

LOCAL 
COMMUNITIES
ON THE MOVE

**1979 Upper Midwest
Conference Report**

WHY A CONFERENCE OF LOCAL COMMUNITIES OF THE MOVE?

-- FOR THE UPPER MIDWEST?

-- IN KINNEY, MN.?

LOCAL COMMUNITIES ON THE MOVE - Since 1974 over 5,000 communities in this nation have participated in TOWN MEETING, a program designed to stimulate local initiative through a grassroots planning and celebration event that encourages everyone to participate in creating the future of their local community. While this program did stimulate local initiative, it also revealed that a resurgence of local communities had already begun - there are signs everywhere of local people working together on critical local issues, using their own wits and resources.

THE UPPER MIDWEST - The five state area of North and South Dakota, Minnesota, Wisconsin and the Upper Peninsula of Michigan, as the Upper Midwest, has much in common: farming, mining, strong commercial centers, well developed education, vital community traditions, a pioneer heritage, railroad and river influences and vast rural areas. Over 300 Upper Midwest communities had held Town Meetings, at least one in every county. Leaders in 13 of those communities, representing all five states, determined that there was much to learn from each other - from the actual solutions that had been found to many of the common challenges. They formed a host committee and called for this Conference.

KINNEY, MINNESOTA - Among those 300 communities, Kinney, Minnesota, is remarkably representative of the difficulties of small communities these days and of the creative innovation that is necessary to move effectively on those difficulties. Through the creation of the "Republic of Kinney", initiation of the Kinney Human Development Project and the hosting of this five state conference, Kinney is a symbol for all small rural communities who have decided they are essential to the future.

This report is an attempt to capture and describe the dreams, excitement and insights discussed at the first Upper Midwest Conference for Local Communities on the Move held in Kinney, Minnesota, on June 1-3, 1979.

City of Gilbert

BOX 548

GILBERT, MINNESOTA 55741

Dear Citizens of The Upper Midwest:

The First Local Communities On The Move Conference was a remarkable happening. As a representative of the Conference Host Committee, I wish to thank the participants and panelists for all the miles traveled and the insights shared. Also, I wish to thank The City of Kinney and The Great Scott Township for the facility, tours, the pig roast celebration and fine hosting.

For those who were and were not able to attend the Conference, I would like to say a word about it.

Mayor Mary Anderson of Kinney welcomed everyone to the City and the Conference on Friday night. Saturday morning we began working in groups; a group to work with each of the major challenges indicated by over 300 Upper Midwest Town Meetings since the Bicentennial; Economic Development, Community Life, Sewer and Water and Housing. We toured, dialogued and workshopped ways for local communities to move ahead using Kinney as a laboratory for focusing our experiences. The day ended with festivities at the park; roast pig, dancing and singing presentations by groups representing different corners of the Upper Midwest. Sunday morning, the findings and learnings were combined and we were impressed with how much we knew as local citizens. The enthusiasm prompted the corporate writing of the mandate and song for Local Communities On The Move in the Upper Midwest.

Personally...I felt it was one of the most wonderful experiences I have had in some time. Just the getting together seemed to bring out something special in everyone.

As a member of the Host Committee and Mayor of Gilbert, I would like to thank everyone who attended and ask for your continued participation in Local Communities on the Move.

I would like to leave you with a little something that I feel sums up our weekend together..."We shall pass through this life but once; any good, or kindness we can show to any fellow human, let's do it now for we shall not pass this way again". Thank you again, for letting me be part of this wonderful happening.

This report is a symbol of the network of Local Communities On the Move. Moving our own communities can move all communities. Good luck in the coming year and hope to see you at the conference next year...perhaps even in Gilbert.

On Behalf of the Host Committee,

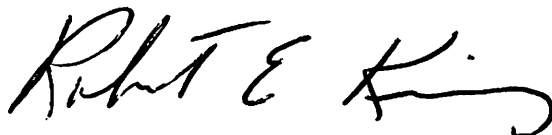
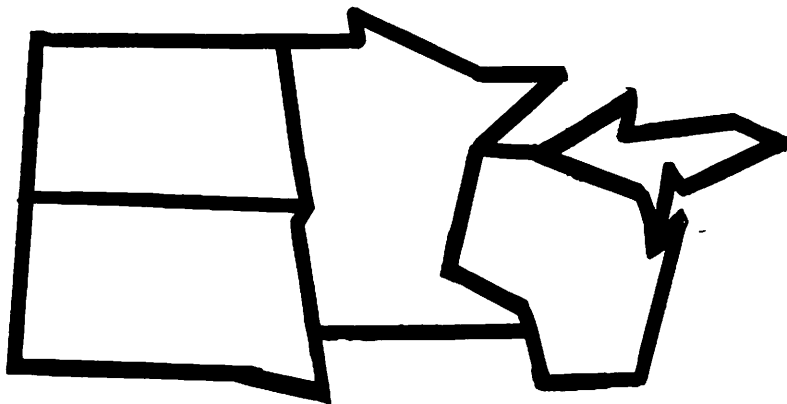


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I. THE TIMES :

What is happening in Local Communities ?



" Lead , follow , or get out of the way ! "

Olney, Texas community slogan

Something is happening these days in both rural and urban local communities which is unexplainable in terms of the past 40 years. Local initiative is being renewed as community after community is deciding to move into the future with rediscovered self confidence, self reliance and self sufficiency. This shift in mood and perspective is producing significant actions by local people.

This region developed through the initiative and self reliance of strong local communities. Yet, this became obsolete -- the continuation of small communities was questioned because of the economic inefficiency of providing public services. Perhaps it was a reaction to the economic desperation of the Depression that shifted primary values to economic security which carried forward even as times changed and prosperity returned.

In any event, a profound redirection began in the 1940's and the center of decision making moved further and further away from local communities. This produced declining participation of local people, even in those areas which remained untouched by officials at the state and national levels.

Until recently this phenomenon was accepted just as the way things are, reinforced by the popular thinking that peoples' creative energies are best devoted to their occupations. Hence only those who were occupationally qualified should be seriously involved in community efforts.

But, a significant change is again occurring. Some analysts had used the statistical trends of the last 40 years to predict the ultimate demise of the small rural community by consolidation into commercial and public service centers. Those predictions were statistically unassailable, but could not account for sudden changes in human spirit involving community pride and community involvement. Panelist Richard Reinartz of the Farmers Home Administration described it this way:

"We were criticized severely 15 years ago for putting money into small towns that some said were bedroom communities and didn't deserve the help - we should put it into growth centers. We checked recently on some of the communities we were working with. Not one of them died; in fact, they've all grown."

This dramatic return of local initiative was one good reason for having a Conference for Local Communities on the Move. The conference gathered together three groups: Those who were expert

in their communities, those who were expert in certain areas of development in any community and those who facilitated the conversation. It provided an opportunity to articulate some of the things that lay behind this resurgence in local initiative. As one might expect, it appeared that the clues were not to be found in abstract good ideas, but rather in creative actions in response to real community needs in the mundane, everyday arenas of community life.

The stories that follow, given by participants at the conference, provide testimony to the happening of Local Communities on the Move.

