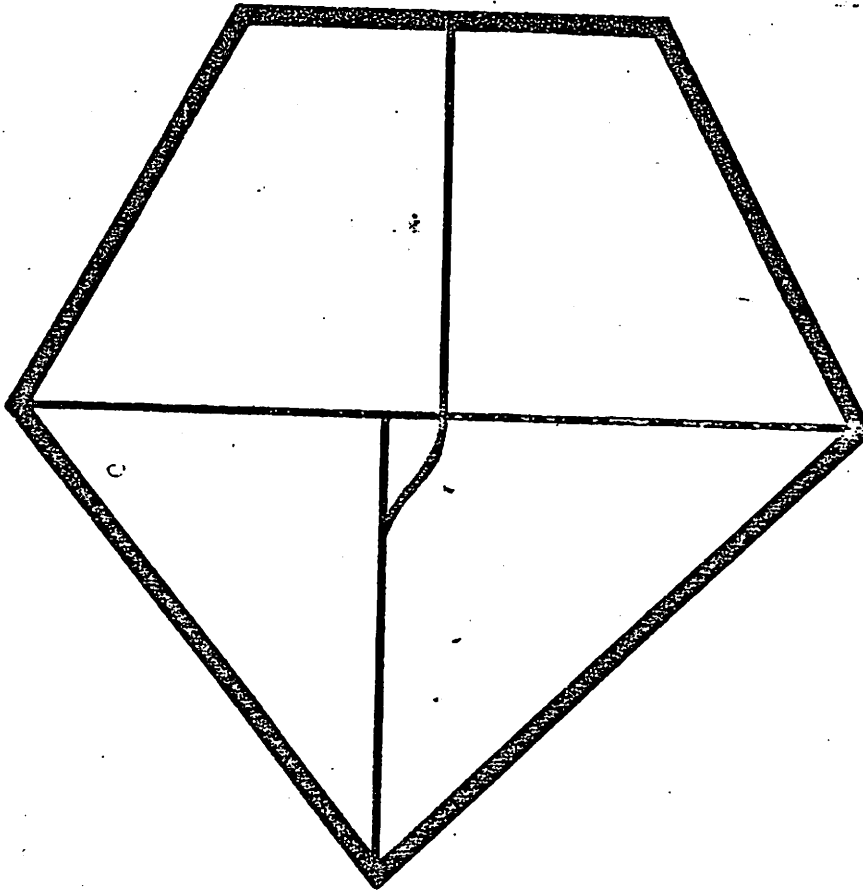


LORIMOR HUMAN DEVELOPMENT PROJECT
ECONOMIC DEVELOPMENT WORK BRIEF



prepared by

THE INSTITUTE OF CULTURAL AFFAIRS
4750 N. Sheridan Rd.
Chicago Ill. 60640

October, 1978

TABLE OF CONTENTS

Project Description

Section I: Situation Report

A. Baseline Data

- 1. Population**
- 2. Employment**
- 3. Income**

B. Economic Condition

- 1. Historical**
- 2. Industry**
- 3. Commerce**
- 4. Agriculture**

C. Access Analysis

- 1. Transportation**
- 2. Utilities**
- 3. Resources**
- 4. Communications**

D. Social Profile

- 1. Health**
- 2. Education**
- 3. Community Well-being**
- 4. Environment**

Section II: Economic Proposals

A. Industrial: New Industry Complex

- 1. Program Description**
- 2. Component Businesses**
- 3. Implementation Strategy**
- 4. Impact Projection**

B. Commercial: Commercial Support Service

- 1. Program Description**
- 2. Component Businesses**
- 3. Implementation Strategy**
- 4. Impact Projection**

C. Agricultural: Intensive Agricultural Enterprise

- 1. Program Description**
- 2. Component Businesses**
- 3. Implementation Strategy**
- 4. Impact Projection**

D. Supplemental

- 1. Organization**
- 2. Financing**
- 3. Management Training and Operations**
- 4. Consultants**

