposed. In order to encourage people to participate in the
decision making process and to increase citizen involvement a
number of communities propose to organize town and country
meetings, hold regular town meetings and conduct opinion surveys.
A number of proposals call for citizenship training, lifelong
education and renewal of the role of the family and involvement
of all ages, particularly young people, in the community.

PRESENT CHALLENGES: NORTHWEST MINNESOTA

THE INEFFECTIVE VEHICLES OF COMMUNITY COOPERATION	THE UNSTABLE SOURCES OF ECONOMIC BASE	THE UNLOCALIZED CARE OF COMMUNITY NEEDS	THE STUNTED DEVELOPMENT OF LOCAL ECONOMY	THE PARALYZING VACUUM OF BASIC VALUES	THE BROKEN CHANNELS OF COMMUNITY COMMUNICATION
Individualism Prevents Concensus 20	Limited Employment Opportunities 7	State Town Gap 8	Limited Economic Know-how 6	Collapsed Family Structures 2	Uncommunicative Public Leadership 2
Spectator Citizen Abundance 16	Decreasing Consumer Base 8	Short-range Government Help 3	Uncorporate Local Planning 7	Lacking Community Self-esteem 6	Uncomprehensive Information Flow 9
Collapsed Participation Methods 11	Limited Local Capital 4	Loose Law Enforcement 4	Nonexistent Long-range Vision 4	Undecided Common Values 6	
Diverse Unfocused Action 13	Diminishing Resource Dependency 3	Out-of-Town Services Block 8	Economic Development Unconfidence 4		
60	28	23	21	14	11

PRACTICAL PROPOSALS: NORTHWEST MINNESOTA

IMPROVE INDUSTRIAL WORKFORCE	ENCOURAGE INDUSTRIAL CLIMATE	ESTABLISH COMMUNITY IMAGE	EFFECTIVE COMMUNITY COMMUNICATION	EXPAND CITIZEN MEETINGS	INCREASE CITIZEN INVOLVEMENT	PROVIDE LIFE-SKILL EDUCATION	STRENGTHEN FAMILY FRAMEWORK
Coordinate Labor Force	Improve Industrial Facilities	Emphasize Physical Improvements	Conduct Opinion Surveys / Publicize Meeting Notices	Hold Regular Town Meetings / Inter-Organization Meetings	Maintain Local Control	Provide Citizenship Training	Renew Family Role
Improve Vocational Training	Promote Industry Farm Relations	Promote Leadership Models	Develop Informed Concensus / Publish Meeting Results	Town Country Meetings / Private & Public Meetings	Encourage Substantial Volunteerism	Promote Lifelong Education	Support Youth Involvement
5	15	10	21	18	13	11	6

SOUTHEASTERN MINNESOTA

THE LAND AND THE PEOPLE

The rich blue black farmland of Southeastern Minnesota is
bounded by the Minnesota River to the West and the hills of the
Mississippi River banks to the East. Settled by people of Norwegian,
Swedish, German and Irish origins, a farm economy was built
around dairying and small feed grains. Farming continues to
be the mainstay, but many communities all over the Southeast have
large and small industries. Rochester is a world medical
center. Both Rochester and Mankato are major centers of commerce.
Communities are located densely across the whole area and with
major highways criss-crossing the land. No settlement is more
than an hour or so away from a major urban center. The small
towns enjoy a comfortable, vital life, such as in Clarks Grove,
Blooming Prairie and Lafayette.

THE PRESENT CHALLENGES

The seemingly problem free appearance of the Southeast is
deceptive and tends to discourage efforts at community involvement
and cooperation. The challenges of the Southeast focus strongly
on this issue of involvement and particularly the lack of or-
ganization. The components of this challenge are the usual
by-products of unsystematized community involvement, duplication
of efforts, wasted human resources, lack of leadership and a
shortened vision. For small towns, especially, this challenge
carries over into fragmented efforts to attract or develop
new businesses. As usual, poor communications accounted for some
of the organizational difficulties, but at the root of the challenge
lies the combined discouragement of the difficult access to
local decisions and the expanded constraint placed on local
concerns by regional, state and federal decisions that are seen
as totally beyond the reach of local people. This experience
of non-involvement reaches from community to family, diluting
the vital foundations that characterized the history of this area.