Expansion in this 9,000 population Wisconsin city includes a \$7,000,000 sewage treatment plant to be completed in September, 1979; a 150 acre industrial park expansion; two 20-unit housing structures, one half for elderly and the other for low income; a bus for the handicapped and airport improvements which include a runway extension from 3,000 to 4,000 feet.

The new community health care center accommodates county social and public health services and is shared by the Marathon County Health Care center which contributes 62 percent to cost and maintenance of the facility.

Other projects include the Langlade County courthouse, remodeling of an old Normal College for a senior citizens' center and Commission on Aging office and remodeling of Langlade Memorial hospital and purchase of equipment at a cost of \$3,500,000.

The nearby villages of Elcho and White Lake have built eight-unit low cost housing structures. Elcho's new medical clinic will operate in conjunction with the Antigo hospital and medical clinic and White Lake is planning another eight-unit housing structure.

Antigo is a place where community improvement is always in progress.

George Gresch

CIVIC ASSOCIATION AU TRAIN, MI

In this community of about 200 people, 50 are active in our recently formed civic association called "PLAN--Putting Life into Au Train Now!" Since our first Town Meeting where we wrote the Au Train song--a favorite around the area--we meet monthly. The result is exciting. With everyone involved, we have accomplished small but mighty miracles.

One was the naming of two nearby quarter of a million dollar bridges by ballot at the school election. Winning name was "Cameron Crossing"; the loser, "Doucette Bridge" was given the other structure. They are names of early settlers. A celebrative opening and naming is being planned.

Other successes include getting a CETA funded youth director for the summer supervised by PLAN, Meals on Wheels and the first decorated community Christmas tree.

Cooperative effort is the best of both worlds, productive and exciting.

The Rev. Leslie Niemi,
President
Civic Association

NEW SEWER SYSTEM CALUMET, MN

Calumet had applied many times for a new sewer system grant but because of government regulations and delays ended up on a waiting list for 10 years. Engineers' blueprints and costs for a new sewer system, including pipe, was found in the village clerk's office in 1972.

When a notice appeared in the paper that the IRRRC was accepting funding requests, we presented the plans and requested \$93,000 for new sewer and water pipes and well repairs. It wasn't nearly enough. The well was repaired and work started on replacing old crumbly pipes. Main street was done first after which the County resurfaced it and installed new sidewalks.

Our sewer system problems are now being resolved by joining a nearby town who is updating and enlarging their system. A meeting with the State Pollution Agency expedited the sewer grant for both towns. We first became interested and involved by attending Council meetings.

Groundbreaking this month for a new fire hall was due to cooperative efforts of Calumet's volunteer fire department and our township. Funds came from the village, township and firemen's bingo games, the village donated the site and volunteers will do the work.

Don't listen when people say, "We can't do it." Help is available.

Marie and Russell McWilliams
and Hazel Bergum

LOCAL...

HEIGHTENED NEIGHBORHOOD ACTIVITY DULUTH, MN

The spin-off effect of a Town Meeting is often subtle and persistent rather than dramatic or spectacular. Such is the case with the 1976 Duluth Central Town Meeting. As a more obvious effect and in response to citizens' concern that it was difficult to "get the ear" of City Hall, City Council held two weekly meetings in the West End and Woodland neighborhoods in an attempt to be more accessible. Since then, the Mayor has also opened a "Complaint Office" to facilitate access to his office.

Less obvious is the effect on one of the neighborhood clubs. Attendance at the Central Town Meeting by several East Hillside residents stimulated their getting involved in that area's community club. Using Town Meeting brainstorming techniques as well as singing, the East Hillside Community Club has been revitalized, it has representation on Community Development committees and the club has been instrumental in obtaining \$125,000 of funding for major improvements in the Central Field recreational area of that neighborhood.

John Dettmann

SEWING FACTORY ESTELLINE, S.D.

Desire for industry in our town was a first step toward getting a sewing factory. Then we got on an Industrial Committee so we could have representation. After an appointment with the State Industrial Development office and several manufacturers, we were advised to follow every lead, however small, in a search for industry.

Although school board members laughed when we asked to rent an empty junior high building, they said to go ahead. A check with the Mayor rezoned the building for industry. A survey in the local newspaper as to the community's feeling about an industry and what kind was desired brought forth a good response.

Upon hearing the sewing factory in Watertown was swamped with work and needed housing, we contacted the owner, showed him the building, got an estimate from the school board as to wiring costs and rent, checked with Pierre as to the tax change and got back to the owner who came up with a contract.

It needed to be ready in a week. There was plumbing to repair, water to turn on, furnace to repair and new transformers to hang. Volunteers helped clean the building--and it was ready to go--all within a month's time. There are 40 machines in use now.

Determination, time and hard work brought an industry to Estelline.

Joann Harrenga



Not so many years ago, Estelline supported four doctors. This narrowed to one who left in June, 1978 which left us without medical coverage. We applied in November, 1978, to the National Health Service Corp. for help in recruiting a physician. None surfaced quickly so, as an alternative solution, we decided to use a physician extender with the supervision of a sponsoring physician.

The search began and after several interviews of potential extenders, we chose one. Then came the search for a sponsoring physician which took several contacts before one accepted the position.

Sounds easy? It was not as simple as it appears.

Now the main issue --MONEY! How do we open the doors and keep the clinic running--loans, donations, fees for service, city fathers? The Commercial Club sponsored a FREE pancake and sausage feed. Donations and pledges were asked for. As a result, we opened on March 5, 1979 and operated a short time providing primary and emergency care to Estelline and surrounding area.

Success? Yes, you say.

Need for supplies, new equipment and supportive personnel was now more apparent than ever. Many tedious hours were spent on writing, supporting and presenting the need for a grant. A Rural Health Initiative Grant was requested with the first hearing on June 13, 1979. After several presentations and revisions, final approval was given.

The success of this story is that the community got together with a common cause and fought for its needs. The clinic now serves approximately 13 people per day--a prime example of "with the will, there is a way."

Jim Miller

Upwards of 200 Kinneyites spent a week end last summer working on a playground and park for the town. The site, a former schoolground, was perfect for the play equipment, benches and barbecue pit made and installed by the townspeople. A tennis court is now in the making and winter sports took place last winter at the hockey ring with warmth provided by a renovated sports house.

The park is a gathering place for community events as well as a playground for the youngsters. The cooperative effort has provided a recreational area with a minimum of cost and a maximum of spirit and community effort.

COMMUNITY NEWSLETTER
KINNEY, MN

Getting information out to everyone in Kinney was a real problem. Putting information in the Post Office didn't get the word around.

Decision to start a community newsletter was made at a Town Meeting. There was doubt of making it financially in such a small town--500 population--but with volunteer staff and the printing done on a school mimeograph, it was easy. Our only cost was for paper which was easily covered by donations.

We now have an 8 page bi-weekly newsletter that features local news, want ads, birthdays, meeting schedules, sports and various stories on new plans and ideas.

Mary E. Thorne

...COMMUNITIES...

MEDICAL CLINIC & MUCH MORE
HIGHMORE, S.D.

A common complaint is that small Upper Midwest towns are dying. Highmore, county seat of their central South Dakota area, does not fit this category. Although town and county people had become apathetic in spite of active community promotions, two or three years ago things "began to happen".

Interested people activated a historical society and compiled and published a creditable Hyde County heritage book.