Section III: Visible Impact

A. Land Use

1. Prose Description
2. Environmental Impact
3. Map of Facilities
4. Projected Land Use

B. Architectural Sketches

1. Site Projections
2. Floor Plans
3. Sketches
4. Community View Before and After

Section IV: Projected Costs

A. Capital Budgets

1. Major Rehabilitation
2. Minimal Remodeling
3. New Construction
4. Land Development

B. Business Proformas

1. Start-Up Investments
2. First Quarter by Weeks
3. First Year by Months
4. Three Years by Quarters

C. Funding Frame

1. Public Funds
2. Private Funds
3. In-Kind Resources
4. Local Resources

D. Technical Assistance

1. Architectural
2. Legal
3. Construction
4. Business Planning and Financing

PROJECT DESCRIPTION

The project area is located 27 miles west of Interstate 35, in the northeast corner of Union County in New Hope Township in the state of Iowa. Lorimor lies midway between Creston, the regional center for the area, and Osceola on Interstate 35. The project area includes both town and country. The town area is approximately $\frac{3}{4}$ of the square mile and forms the hub for the surrounding farming community extending about five miles in every direction. The first settlers in the Lorimor area were Mormons who came about 1845, stayed for a few years and then moved on. The actual beginning of Lorimor was in 1887 when the railroad came to the area and J. S. Lorimor, who owned the land, platted it and sold the plots which became the town. The rest of the century saw rapid growth for the town, beginning with a general store, the Baptist and Methodist churches, and a newspaper, and culminating in the early 1900's with a population in the town of 800. After 1933, Lorimor entered a long period of transistion. The population began a slow, steady decline, impelled by the mechanization of farming and the increasing ability to move around. Highway 169 was paved about 1935, and until 1955 the town was site of the annual Union County Fair, which in that year moved to Afton. By 1970 the town's population had reached its all-time low of 346. Since then, there has been the beginnings of an uptrend, marked by the annual Watermelon Festival which attracts people from miles around every September, the installation of the city gas system in 1972 and city water in 1973.

SECTION I: SITUATION REPORT

A. BASELINE DATA

POPULATION

As of the 1970 U.S. Census of Population, the municipality of Lorimor was comprised of 346 inhabitants. The Township of New Hope within which Lorimor resides had a 1970 Census population of 625. Additionally the marketing area of Lorimor includes portions of the townships of Dodge and Jones in Union County, Monroe Township in Madison County and Maditon Township in Clarke County. The primary marketing area is roughly twice the size of New Hope Township and, assuming comparable population densities, the primary marketing area has a population of approximately 1,250. The population estimate as of July 7, 1975 conducted by the Southern Iowa Council of Governments is 403. This represents an 11.6% increase over the five year period.

EMPLOYMENT

According to the United States Bureau of Census the unemployment rate for Union County in 1970 was 2.0%. Unemployment within the municipal limits was zero.

INCOME

According to the 1970 Census the median family income of Union County was \$7,167. This compares with a median family income of \$9,018 for the state of Iowa and with a median family income of \$9,867 for the nation. A 1976 survey by the University of Iowa reported that within the municipality of Lorimo, 57% reported an income of less than \$6,000 and one third reported an income of less than \$3,000.

B. ECONOMIC CONDITION

HISTORICAL	During its boom years from 1900 to 1933, the town flourished as a farming center. After this time, the trend toward increased capitalization of farms and decreased labor usage on farms coupled with the higher mobility of the people caused a migration of population to the larger towns. Small towns like Lorimor have tended to lose both their population base and their economic base.
INDUSTRY	In its boom period Lorimor had 40 thriving businesses including a paper company, a foundry, and a brick factory. There are no industrial operations in the town at the present time.
COMMERCE	The last 20 years has seen a decline in commercial ventures in Lorimor. During the 60's the town newspaper and the lumber yard closed. During the 70's a large number of other businesses closed including an implement store, a cafe, a variety store and a hardware store. Although Des Moines, Creston and Winterset are the major shopping centers, at the present time Lorimor does offer such businesses as two cafes, a grocery store, a laundromat, a recreational lounge, several feed and fertilizer companies, a bank and others. Commercial services offer residents of Lorimor only the very minimal goods and services.
AGRICULTURE	Farming currently provides the largest occupational opportunity, with over 100 farms in the area averaging just under 500 acres each. The number of farms has declined 40% since 1950, but the acreage per farm increased 50%. The land is rolling with much of it too steep to cultivate or is kept as wilderness for conservation purposes. About half the available acreage is cultivated. The soil is generally good, and the primary crops are field corn, soybeans, oats and hay. Southwest Iowa is also beef cattle country. New Hope Township had over 3,000 beef cows calving in 1976. Of these calves only about 500 were finished locally with the others being sold as feeders. Over 800 sows were farrowed in 1976 and 7,000 fat hogs were marketed. There are virtually no dairy cows in the immediate vicinity and only a very few sheep and lambs. The growing season is 130 days; planting takes place in late April and harvesting takes place into October.