THE FUTURE PROPOSALS

Though the proposals compiled in Town Meetings in Southeastern
Minnesota the immediate task which is suggested is the complete

JORDAN

SPRING VALLEY

BLUE EARTH

renewal of the community process and the tapping to the unused community manpower. These proposals emphasize effective citizen participation through regular Town Meetings and citizen task forces. They reorganize the need to coordinate and prioritize the existing community groups and their directions. They see that communication between all citizens must be regular and continuous rather than a haphazard if coordination efforts are to be effective, both within and between communities. These community involvement efforts have two primary targets; business development to expand employment opportunities and social development to provide meaningful activities for all ages, especially youth and senior citizens. As an important, behind the scenes, activities, the Southeast towns intend to provide their young people with education in community skills while at the same time promoting the unique qualities of their town through celebrations and projects directed at the development of town pride.

Emphasis is also placed upon creating the environment that will allow development to be successful, including first the creation of the necessary land use plans to bring order to growth and then the creation of the basic services needed to support growth, such as health care and housing.

PRESENT CHALLENGES: SOUTHEAST MINNESOTA

THE UNSYSTEMATIZED INVOLVEMENT OF TOTAL COMMUNITY	THE FRAGMENTED EFFORTS OF BUSINESS CATALYZATION	THE PEEPHOLE KNOWLEDGE OF COMMUNITY PROCESS	THE LIMITED WAYS OF COMMUNITY POLITY	THE FRUSTRATING CONTROL OF LARGE GOVERNMENT	THE UNWHOLESOME PATTERNS OF COMMUNITY CARE
Duplicative Organization Efforts 3	Large Town Competition 4	Inadequate Political Education 5	Few Decision Makers 6	Impractical Local Aid 4	Collapsed Family Unit 4
Lack Of Leadership 5	Inactive Local Economy 7	Community Generally Uninformed 6	Dispersed Community Actions 3	Restrictive Overall Rules 6	Youth Sr.Citizen Environment 3
Wasted Uninvolved Manpower 11	Initial Funding Lacking 5	Inconsistent Schedule Communication 8	Lacking One Concensus 7	Small Local Input 6	Need Expanded Services 3
Lacking Long-range Vision 17	Unorganized Economic Efforts 6				
36	22	19	16	16	10

PRACTICAL PROPOSALS: SOUTHEAST MINNESOTA

PLANNING LAND USE	PROMOTING COMMUNITY ASSETS	ATTRACTING BUSINESS DEVELOPMENT	COMPLETE COMMUNITY INFORMATION	EFFECTIVE CITIZEN PARTICIPATION	COORDINATING COMMUNITY EFFORTS	ENGAGING ALL GROUPS	TEACHING COMMUNITY SKILLS	ASSURING BASIC SERVICES
Industrial Park	Community Celebration Events	Creating Tax Incentives	Disseminate Essential Information	Regular Town Meetings	Community Organization Cooperation	Seniors On-The-Go Program	Social Skills Training	Preventative Health Care
				Citizen Involvement Campaigns				
		Promoting Commercial Growth	Adequate Public Notice		Community Coordinator Services	Youth Community Involvement		
				Public Opinion Surveys				
Comprehensive Land-use Plan	Community Pride Projects	Expanding Employment Opportunity	Broaden Community Cooperation	Special Projects Task-force	Inter Community Awareness	Grassroots Participation Structures	Citizen Participation Training	Adequate Community Housing
3	12	15	19	24	17	12	11	6

IV. CONCLUSION

The Future Implications

Once upon a time, a very wise old man sat having coffee one day in Ada. A stranger pulled up a chair and told him he had just moved into Ada from another community, and asked how he would find life in Ada. "Well, replied the very wise old man, "How did you find the community you came from?" Replied the stranger, "I found high taxes, poor education, miserable people, few jobs, general apathy, and nothing to be proud of." The very wise old man, shaking his head, replied, "Then your future in Ada will see high taxes, poor education, miserable people, few jobs, general apathy, and nothing to be proud of."