After over 20 years without a doctor, Council members were alerted to the availability of funds for medical needs through the Old West Regional Commission. Now, a year after a county-wide medical service corporation was formed, the town has a busy satellite clinic with physicians' assistants on duty five days and a physician two half days a week. A registered nurse and office personnel occupy the temporary clinic Monday through Friday. Money and labor donations from local citizenry made possible renovation of a double-wide trailer house into a completely equipped clinic.

Committees formed after last year's Town Meeting are still active and responsible for a "Main Street face-lift which helped establish a drug store, a new plumbing and heating business, plans for a business area renovation and a Rent-A-Kid program.

No, Highmore is not dying. A pride in "Our Town" and awakened interest of young people in possibilities for a good life still exist in one of the pioneer communities of the Dakota prairies.

Frances McKelvey

"PLAYDAY" FOR PRESCHOOLERS
KINNEY, MN

A "Playday" for preschoolers, initiated in June, 1978 by Kinney mothers, brought out over fifteen kids to the park the first day, a good turnout for a town of 500. Held now every Thursday, attendance is nearing 30, 70% of Kinney's preschool age children.

We are proud that we did it ourselves. Every mother volunteers a turn to work with the kids. We use a room in the Town Hall and a curriculum committee plans the daily schedule of events. A 25¢ donation from each child pays the expenses--not a dime of government money was used to support this project.

Watch us--next year we'll renovate an old building and have our own facility.

Debbie Hill

NEW INDUSTRY
KINNEY, MN

Starting a business takes lots of homework and, at least, one or two determined organizers. Employment for women was limited in Kinney--a 10 to 20 mile drive to most jobs.

Our women's business started with a committee which investigated over 30 suggested products. Following three months of research, a hundred phone calls and many dead ends, we received an offer to sew 50 custom restaurant uniforms. We were donated a lot and lent an office trailer to get us started. The first order is now finished. We've employed two full time managers, 10 part time sewers and have enough profit to invest in a new sewing machine.

Charlene Goerdt

The residents of this little town decided to give themselves a special gift this year--a genuine community Christmas.

Spirit has run high since the townsfolk voted last summer not to roll over and let Lorimor die. They drew up a four year plan to revitalize the community of 380.

"...Christmas provided a wonderful incentive for togetherness" said Lillian Dowler, Lorimor's historian. "It's been a long time since I've seen people pull together this way. Nobody is an onlooker. We're all pitching in."

...Snow fell lightly the night Lorimor's queen and king, Maxine and Bill O wman, were crowned in front of the tinsel tree on Main Street. Cub Scouts made the glittering cardboard crowns and turned ordinary bedsheets into flowing royal robes.

The Lions Club Santa arrived in a white golf cart draped with gold garlands and chauffeured the royal couple to the 100 foot water tower where they officiated at the "Festival of Lights". Townspeople followed singing "Silent Night".

...Mayor Lonnie Miller was among the carolers. He recalled, "We've always had a Santa and a few lights downtown, but that was piddling compared to this. It's wonderful to see people enjoying each other and cooperating for the good of the town."

...Church groups and women's clubs began having bake sales weeks ago to raise money for decorations. An appeal went out to people to donate strings of lights for the trees on Main Street. Children gathered in the community center after school to string pine cones and make ornaments.

...Residents have rallied around two points of town pride. The first involved turning the water tower into a gigantic lighted Christmas tree. Several men stood on top the tower stringing lights in the midst of an ice storm to have it ready in time.

The second involved elderly craftsmen who volunteered to restore the "Happy Valley Little Church" which had been a Christmas tradition since 1937. Vandals destroyed the miniature church during Christmas 10 years ago.

...The Christmas tree atop the tower represents town pride. People five miles away can see Lorimor's Christmas tree lights twinkling at night.

Des Moines Sunday Register
December 17, 1978

NEW COMMUNITY BUILDING
OKLEE, MN

I'm sure most communities have our same problem of people moving progressively together. In the 27 years I have been in business in Oklee, there were several spontaneous movements but they lost zip and did not continue.

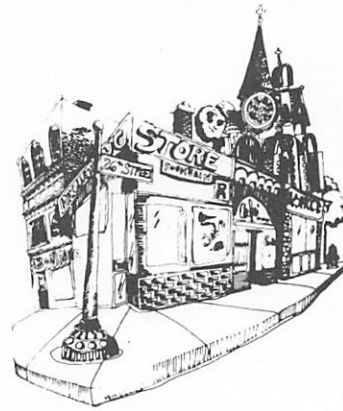
After the Town Meeting in November, 1977, I was delighted to see generated activity and a more comfortable atmosphere of cooperation. We are now progressing with the first phase of a new sanitary system survey and have received a federal grant.

Last year's primary accomplishment was the renovation of an empty 27,000 sq. ft. manufacturing building which now houses a new three-stall fire department, an auditorium, council room and city clerk's office and a senior citizens' center with kitchen and an arts and crafts department. Purchase price was \$27,000. Funding came from an EDA grant.

Community projects are funded in part by community auction sales; the annual Norwegian Satasdahl convention is scheduled for June 30 and a pig and beef roast for July.

I'm glad to report our city's progress and the activity which makes it grow.

Earl Swenson, Mayor



INNER CITY NEIGHBORHOOD
WHITTIER, MPLS., MN

Five years ago, some 50 citizens of the near South Minneapolis neighborhood of Whittier gathered to share their common concerns--all too typical of today's American inner cities--low income and self-image, but high transiency and crime rates. Despite the rapidly spreading urban blight within Whittier--and because their pleas for help often fell on deaf ears outside--they decided to care for their own community.

They developed a visionary five-year plan, organized and worked with all the public and private groups and institutions they could envision. They involved people of all ages and from all walks of life.

And it has paid off, greatly enhancing the quality of community life for all. There's a new park, a thriving neighborhood newspaper, an annual community-wide celebration and an active businessmen's association. Many homes and storefronts have been rehabbed and street and lighting improvements have helped lower street crime. One thing, however, hasn't changed in Whittier. Many of its residents still think it's a great place to live. Now they're just proving it more and more to the rest of the world. Whittier definitely has been turned around and is rapidly on the move --upward--a move that today would be virtually impossible to halt.

Jim McPherson

COMMUNITY CENTER
TOWER, MN

A combination community civic center and fire hall was officially opened in 1978. Original funding of \$150,000 was obtained from the FHA but this amount completed only two-thirds of the project.

The community obtained the rest through raising funds locally--\$21,000 was received from a local foundation, the Blandin, and \$83,000 from the IRRRB, a local government agency. The balance was raised in town. Tower residents donated \$14,000. Over half of it came from former Tower residents--some who live as far away as Hawaii--who read about it in the Tower newspaper. Over 75% of the labor was volunteered.