C. ACCESS ANALYSIS

TRANS- PORTATION	Lorimor has readily accessible rail and truck transport. Railroad trains come through town about ten times daily. Two sidings presently exist. U.S. Highway 169 passes through town making it readily accessible for truck transportation. The Des Moines Airport is less than one hour driving time from town.
UTILITIES	Lorimor is served with electrical power by Iowa Southern Utilities. Natural gas is provided to most homes by the municipal gas system. The municipality is served by a municipal water system. A sewer system is scheduled for installation in 1979. The rural areas are served by deep wells and septic system. A volunteer fire department serves the area.
RESOURCES	The primary resource of Lorimor is its land. Its farms produce high yields of corn, soybeans, beef and hogs. The people are also an important resource. While there is no unemployment, there is a high degree of underemployment in the area.
COMMUNI- CATIONS	Northwestern Bell serves the Lorimor area. Over 90% of the homes in the municipality have telephones. A local United States post office service local needs.

D. SOCIAL PROFILE

HEALTH At the present time there are no medical services in Lorimor, the closest hospital being in Winterset, 15 miles north. The local medical doctor has retired and has not been replaced.

EDUCATION There is an elementary school in Lorimor offering kindergarten through sixth grade education. The town lost its high school in 1965 with consolidation. Junior and senior high students now attend school 13 miles away. About 50% of these students go on to college, most attending schools within 100 miles.

COMMUNITY WELL-BEING As the population began to decline in Lorimor, many of the community activities also began to disappear. There were no more Saturday night concerts and amateur contests in the park, no more state claiber basketball teams, for examples of this fact. At the present time organizational activity revolves around the Lion's Club, the Senior Citizens, the Masons, American Legion, the Royal Neighbors, the volunteer fire department, women's groups, church groups, and Girl Scouts.

ENVIRONMENT As of July, 1975 there were 192 units of housing in Lorimor. 90% are owner occupied with 21% occupied by only one person and 45% by only two. Housing is in generally good to excellent condition, with 9% judged to be in excellent condition, 77% in good condition, 10% in poor condition and 3% judged to be dilapidated.

SECTION II: ECONOMIC PROPOSALS

A. INDUSTRIAL: NEW INDUSTRY COMPLEX

PROGRAM DESCRIPTION	<p>This program is designed to initiate and encourage the growth of new industry in Lorimor. It will supply job opportunities for youth and homemakers, retired farmers through winter, employed and regular employment for those building up a farm with restricted capital.</p>
COMPONENT BUSINESSES	<p>The new industry complex has four components. First, the Mechanical Services Program involves the initiation of three industries in one building: They are an Auto Body Shop, an Auto Repair Shop and a Farm Implement Repair Shop. The second is the Light Industry Program. It will develop a new industry in town by securing stable contracts to supply component parts to other industries. Negotiations are in progress with an interested corporation which will build a factory to assemble component electrical wiring parts. The third is the Timber Processing Program. It will secure rights from local farmers to harvest and process scrub wood to sell as firewood, pallet lumber, sawdust and woodchips for stock bedding and will be financed privately by the community. The fourth is the Tourist Complex Program will encourage the construction of a small motel and a commercial camp ground.</p>
IMPLEMENTATION STRATEGY	<p>The Mechanical Services Program involves securing and renovating a facility, purchase of tools and equipment, creating a financing design and developing a management training system for the business entrepreneurs. The Light Industry Program involves a community survey and recruitment of a labor force and proposed building sites for the industry's requirements. A honey processing industry will also be established in a rehabilitated facility. The Timber Processing and Tourist Complex Program will be detailed in the second two years of the communities four year plan.</p>
IMPACT PROJECTION	<p>Industry is critical to any serious effort to build an economically balanced, self-sustaining community. The overall economic development strategy of Lorimor is focused on developing and expanding the business potential of the area as the immediate source for jobs and developing new industrial ventures to restore the economic base of the community. The Industry Complex Program will provide immediate job opportunities with the Mechanical Services Program providing employment for approximately 20 workers and apprentices and the Light Industries Program will provide employment for at least 50-70 full-time workers. The Timber Processing and Tourist Complex Program will provide employment directly and indirectly as the programs expand.</p>