Another new Ada-ite pulled up a chair a few minutes later, told this same very wise old man that he had just moved into the area, and asked how he would find life in Ada. "Well," replied the very wise old man, "How did you find the community you came from?" Replied the second stranger, "I found an immense justified pride in the community, family, and individual. There was strong economic growth and development, an excellent education system, people worked hard and were happy; and we pulled together pooled resources, and solved mutual problems collectively." "Then," replied the very wise old man with a twinkle in his eye, "You will find in Ada an immense justified pride in the community, family and individual; there will be strong economic growth and development; an excellent education system; people will work hard and be happy; and you will pull together, pool resources, and solve mutual problems collectively."

The future is square in the lap of he who faces it. Those who see the past and present as bleak and the future as nothing better, will find absolutely no more than they had hoped for. But those (John, Mary, you, me) who see from a proud past and present the promise of a brilliant future, and earnestly work toward developing those ideas, will find in themselves and the community about them the realization of happy dreams.

How do you see Ada?

(Story written at the Ada, Mn. town meeting, November 19, 1977)

The task of engaging the future is at once fascinating and fearful. The uncertainty, the seemingly overwhelming challenges, the confounding complexity all threaten to derail community efforts before they begin. These factors require that any action taken, be effective. Effective action is catalytic, drawing together proposals which will benefit several aspects of the community at once. The implementation of these proposals requires therefore, a careful perception of societal trends and a foundational revitalization of the community structures which sustain and nurture the motivation to persist, to create and to implement.

In our time in the Western World, local community has significantly declined as an operative influence on people's image of the significance of their lives. Mass communication and rapid transportation have expanded people's sense of community to include the globe. Even national community, which temporarily replaced the local, has lost influence due to the vivid experiences of war and corruption. "Global community" is an abstraction. Living with that image alone removes a basis for identity and selfhood. Traditions, historical roots, cultural practices, mores and morals are equally valid and optional.

Sociologically, one lives in a plurality of communities-- family, neighborhood, job, club, etc.--deriving a portion of his identity from each. This produces a type of sociological schizophrenia, however sane a person may be psychologically. The current search for authentic community is, itself, evidence of that fact. The search varies from the psychological to the sociological to the religious. Today people are searching for forms in which to activate the dynamics of community life, but that form has not yet emerged. Rural towns are suspect because of an isolation and parochialism that negates effective participation in the larger currents of society. Suburbs are bedroom villages whose divic structures are facades and whose economic and cultural identity comes from the city. And the cities are too large and complex to offer the individual a sense of belonging. He is the taxpayer, the consumer, the object of social services, but not the participant in or member of the city.

The review of the results of these Town Meetings gives evidence to the fact that it is the element of profundity which transforms geographic settlement into authentic human community. It is the element sought after by churches, fraternities and corporations alike, but which has as yet

eluded current attempts to give it form. The "plus factor" in community is itself a complex reality. It is totally unreachable apart from the dynamics of an awakened populace ready to participate actively in community life.

These Town Meetings were an effort to give form to a community's search after the plus factor. The results suggest five necessary components: (1) a respect for space; (2) a broadened perspective of time; (3) a structure for cooperative care; (4) a future cause; and (5) a dramatic identity.

RESPECT FOR SPACE

The land and the people comprise primal community. The space a people occupies is not only influential because of geographic features. The way a people care for and respect their space com-unicates a story of self-respect or self-contempt. Desecrated property is a clue to the absence of community. The land has a history of its own, quite apart from the particular people who happen to occupy it at a given time. In a sense, their participation in the history of the place links them with the past. The land is also a direct link with the rest of the world.