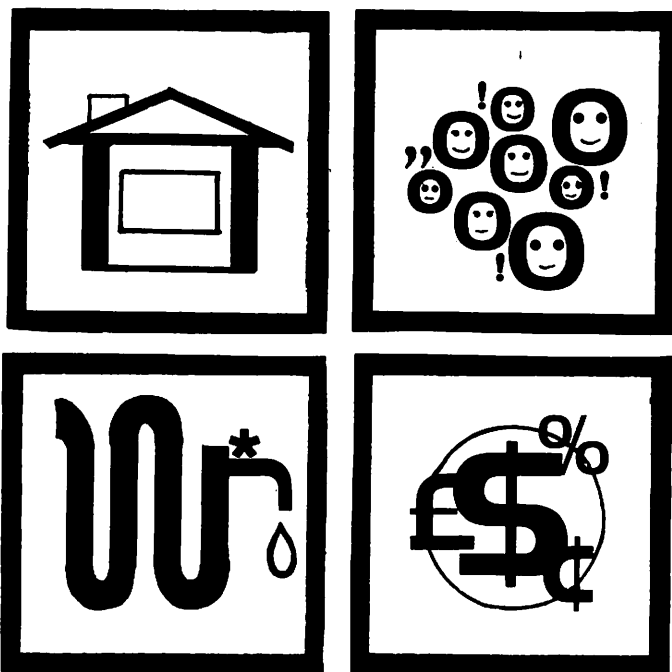
Through strong initiative, meetings and events, anything is possible. We discovered that funding resources are available for those who seek them. Tower is on the move.

Herbert Lamppa, Mayor

... ON THE MOVE

II. THE LEARNINGS:

**What is the secret
behind Local Initiative ?**



**" Action will remove the doubt
that theory cannot solve "**

Tchyí Hsich

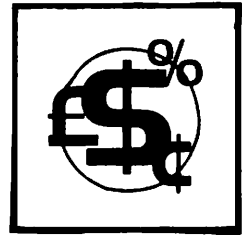
The Town Meetings in over 300 Upper Midwest communities reveal that their most frequently mentioned needs are in the areas of Economic Development, Housing, Sewer and Water and Community Life. The following pages tell how these needs are being met and contain a guide describing the major challenges and the effective actions which are turning those challenges into opportunities.

Some generalizations can be drawn. There are two ways the major identified challenges can be approached: from above through large scale regional, state or national agencies -- or from the bottom through grassroots community organizations and efforts. The approach from the top assures cooperation across large areas, availability of outside resources and provision of regional resources. It is ineffective, however, unless combined with the grassroots approach which connects it with local people. This grassroots approach is developing today in an upsurge of local energy and initiative.

Clearly, communities on the move are those which awakened to a realization of their significance as the backbone of a region, state and nation and discovered that they are not victims; something can be done to positively influence the future and the needed resources to begin are right in the community. They are those which have decided to be themselves and to celebrate their own uniqueness and heritage. They are creating the future and in doing so they are forging out these general guidelines for local initiative:

1. Identified Geography - setting community boundaries so that residents can grasp their identity in a new way and define a particular focus of activity;
2. Comprehensive Plan - identifying all issues rather than dealing piecemeal with one here and one there;
3. Total Involvement - enlisting participation from every segment to engage and include all viewpoints;
4. Individual Motivation - building a sense of primal community so local people can recapture their common identity and take total responsibility; and
5. Unifying Symbols - developing a new sense of community pride in the past and hope for the future with stories, songs and logos.

A. ECONOMIC DEVELOPMENT



The Challenge

The majority of today's people do not feel responsible for the economic health and development of their own communities. Individual ventures dominate the economic scene, succeeding or failing on their own. Independent entrepreneurs take all the risks and reap the profits or losses.

The community is further hampered in its hopes for new business ventures by limited access of local people to adequate management skills.

The present-day myth of "small is impossible" discourages many businesses from starting or leads them to compete with the big stores and manufacturers instead of scaling new enterprises to the size and uniqueness of local communities. Facts indicate that the majority of Minnesota businesses, for example, are independently owned, less than 20 years old, demonstrate a net gain and serve local markets.

The challenge to Local Communities on the Move is to invent an active role for the community in initiating, encouraging and supporting new and untried economic enterprises as well as existing ones. It is necessary for a community to assume this role before it is in a position to begin to implement the advice of panelist Dileep Rao, economic development consultant:

"If you want to develop your community, there are three major types of business you can go after. You can go out and start a new company, you can relocate a company from outside your area or you can get a new plant or company."

Recommended Action

The Local Communities on the Move Conference recommended these actions:

(1) Build a comprehensive, long-range economic plan with the entire community (including teenagers, senior citizens, homemakers, business people, elected officials and the grass-roots). Surveys, neighborhood coffees and community workshops are some ways to begin. Meet to establish priorities, funding

needs and feasibility of industries and commercial services. Then make a timetable. (Cornell, WI., in response to the departure of its major employer, organized a successful community effort that developed an industrial park that attracted five new businesses.)

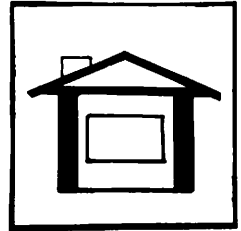
(2) Create a local economic development corporation which can expand to include the county and region. An organized group of people can apply for grants and loans from the public and private sectors for local ventures. The corporation can be profit or non-profit. (Impact 7 is a community development corporation centered in Turtle Lake, WI., which serves 5-1/2 counties providing technical and financial assistance as well as help with social programs.)

(3) Market your community as a great place to start or relocate a business. Do an "assets inventory", or town "report card" and print up a brochure describing its unique advantages such as nearby schools, year-around recreation, tax advantages, stable labor force, inexpensive space and possible access to railroad tracks. (The Commercial Club in Dassel, MN., looks for new businesses armed with a community brochure, financial assistance and community backing.)

(4) Experiment with small scale beginnings to demonstrate possibility. Ventures such as incubator businesses, teenage employment services, elders and/or women's handicraft industries, co-op stores or laundromats and local credit unions offer concrete signs of beginning and mark the transition from planning to doing. They create models and build interest and enthusiasm which can lead to other ventures. (A grocery store started two years ago in Cannonball, N.D., has expanded from 615 to 2000 square feet, is adding a meat market and also showing a profit.)

(5) Create an interchange with other local groups, municipalities, businesses and agencies. Start a newsletter or regular meetings to share success stories, tough problems and expertise. This interchange works many ways: shares useful information, encourages enthusiasm, deepens peoples' resolve and sense of responsibility and underscores the importance of effort beyond just one community. (MCCED, The Minnesota Center for Community Economic Development, was recently established to provide resources, technical assistance and training facilitators for the State's community development corporations (CDC) which are distant from the political and economic centers.)

B. HOUSING



The Challenge

Every community has a crucial interest in its housing development, yet traditionally private development takes the lead and, too often, obscures the community's role. So long as its priorities are undefined, the community has no context with which to resolve conflicting private interests.

This situation is reinforced by the inadequate availability of housing sites or units. Many communities simply do not have open lots for new housing construction and depend for growth upon better utilization of present structures.

It is difficult to use new housing techniques and technology, such as energy efficient innovations or lower cost housing materials. Yet, the high cost of building and maintaining housing is a serious deterrent to community growth.

The challenge to Local Communities on the Move is to build a community-wide commitment to a land use plan and housing effort that reconciles public and private priorities. As panelist Riva Lee of the Minnesota Housing Finance Agency pointed out:

"Yes, an individual can make a difference and have a tremendous amount of impact. But, the impact that a group of individuals can have, especially in housing, is greater than the sum of the parts; four people working together can have a lot more impact than four people working alone."