B. COMMERCIAL: COMMERCIAL SUPPORT SERVICE

PROGRAM DESCRIPTION This program is designed to create a central business district that provides all the basic goods and service needs of the community and draws people from a wider area to Lorimor.

COMPONENT BUSINESSES The commercial support service has four components. The first, the Shops Expansion Program will enable the development and expansion of eleven businesses through the rehabilitation of twelve buildings. These include a full service grocery store, variety drug, commercial management offices, bakery, hotel/restaurant, coin laundry/dry cleaners, medical center, hardware and farm tools, furniture and restaurant. A gasoline car service and wash complex will require new construction. The second, the Coordinated Promotion Program will publish a multi-purpose community brochure and mount an aggressive advertising campaign for all businesses. The third, the Financial Assistance Program will provide individual financial counseling for farmers and businessmen and secure grants and contacts for the support of the other programs. The fourth, the Management Board Program will assemble skilled local farm and business owners to act as an advisory board for individual enterprises and the development of new community ventures.

IMPLEMENTATION STRATEGY A local not for profit development corporation has been legally constituted with the widest possible base of community membership. This corporation will be the prime factor in any new commercial developments. It will arrange the technical assistance and private financing necessary for commercial expansion. Packages are currently being put together for the private sector funding while public sector money will be required for basic rehabilitation.

IMPACT PROJECTION The economic survival of any town is dependent upon the liveliness of its business district. The employment generated by new industries will ensure continual growth and increased business will allow lower prices and generate capital for renovation and expansion.

C. AGRICULTURAL: INTENSIVE AGRICULTURAL ENTERPRISE

PROGRAM DESCRIPTION	<p>The Intensive Agricultural Program is designed to provide the necessary stimulus and structure for cooperation to allow farmers to dramatically improve their economic position within a few years.</p>
COMPONENT BUSINESSES	<p>The Intensive Agricultural Program has four components. The first is the Productions Demonstration Program. It will implement the most effective methods of pasture renovation, herd improvement and finishing operations. The second is the Diversification Experiments Program. It will produce supplemental income through alternatives such as seed production, truck garden crops, tree farming, dairy goats and bee hives. The third is the Cooperative Integration Program. It will perform bulk buying and joint marketing operations. The fourth is the Agricultural Workshops Program. It will be a regular forum for farmers to evaluate alternatives and design specific implementations.</p>
IMPLEMENTATION STRATEGY	<p>The Agricultural Workshops Program will be the keystone upon which the other programs develop. It will serve as the coordinating group. The Production Demonstration Program will involve a coordinated network of on-farm comparative demonstrations done cooperatively by Lorimer farmers along with outside technical assistance from the Farmers' Home Administration and the Iowa State University Cooperative Extension Service. The Cooperative Integration Program will involve a local auction barn, shared trucking and equipment and other such services to put more of the control of costs and prices in the hands of the local farmers. A Supplemental Income Fair will initiate the Diversification Experiments Program by acquainting farm families with the real potential of increasing cash income through various secondary operations.</p>
IMPACT PROJECTION	<p>The steady increase in the gross value of production from the land is the single most important factor needed to insure a viable future for the Lorimer community. A major breakthrough in this program arena will greatly enhance the future of Lorimer and be a dramatic sign to other farming communities that many of their economic difficulties can be solved at home.</p>

D. SUPPLEMENTAL

ORGANIZATION The focal point of organization in the Lorimor Project is the Lorimor Community Development Corporation. It is a legally constituted local not-for-profit organization, which will serve as an umbrella for the development and financing of all industrial and commercial ventures.