BROADENED PERSPECTIVE OF TIME

An authentic community reveres its roots. The history of both the land and the people gives primordial identity and significance to a group. This history takes on life in the form of festivals and celebrations which provide a rhythm to life. The heritage is remembered and given prominence through the injection of the wealth of tradition by the older citizens of the community. The absence of festivals and the isolation of elders from the mainstream of society are clues to the lack of primal community.

COOPERATIVE CARE

An authentic community respects its members structurally. Frictions are present, but they are "within the family" and are not the business of outsiders. The sense of being a "chosen people" with a specific historical destiny encourages structural respect for one's colleagues. Those structures ensure adequate sustenance, both physical and otherwise, among the people and prevent a paralyzing individualistic competitiveness. The presence of radical deprivation alongside affluence is a clue to the absence of primal community.

FUTURE CAUSE

A major unifying factor in primal community is its sense of a task to fulfill or a contribution to make to history.

This factor draws the attention of members away from the internal tensions always present towards that which moves beyond them. In working on the external task, the longed-for fraternal sense emerges as a by-product. This is probably the least understood factor in community; a land and people who lack a destiny are not capable of being a community, however close-knit they may appear to be.

A DRAMATIC IDENTITY

A community must have ways to dramatize and rehearse its identity. This factor is dependent on the presence of the other four factors. Without them there is nothing to rehearse. Without this factor, identity is lost in the barrage of experiences and purposes that beset one in the multiplicity of demands he confronts daily.

Minnesota was built with a pioneer spirit. Throughout its first two centuries it has stood accountable to that great heritage, pioneering in agricultural production, in education in midicine, in technology, in effective government, in city planning, in environmental protection and in many other arenas too numerous to mention. Minnesota has been called upon again to pioneer - to pioneer in recreating a viable and vital community life in the midst of a complex and rapidly changing urban/technological world. Minnesota Future Day gives evidence that the pioneering spirit still exists - Minnesotans are ready.

MINNESOTA: PRESENT CHALLENGES

THE INEFFECTIVE VEHICLES OF COMMUNITY INVOLVEMENT	THE INADEQUATE PLANNING OF ECONOMIC DEVELOPMENT	THE FRAGMENTED SENSE OF SOCIAL IDENTITY	THE PUZZLING COLLAPSE OF HUMAN VALUES	THE DECREASED BASE OF COMMUNITY DECISION MAKING	THE DETERIORATING STRUCTURES OF GOVERNMENT EFFECTIVITY	THE THWARTED DELIVERY OF COMMUNITY SERVICES	THE STIFLING BREAKDOWN OF COMMUNITY COMMUNICATION
The Ineffective Vehicles of Community Cooperation NW 60	The Stunted Development of Local Economy NW 21	The Unethusiastic Volunteering of Local Citizenry SW 34	The Inhuman Trends of Community Existence Me 19	The Reduced Base of Decision Making SW 14	The Victimizing Control of Larger Government SW 12	The Unlocalized Care of Community Needs NW 23	The Broken Channels of Community Communication NW 11
The Ineffective Structures of Community Cooperation SW 18	The Unplanned Course of Business Development SW 14	The Centrifugal Mind-set of Community Citizenry NE 26	The Shattered Foundation of Community Cooperation Me 43	The Nonexistent Forms of Concensus Building Me 41	The Stifling Restrictions of Government Control Me 30	The Unwholesome Patterns of Community Care SE 10	The Discouraging Breakdown of Community Communication NE 11
The Deteriorating Structures of Essential Cooperation NE 31	The Uncontrolled Development of Local Economy Me 30	The Limited Participation of General Citizenry Me 41	The Paralyzing Vacuum of Basic Values NW 14	The Limited Ways of Community Polity SE 16	The Restricted Use of Community Land NE 11	The Unavailable Services of Local Care SW 22	The Peephole Knowledge of Community Process SE 19
The Unsystemized Involvement of Total Community SE 36	The Unrooted Control of Economic Growth NE 15				The Frustrating Control of Larger Government SE 16	The Fragmented Treatment of Social Needs NE 8	
	The Fragmented Efforts of Business Catalyzation SE 22c						
145	102	101	76	71	69	63	41