Recommended Action

The Local Communities on the Move Conference recommended these actions:

(1) Develop a broad community awareness of alternative housing plans, including both community-wide land use and individual housing technology. Include tours of successful housing ventures, slide shows, demonstrations of new housing approaches and new forms of housing production or renovation. Emphasis is upon providing potential home buyers and producers with a demonstration of actual projects that have succeeded. (The

annual 1979 Minneapolis Home and Garden Show drew 280 participating companies who occupied 500 booth spaces which included everything from earth shelters, solar applications to stick-built houses. The next show is scheduled for February 1-6, 1980.)

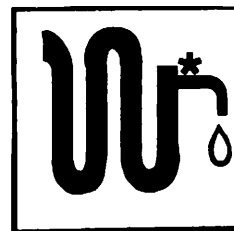
(2) Develop a survey and assess local housing assets and needs as the basis for a total community housing strategy. The community must first define its growth potential and then assess its existing housing capacity. Better utilization of existing housing as well as new housing should be considered. Build a housing strategy which will elicit the commitment of the whole community to housing expansion. (Gilbert, MN., found that by supporting construction of senior citizen housing it also released existing houses for new families; Clarks Grove, MN., proceeded to build new residences first and then sought out the new families.)

(3) Seek out skills in appropriate public agencies and make effective use of them. Each government agency and private institution has its own priorities. For example, one may support innovative housing and want working local models. (The Housing Assistance Council, 1828 L Street N.W., Washington, D.C., offers advice in this arena; Riva Lee's suggestion: "Find out what programs exist, how they are structured and what their priorities area. Then be flexible about restating your needs so they meet federal, state or local priorities.")

(4) Initiate small scale housing unit production by matching immediate needs with existing production skills. There is a revival of the barn raising phenomenon of pioneer days in new, modern forms. Housing cooperatives involve several families in joint construction of their dwellings which contributes to the community's vitality. (Self Help Housing efforts in Rapid City, S.D., through Rapid Valley Housing, have constructed over 50 homes in the last five years; Staples, MN., utilizes its Vocational School to provide training in construction by producing needed public projects at a much reduced cost.)

(5) Develop public incentives for encouraging housing development. Local municipal housing authorities can capture financial and technical resources for the community, providing incentives. (One of many rural housing authorities in Minnesota, the Region I Multiple Housing Authority, was the state's first to be organized and has been involved in construction of new multi and single family housing, home repair and leasing arrangements.)

C. SEWER & WATER



The Challenge

Blind assumptions often attached to this issue are stated like this - "small communities must build large expensive systems like those designed to serve the heavier demands of large cities yet, per capita income doesn't justify the capital investment nor provide any real prospect of covering the high operation and maintenance costs that accompany them."

Local communities, particularly townspeople with no official roles, have poor access to information concerning available alternative technology. Consequently, government regulations regarding the installation of more expensive systems go unquestioned. As the competition for funding intensifies, the red tape multiplies.

The challenge to Local Communities on the Move is to create general awareness of available alternative technology which could produce a more appropriate and lower cost design for small communities. The potential benefits, according to Panelist Victor Marz, consulting engineer from Carl C. Crane, Inc. of Madison, WI., are as significant as these:

"We are engineering a system for an entire township. What we've tried to do is set up a system that combines the mound system for concentrated population areas, a combination cluster-type Mound system for groups of homes and recirculating sand filters in areas where we question whether the mound system would work. The costs we're coming up with are almost half the cost of conventional collection and treatment systems and also half the operating costs."

Recommended Action

The central theme is: MAKE NO ASSUMPTIONS: THE SIZE, TYPE AND DEGREE OF SOPHISTICATION YOUR COMMUNITY NEEDS IN A SEWER AND WATER SYSTEM, THE SOURCES OF FUNDS AND THE REQUIRED RESOURCES ARE UNIQUE TO YOUR COMMUNITY; THEY HAVE NOT BEEN INVENTED, BUT YOU CAN INVENT THEM.

The Local Communities on the Move Conference recommended actions are:

(1) Don't assume sewer and water are only concerns of city officials; involve the whole community in the process. Everyone is influenced by the success or failure of obtaining sewer and water. The traditional process for dealing with these issues has not involved citizens, an invaluable asset to city officials. (Glyndon, MN., organized the community through a Town Meeting and the citizen task force, armed with a new consensus, proceeded to apply for and obtain the Step 1 planning grant.)

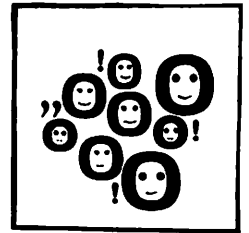
(2) Don't assume how your city wants to develop; build a comprehensive local development plan concerning the desired type of growth. What are the sewer and water needs? Do you want or expect housing or industrial expansion? These issues must be known and priorities established before sewer and water plans can be finalized. (Clarks Grove, MN., found it preferred residential growth as industrial development cost more in additional services than it provided in additional tax revenues.)

(3) Don't assume there is a standard sewer and water design that fits all needs; seek out data on available alternative technology. Government regulations promote large expensive, one size fits all, sewer and water plans. Some communities are exploring and using alternatives. In the process, government may approve a more fitting design. (Westboro, WI., recently completed installation of an unusual system that reduced the cost 30% and won government approval because it fit the town's unusual needs.)

(4) Don't let your sewer and water system's success depend on traditional funding sources; consider at least 25 approaches. Selection of the appropriate size may reduce the capital required. When the whole citizenry is involved, many alternative funding mechanisms are available. All or a substantial part of sewer and water funds have been raised by local fund drives and volunteer labor. Research non-traditional government agencies who fund innovative plans and may have different priorities. (Plainview, MN., raised their needed additional funds by a local fund drive, complete with celebration.)

(5) Don't just wait for approval of your design; involve regulatory agencies in the initial design planning, possibly as a pilot project. Bureaucrats are also frustrated by the often existing separation between agencies and communities and the limited options they can offer. They often prefer a creative role with room for invention. Your particular needs and uniqueness will appeal to the right agency. (The Westboro, WI., alternative system fit the priorities of the Wisconsin DNR and they are joint sponsors of the innovative project.)

D. COMMUNITY LIFE



The Challenge.

A by-product of our economically oriented society is consolidation of various activities for cost efficiency. This often takes activities out of the "home" community and either centers them in a nearby larger city or spreads them to a group of communities. Either way, families and neighbors are separated as activities do not take place in their hometown or neighborhood. This fragmentation and mobility dilutes the sense of urgency and commitment to the community's life and home becomes a place of retreat.

The community's welfare often becomes the job of a few -- the dedicated, the elected and the established people with an economic stake in its future. Participation is haphazard and results in the pursuit of some narrow interest which is aside from the total community concerns.

The challenge to Local Communities on the Move is to create a sense of community identity that will allow the hopes and dreams of its people to be realized in relation to their primal community. As stated by panelist John McAdam, ICA project staff:

"Community life to me is a kind of pioneering edge today. It's the part of our communities that has been forgotten, I think, or has been ignored. I was thinking our town was built in the 1890's and what it must have been like when all these buildings were going up and people were working on a railroad, starting new businesses, building the first school and the churches. I know in our town we're beginning to capture that kind of spirit again, and that has to do with community life."