FINANCING While the Lorimor community has alot of potential equity in terms of its land resources, it still requires major injections of capital funding for the development of its programs. It anticipates not only seed money but the major portion of funding to come from the private sector. The Development Corporation is planning to establish a revolving loan fund which will supply start up funds to emerging businesses.

**MANAGEMENT
TRAINING
AND
OPERATIONS** Many of the new commercial and industrial ventures involve community residents who will require some degree of fiscal management training. This will range from those possessing the skills to develop an industry or business who need basic management training to those who will need more sophisticated training in management skills to expand their existing operations. This will be provided by pooling the management expertise within the community by establishing a Management Board and by recruiting the additional expertise from business and professional people in the area.

CONSULTANTS A crucial aspect of the projects success and rapid implementation will be the input of objective outside expertise. The ICA auxiliary staff of volunteers who live in the project for two years are to enable this. They represent the organizational and methodological skills that will build the institutional capacity of the community to carry on by itself.

SECTION III: VISIBLE IMPACT

A. LAND USE

PROSE DESCRIPTION

Key to the visible enhancement of Lorimor is the renewal of the retail district on Main Street (Fourth Street). Most of the buildings were built around 1900 following a fire that destroyed the entire retail section of the town. As the migration to the city proceeded, and/or merchants retired the stores closed one by one and were left to symbolize the dying of the town. Residents hope to see this business district renewed. Preliminary plans have been made to plant trees along the street, install several mini parks and to mark off space for angle parking after the street is resurfaced. There is a desire to maintain the present architecture as much as possible and to coordinate the district through the use of coordinated colors, signs, awnings, etc. An abandoned building just south of Main Street is being scheduled for rehabilitation and will house several small businesses.

ENVIRONMENTAL IMPACT

A municipal sewer system will be installed in 1979, thereby dealing with the presently inadequate use of individual septic systems. The new industrial building is scheduled to be built in the northeast quadrant of town. This site allows trucks access from U.S. Highway 169 while passing only one house. In addition the site is near the sewage treatment plant. The company with which the community is negotiating does assembly work and would not significantly increase usage of or pollution of resources. Unsightly junk in and around unused buildings is in the process of being removed. A mini park has been constructed on a vacant lot on Main Street and a recreation area has been built on another vacant lot. The community park has been repaired and equipment painted. A comprehensive plan for building new housing on vacant lots has begun.

- 1) ICA Office
- 2) Village Inn Cafe
- 3) B&W Speed Wash
- 4) Kirk Insurance
- 5) Chuck's Restaurant
- 6) Royal Neighbor's of America Hall
- 7) Afton Branch Bank
- 8) Murphy's White house
- 9) Milligan's Feed Store
- 10) Fire Station & City Maintenance Bldg.
- 11) B.L. Wright Veterinarian
- 12) County Barn & Storage
- 13) Tripp's Repair
- 14) Community Oil Coop
- 15) Train Depot
- 16) ICA Storage
- 17) Union Gas Co.
- 18) Barber Shop
- 19) Legion Hall
- 20) Cheryl's Beauty Salon
- 21) Lorimor Cafe
- 22) Post Office
- 23) Mascen's Hall
- 24) Criss' Food Store
- 25) McDowell's Implement Store
- 26) City Hall & Lion's Hall
- 27) Corsby's Garage
- 28) Eginoire's Fertilizer
- 29) South Side Garage
- 30) Christian Church

Fifth St.

Fourth St.

PARK

Third St.

CITY

Second St.

First St.

- 31) Baptist Church
- 32) Methodist Church
- 33) Church of God
- 34) Watt's-Lindsey Funeral Home

ELEM.
School

Lion's
park

169

Eighth St.

Seventh St.

Sixth St.

Fifth St.