MINNESOTA: PRACTICAL PROPOSALS

BROADENING CARE STRUCTURES			DEVELOPING COMMUNITY CONSCIOUSNESS		
CITIZEN- BASED REGIONAL DECISION-MAKING	ASSURING ESSENTIAL SERVICES	COMPREHENSIVE ECONOMIC DEVELOPMENT	BUILDING COMMUNITY IDENTITY	INVOLVING CITIZEN PARTICIPATION	COMPREHENSIVE COMMUNITY COMMUNICATION
Strengthen Political Participation SW 4	Promote Community Well-being SW 6	Maintain Economic Viability SW 4	Creating Neighborhood Organizations Me 5	Harnessing Citizen Participation NE 4	Effective Community Information SE 4
Provide Citizen-based Planning SW 3	Planning Essential Services Me 4	Coordinate Public Finances Me 4	Organizing Community Factions NE 3	Expand Citizen's Meetings NW 4	Expanding Neighborhood Knowledge Me 4
	Providing Citizen Education Me 4	Initiating Economic Development NE 3	Coordinating Community Efforts SE 3	Effective Citizen Participation SE 4	
Achieving Regional Cooperation NE 3	Increase Life -skill Education NW 3	Attracting Business Development SE 3	Engaging All Groups SE 3		Maintaining Essential Communication NE 3
		Improve Industrial Work force NE 2		Allowing Citizen Input Me 4	
Assure Government Citizen Reciprocity SW 2	Strengthen Family Framework NW 2	Encourage Industrial Climate NW 2	Building Identity of Community Me 4	Increase Citizen Involvement NW 2	Complete Community Information SE 3
	Teaching Community Skills SE 2	Planning Land Use SE 2	Establish Community Image NW 2		
Securing Effective Leadership Me 2	Assuring Basic Services SE 2	Supporting Business Development Me 2	Promoting Community Assets SE 2	Encourage Citizen Involvement SW 2	Broaden Public Input SW 3
14	23	22	22	20	17

THIS IS WHAT CAN HAPPEN

Dassel Mn.

"The Town Meeting...awakened many citizens and got them moving to complete projects which were underway and get new projects started. The following things happened:

* New 12 Unit Apartment

*Announcement of a new 24-unit apartment

*Plotting of new housing lots

*New Credit Union

*Planning and implementing the Dassel Centennial

*Active Committees in the commercial club

*Announcement of NORTRONICS an electronics operation to locate in Dassel with 17 employees

*Cement contractor starting business

*Complete new farm implement dealers building

*Construction starting on office building for accounting, real estate & attorney

*Completion of large hatchery building in the industrial park

Not all of the above projects can be attributed to the Town Meeting but it certainly was an important factor in focusing people's attention on our problems, assets, and goals."
-Howard Page
Dassel,MN.

Kennedy Mn

"... The Kennedy High School held their own Town Meeting ....The students really got excited about the possibilities and amazingly enough came up with results that closely matched the ideas presented at the Town Meeting. The result is that many students are now more concerned about the area and excited that perhaps they can do something to improve the area....Many more people are talking informally about the future of the area and what can be done to make things better."
-Rev. John Peterson-
Kennedy,MN

Tower-Soudan Mn.

The community writes letters to all past and present residents of Tower and Soudan, collecting over $12000 to build a community center. The process was fast, due to the local labor and expertise that saw the project through.

Glyndon Mn.