Recommended Action

The Local Communities on the Move Conference recommended these actions:

(1) Involve the community in selecting and implementing a key project designed to promote unification and identity.
Choose a symbolic event which elicits the community's support

and provides an opportunity to work together in a celebrative setting. (The Whittier neighborhood in Minneapolis, MN., was known as the "hole in the doughnut" until residents began to build identity by celebrating its assets in an annual festival named "Sunday in Whittier"; Dundee, MN., where nothing ever happened, built new community identity by a "Nothing Day" celebration.)

(2) Build community-wide unity by providing a vehicle for grassroots decision-making for the future. The mood which follows a community festival must be quickly captured and turned into positive activities in order to sustain momentum. Provide open forums for encouraging citizen participation. (Highmore, S.D., organized a citizen's group known as the County Town Hall Meeting which initiates, researches and implements projects in conjunction with the City Council.)

(3) Expand and systematize communication across the community. The communication gap is frequently mentioned by communities as a critical block to cooperation. No easy solutions exist; it just requires constant attention and invention of communication vehicles if none exist. A small scale community newspaper with a volunteer staff, announcement boards, city council meeting notices with agendas and regular neighborhood meetings are things to try. (Kinney, MN., began its own bi-weekly newspaper with local writers using the school printing equipment.)

(4) Utilize the "event" approach to getting necessary tasks done. The experience of working together transforms difficult jobs into genuine happenings and also provides easy access to involving new people. Work days allow a lot of people to do a big job in a short time and creates motivation, whereas a few people burdened with the same task may be overwhelmed. (Carson, N.D., used phone, meeting, visitation and advertising blitzes to conduct a total county campaign for voter approval of a new county courthouse; Kinney, MN., 200 people joined to build a community park in virtually one day with six major recreational pieces, clean up, benches, a barbeque pit and fresh paint.)

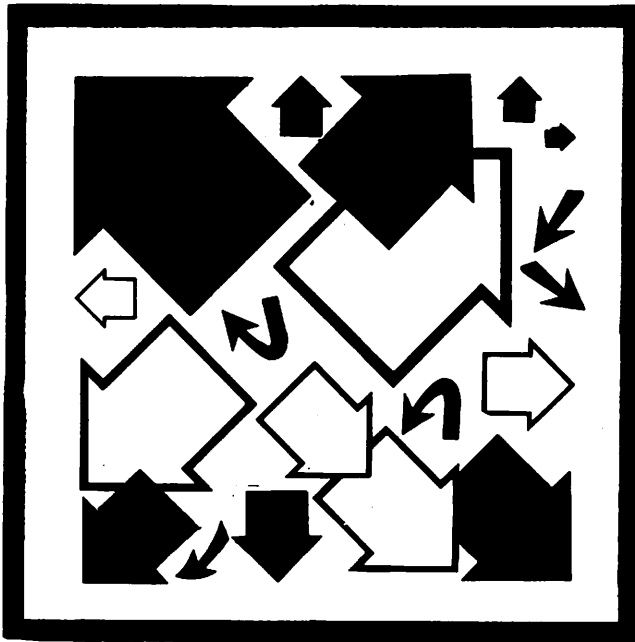
(5) Provide structures for expanding and revolving community roles so that new opportunities are always available. Even those people in a community who have deep passion for getting involved in special issues may stand back if there is no formal position from which they can operate. Provide encouragement - you will find many talented and knowledgeable people willing to get involved. Such structures can be invented. (In Gilbert, MN., a deliberate effort is being made to create task forces which include a cross section of people of all ages, and especially those who have dissented in the past.)

GUIDE FOR LOCAL COMMUNITIES ON THE MOVE

	ECONOMIC DEVELOPMENT	HOUSING		SEWER AND WATER		COMMUNITY LIFE		
MAJOR CHALLENGES	Current approaches view community role as passive reception to private development.		Undefined public interests leave consensus at the mercy of conflicting private interests.		Poor access to alternative technology generates assumption that only large expensive designs are available.		Multiple family and work activities dilute sense of urgency and commitment behind community social efforts.	
	Poor access to money and management skills exaggerates the risk.	The myth that "small is impossible" discourages small beginnings.	Incomplete land use plans handicap prioritization of land for available housing.	Traditional housing technology overlooks appropriate innovations.	Obsolete government regulations discourage intermediate technology.	Complex public funding systems tie community efforts in red tape.	Participation is left to officials, professionals or "dedicated" few.	Active groups fragment by sticking to narrow interests.
RECOMMENDED ACTION	1. Develop consensus behind a comprehensive local development plan.		1. Stimulate awareness of alternative housing and materials.		1. Involve the whole community in the planning and implementation process for S&W.		1. Select the event that most emphasizes unity and go all out for total participation.	
	2. Organize a Local Development Corporation in cooperation with Regional Development Plan.		2. Create a local housing strategy.		2. Build a long range growth plan that defines S&W needs.		2. Provide a mechanism for decision making from the bottom up.	
	3. Market the unique qualities of the community as the place to locate.		3. Enlist the support of appropriate agencies to provide expertise for innovative local initiative.		3. Seek all available alternative technology for the unique S&W needs of your community.		3. Systematize and expand communication.	
	4. Start moving with small scale, incubator local businesses, with risk shared by community.		4. Form housing cooperatives for self-built housing & other forms of community supported, small scale, production forms.		4. Consider 25 separate funding approaches before deciding which to pursue.		4. Create a rhythm operating by events which celebrate and draw together.	
	5. Maintain regular interchange with other communities to share expertise & maintain motivation.		5. Provide public incentives for housing development & diversity.		5. Involve the regulatory agency in your plan as their "pilot" project.		5. Invent informal structures that expand roles for all ages.	

III. THE FUTURE:

What have local people decided to do?



**" ...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. "**

Russell Ackoff

LOCAL COMMUNITIES ON THE MOVE

(Tune: Tie a Yellow Ribbon
'Round the Old Oak Tree)

We're on a wave of history
Turning crisis into opportunity;
The young and old together, great and small,
we need them all;
Inflation, energy, community life,
issue forth the call;
Everyone stand tall.

[Refrain]

Tie your dreams together for community;
It's been far too long
Dreaming separately;
The World waits for communities who stand
and say -
"We are ready now, and we'll show you how
to move the whole society";
A hundred dreams together shape a bold,
new destiny.

Local communities on the move,
New alternatives for living we can prove;
Risking, caring, sharing, building possibility,
Every town's rebirthing is
Everyone's victory;
New ways bring unity.

(Written by the Local Communities on the Move Conference
participants, June 3, 1979.)

THE UPPER MIDWEST MANDATE

LOCAL COMMUNITIES ON THE MOVE

Local Upper Midwest communities are shifting to positive grassroots problem solving, utilizing local resources and sharing successes with other towns.

There is constructive experimentation instead of destructive criticism, community instead of individual efforts and self-reliance instead of futile dependency. Crisis situations are becoming advantages. The fuel crisis, inflation and public distrust in political decision making have led to the discovery of local resources.

Despite fears of losing identity through school and institutional consolidations and the frustration of red tape, community people of all ages and abilities are creatively working together to cut through bureaucratic baggage and to solve their own problems.

In the process of resorting to local resources, a surprising discovery is that needed expertise is right in the community. Involving everyone is the key -- the wisdom of elders, the enthusiasm of the young, the passion and interest of traditional groups and clubs and the informed perspective of local people who live in the situation and know what works. "Letting George do it" no longer works; the problems end up back in the community.

There is a new resolve. Small towns are initiating and experimenting. The town of Gilbert, for instance, is actively and creatively involving forgotten and excluded people, particularly youth and elders, on local commissions and boards in order to overcome apathy. The participation of all age groups assures more effective community development and leads to new experiments. Many communities are becoming self-reliant and local funding and talent is replacing outside handouts and inappropriate plans.

Communities need to work together to achieve common goals; they need to share success stories. Watch them -- these communities are on the move.

(Written by the Local Communities on the Move Conference participants, June 3, 1979.)

Local Community Interchange



The Local Communities on the Move Interchange will serve as a way for communities to share success stories of local people doing their own development. Any community or citizen has an opportunity to encourage other communities through writing up success stories and sending the report to: The Upper Midwest News, 2302 Blaisdell, Minneapolis, MN. 55404 - (612) 871.8382.

----- Cut out and send in -----

COMMUNITY: _____

SENDER: _____

Name

Address

Zip

PROJECT: _____

Phone

Position or Role

RESOURCES

If your community has made the decision to move ahead, confident that where there is a will there is a way, the following resources may be helpful in providing the necessary information to enhance the project you set out to do.

I. GENERAL

Department of Management and
Budget
Budget Office of Intergovern-
mental Relations
Lewis Cass Building
Lansing, Michigan 48913

Department of Local Affairs
and Development
123 West Washington Avenue
Madison, Wisconsin 53702

North Dakota State Planning
Division
State Capitol
Bismarck, North Dakota 58505

Office of Local & Urban
Affairs
State Planning Agency
200 Capitol Square Building
Saint Paul, Minnesota 55101

South Dakota State Planning
Bureau
State Capitol
Pierre, South Dakota 57501

(Consult these offices also for
information about your regional
planning body.)

National Association of
Regional Councils
1700 K Street NW
Washington, D.C. 20006
(202) 296-5253

National Rural Center
Suite 1000
1828 L Street NW
Washington, D.C. 20036
(202) 331-0258

Institute of Cultural Affairs

4750 North Sheridan Road
Chicago, Illinois 60640
(312) 769-6363

Box 75,
Cannonball, North Dakota 58528
(701) 544-3346

10016 North 9th Street
Milwaukee, Wisconsin 53233
(414) 271-5212

5217 Lumley
Detroit, Michigan 48210
(313) 842-8727

2302 Blaisdell Avenue
Minneapolis, Minnesota 55404
(612) 871-8382

Box 247
Kinney, Minnesota 55758
(218) 258-3713

National Council for Urban
Economic Development
1730 K Street NW
Washington, D.C. 20006
(202) 223-4375

Rural America, Inc.
1346 Connecticut Avenue NW
Washington, D.C. 20036
(202) 659-2800

II.

ECONOMIC DEVELOPMENT

Center for Community Economic
Development
639 Massachusetts Avenue
Cambridge, Massachusetts 02139
(617) 547-9695

National Council for Urban
Economic Development
1730 K Street NW
Washington, D.C. 20006
(202) 223-4375

George Parker
Local Economic Development
(Credit Union Advice)
3112 11th Avenue S.
Minneapolis, Minnesota 55407
(612) 724-7990

Allen Blitstein School
of Business
SW State University
Marshall, Minnesota 56258
(507) 537-6130

Richard Crockett
Greater North Dakota
Association
107 Roberts Street
Fargo, North Dakota 58102
(701) 237-9461

David McNeil
South Dakota Chamber of
Commerce
P. O. Box 190
Pierre, South Dakota 57501
(605) 224-5879

Ted Niskanen
Department of Economic
Security
690 American Center Building
Saint Paul, Minnesota 55102
(612) 296-5748

Dr. Dileep Rao, Financial
Consultant
305 Foshay Tower
Minneapolis, MN 55402
(612) 338-8185

Bill Bain
Impact 7
Turtle Lake, Wisconsin 54889
(715) 986-4469

Howard Page, President
Crest Electronics, Inc.
Sumner and 3rd
Dassel, Minnesota 55325

(Consult your regional planning body.)

III. HOUSING

Housing Assistance Council
1828 L Street NW
Washington, D.C. 20036
(202) 872-8640

Riva Lee
Minnesota Housing Finance
Agency
Nalpak Building
Saint Paul, Minnesota 55102
(612) 296-9820

Margaret Thorpe
Local Affairs & Urban Development
123 W. Washington
Madison, Wisconsin 53703
(608) 266-6989

Allen Merta
Housing & Planning
Coordinator
State Capitol
Bismark, North Dakota 58505
(701) 224-2818

(Consult your regional planning body.)

SEWER AND WATER

National Demonstration Water
Project
1820 Jefferson Place
Washington, D.C. 20036
(202) 659-0061

Victor Marz
Carl C. Crane, Inc.
2702 Monroe Street
Madison, Wisconsin 53711
(608) 238-4761

Allen Merta
Housing & Planning
Coordinator
State Capitol
Bismarck, North Dakota 58505
(701) 224-2818

Paul Davies
Minnesota Pollution Control
Agency
1935 W. County Road B-2
Roseville, Minnesota 55113
(612) 296-7241

(Consult your regional planning body.)

V.

COMMUNITY LIFE

Darrell Farland
Governor's Council on Human
Resources
(Children & Youth, Status of
Women, Aging Services)
State Capitol
Bismarck, North Dakota 58505
(701) 224-2970

Robert Horne, Director
State Parks and Recreation Dept.
Box 139, RR 2
Mandan, North Dakota 58554
(701) 663-3943

Gerald Shaw
Director Aging Services
Social Services Board
State Capitol
Bismarck, North Dakota 58505
1-800-472-2622

Thomas Campbell, Human
Resources Coordinator
Governor's Office
Bismarck, North Dakota 58505
(701) 224-2200

Don and Mary Hopkins
Town Meeting Program
19 E Quincy
Rapid City, South Dakota 57701
(605) 342-3382

Jim Gruntzel
Local Affairs & Urban
Development
Room 850, 123 W. Washington
Madison, Wisconsin 53703
(608) 266-6989

John Kostishak
Rural Development Council
Capitol Square Building
Saint Paul, Minnesota 55101
(612) 296-2395

Leslie Niemi
Town Meeting
Eden Lutheran Church
Au Train, Michigan 49806
W: (906) 387-2520
H: (906) 892-8113

(Consult your regional planning body.)

PARTICIPATING COMMUNITIES AND ORGANIZATIONS

The following programs are offered by the Institute of Cultural Affairs to local communities and social, economic or political organizations interested in methods of effective planning, action and motivation.



Town Meetings - an effective forum for generating consensus on practical directions for the future.



Economic Community Forum - methods and strategies for effective planning of economic revitalization.



Community Youth Forum - takes youth where they are today and allows them to take up the challenges facing them in their world.



Global Women's Forum - a participatory program for women to share their concerns in relation to their community and involvements.



LENS, Leadership Effectiveness and New Strategies - a five session think tank utilized by corporations and agencies for anticipatory planning, participatory decision making and self-designed management systems.

The communities and organizations participating in these programs since 1975 in the Upper Midwest are listed below.