"We've gotten Glyndon going" says Doris Jancs of the Lionesses Club.. New blood is emerging to leadership, as proposed school forum gets underway. Also, citizens, over 70 people sometimes, are meeting together with agency workers to tackle the sewer and water project.
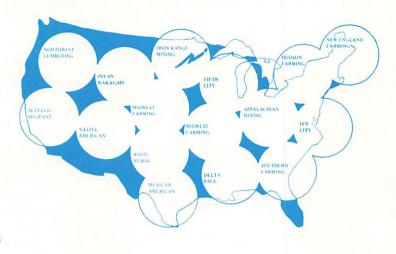
Whittier Mpls.

Dayton-Hudson Foundation agrees to provide 5 million dollars to support the projects in the Whittier neighborhood. Community decides that life must go on even with a new K-Mart blocking the mainstreet, and permission is gained for painting a large mural on the back wall of the supermarket.

HUMAN DEVELOPMENT within a few hours drive

In communities across the United States a new sense of individual enterprise and community concern is emerging. The trend toward local initiative and corporate planning is seen in over 3,000 Town Meetings in the USA since 1974. Human Development Projects in four communities are demonstrating practical responses to this trend.

Before July, 1978, twelve more communities will initiate Human Development Projects- in farm towns, mining towns and mill towns; in the mountains, the plains and the desert; with Appalachians, Native Americans, Mexican Americans, Whites and Blacks. From California to Maine and Minnesota to Texas, everyone in the United States will be within a few hours drive of a community engaged in a Human Development Project.

Human Development Projects involve local people working together to achieve social self-reliance and economic self sufficiency. Each project begins with a week long consultation. Participants include local residents, Institute of Cultural Affairs Staff, and volunteers from across the nation who share their knowledge and experience.

The consultation begins with the articulation of hopes and dreams for the future of the community. The volunteer staff, consultants and residents name major obstacles to this vision, design a set of practical proposals and then name specific tactics to ensure rapid, comprehensive socio-economic development. The results of their work culminate in a series of community programs, many of which are initiated during the consultation week itself.

IRON RANGE TARGETED FOR PROJECT

Minnesota mining began with the discovery of iron ore in the deep forests of the northeast in 1850. From around the world people flowed to the small settlements that began to mark the range. Croatians, Italians, Finnish; the Serbians, Slovanians, and Slovakians; Swedes and Norwegians; the legend of the Iron Range was built with the sweat and hands of these work workers who moved the mountains of ore. The first generations worked the underground mines and second generations dug the vast open pit mines. When the natural ore began to run out depression set in until taconite was found and the mines began again.

Today, total dependence on the iron industry has been the great gift of the Iron Range, but brings hardship in the periods of declining mining activity. Small towns located on the iron formation have terminal lives; at some indefinite date in the future they will give way to the mines. Lack of facilities both residential and economic, force elders and youth to leave their homes. Nevertheless, the Iron Range is home. The Human Development Project in Kinney, Minnesota will demonstrate the possibility of building the human community even in a transient environment.

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THE INSTITUTE OF CULTURAL AFFAIRS

The INSTITUTE OF CULTURAL AFFAIRS is a research, training, and demonstration group, concerned with the Human Factor in world development. The ICA is a not-for-profit, tax-exempt corporation, chartered in the State of Illinois. Though headquartered in Chicago, the ICA has over one hundred offices in major urban centers around the world, fifty two of which are in North America.

The scope of work of the ICA is broad and varied, ranging from managment seminars for business executives to comprehensive community development projects in many locations. In all the programs the emphasis is on effective methods relating to human motivation, cooperative action, and tactical planning.

The research of the ICA relates entirely to its practical arenas. Presently there are seven major training and demonstration programs:

> COMMUNITY DEVELOPMENT PROJECTS
>
> LOCAL COMMUNITY FORUM (Town Meeting)
>
> LENS SEMINAR (Living Effectively in the New Society)
>
> SOCIAL METHODS SCHOOL
>
> PLANNING CONSULTATIONS
>
> GLOBAL WOMEN'S FORUM
>
> COMMUNITY YOUTH FORUM

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CONCERNED WITH THE HUMAN ELEMENT IN WORLD DEVELOPMENT