TOWN MEETINGS

SOUTH DAKOTA

Agar	Estelline	Kyle	Pollock
Alexandria	Fort Pierre	Langford	Pukwana
Alpena	Frederick	Lesterville	Selby
Artesian	Gann Valley	Long Lake	Seneca
Astoria	Gettysburg	Madison	Sisseton
Aurora	Harrison	Martin	South Shore
Bison	Hayti	Marvin	Spearfish
Blunt	Hecla	Midland	St. Francis
Bonesteel	Hetland	Miller	Sturgis
Brookings	Hitchcock	McLaughlin	Tabor
Buffalo Gap	Highmore	Montrose	Timber Lake
Camp Crook	Howard	Mt. Vernon	Wagner
Colombe	Hurley	Newell	Wakonda
Draper	Ipswich	North Rapid, R.C.	Webster
Dell Rapids	Jefferson	Oelrichs	White River
Dupree	Kadoka	Olivet	Willow Lake
Egan	Kennebec	Plankinton	Worthing

NORTH DAKOTA

Adams	Center	Great Bend	Pick City
Amenia	Deering	Hope	Reeder
Amidon	Devils Lake	Killdeer	Regent
Belfield	Dunseith	Lankin	Rugby
Binford	Egeland	Marion	Rutland
Bismarck	Esmond	Maxbass	Sheldon
Bowbells	Flasher	McHenry	Stanley
Bowdon	Fullerton	Minot	Tappen
Bowman	Gackle	Munich	Thompson
Braddock	Galesburg	Noonan	Watford City
Cannonball	Glenburn	New Rockford	Williston
Carson	Golva	Orisca	Zeeland
Cavalier	Goodrich	Petersburg	

MINNESOTA

Ada	Duluth West	Lake Benton	Richfield
Adrian	East Grand Forks	Lakefield	Roseau
Aitkin	Excelsior	Lake Park	Rothsay
Apple Valley	Fergus Falls	Lamberton	Sacred Heart
Aurora	Fridley	Leonidas	St. Joseph
Barnum	Glencoe	Lewiston	Sandstone
Becker	Glenwood	Lindstrom	Sauk Centre
Bemidji	Gilbert	Little Fork	Scandia
Biwabik	Glyndon	Long Prairie	Slayton
Blaine	Golden Valley	Lonsdale	St. Hilaire
Blue Earth	Grand Marais	Luverne	St. James
Blooming Prairie	Grand Meadow	Mahnomen	Shakopee
Bovey	Hamline-Midway, St.P	Mankato	Spring Valley
Brainerd	Hancock	Marble	Starbuck
Brooklyn Center	Hibbing	Marietta	Stephen
Brooklyn Park	Hoffman	McKinley	Taconite
Bryn Mawr, Mpls.	Holloway	Montgomery	Tower-Soudan
Burnsville	Hopkins-Mtka-E.P.	Mt. Iron	Tracy
Calumet	Hoyt Lakes	Nashwauk	Truman
Campbell	Ihlen	New Richland	Two Harbors
Chaska	Isanti	New York Mills	Villard
Chatfield	Isle	Northeast Mpls.	Wadena
Chisholm	Jordan	Northside Mpls.	Walker
Clarks Grove	Kasson	Oklee	Watson
Clearbrook	Keewatin	Ortonville	Westbrook
Cokato	Kelly Lake	Osakis	Westonka-Mound
Coleraine	Kennedy	Park Rapids	West Side St.P
Crookston	Kenyon	Pierz	Wheaton
Crystal	Kinney	Plainview	Whittier, Mpls.
Dassel	La Crescent	Plymouth	Williams
Duluth Central	Lafayette	Porter	Willmar
Duluth East		Rice	Winthrop

WISCONSIN

Antigo
Appleton
Balsam Lake
Beloit
Benton
Brillion
Brodhead
Brookfield
Campbells Port
Cassion Twp.
Clam Falls
Colby
Cudahy
Cumberland
Danbury
Dewey Twp.
East Troy
Easton
Eau Claire
Elk Mound
Endeavor

Ephraim
Fort Howard, G.B.
Gays Mills
Gilmanton
Green Bay
Iron Ridge
Jim Falls
Johnson Creek
Kaukauna
King
La Farge
Lac Du Flambeau
Lake Nebagamon
Linden
Lohrville
Long Lake
Lorraine
Lyndon Station
Madison
Marathon Co.
Marquette

Melvina
Meadowbrook Twp.
Menomonie
Mercer
Merrill
Milwaukee
Mole Lake
Monroe
Neenah
Niagara
Nicolet Area, Lake
Woods
Ogema
Pepin
Pittsville
Portage
Port Washington
Potosi
Prairie du Sac
Racine
Reedsville

Shanagolden
Sheboygan
Sheldon
Springbrook
Stevens Point
St. Joseph's Ridge
Star Prairie
Stockbridge-Munsee
Taylor
Tomahawk
Trimbelle
Trempealeau
Twin Lakes
Washburn
Waukesha
Wausau
West Bend
Westboro
Westside, Milw.
Whitehall

MICHIGAN

Bruce Crossing
Calumet/Laurium/
Mohawk
Escanaba

Iron Mountain
Iron River
Keeweenaw
L'Anse/Baraga

Manistique
Marquette
Munising
Newberry

Pickford
Stephenson
Watersmeet

LENS SEMINARS

Dept. of Natural Resources, MN
Dept. of Transportation, MN
IBM, Rochester, MN
New Ulm Chamber of Commerce, MN
Pine County, Inc. and Control Data Corporation, MN
Pollution Control Agency, MN
Green Bay, WI
Rock and Walworth County CAP Agency, WI

GLOBAL WOMEN'S FORUM

Minneapolis, MN '77, '78
Osakis UMC, MN
Sauk Centre UMC, MN
Wadena, MN
YWCA Board, Wausau, WI
Eau Claire Womens Organizations, WI
Turtle Creek, WI
East Troy, WI
Racine, WI
Cannonball, ND

COMMUNITY YOUTH FORUM

Guadalupe Project School, St. Paul, MN
Kinney, MN
Cannonball, ND
Aldrich School, Beloit, WI
Church Youth Group, Villard, MN

SPECIAL AUDIENCE TOWN MEETINGS

Schools:

Long Prairie HS, MN
Osakis HS, MN
Siverbrook School, West Bend, WI
McDonnell HS, Chippewa Falls, WI
Cornell School, WI
Markesan HS, WI
Menomonie Indian HS, Keshena, WI
Eau Claire High Schools, WI
Thompson School, ND

Nursing Homes:

San Luis Manor, G.B., WI
Algoma Memorial LCTU, WI
Richland Center, WI
Veteran's Home, King, WI

SPECIAL ISSUE FORUMS

Long Prairie School PER Committee and PTA, MN
CETA, Work Equity Program, St. Paul
Anoka County CETA PSE Program
Brown County Leadership Forum, G.B., WI
Church and Community Leadership Forum, Pewaukee, WI

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Calumet, MN 55716

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Saint Paul, MN 55101

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Saint Paul, MN 55101

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Mayor
Oklee, MN 56742

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Chicago, Illinois

Robert Whalen
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Virginia, MN 55792

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Institute of Cultural Affairs
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Chicago, Illinois 60640

The Local Communities on the Move Conference
was made possible by

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