Fourth St.

Third St.

Second St.

First St.

Second Ave.

First Ave.

INSET

1 2 3 - 4

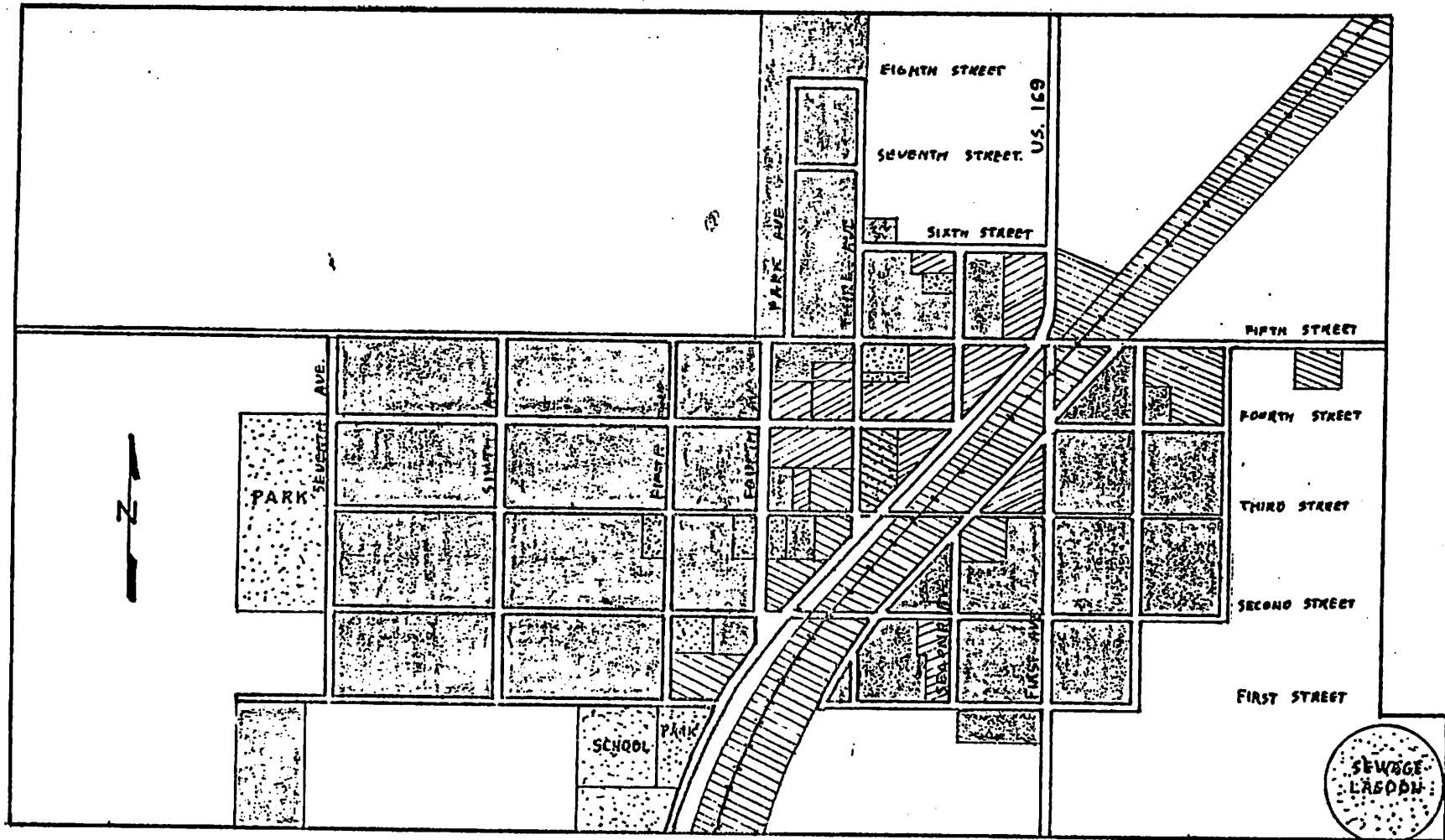
5 6

Main street

16 18 20 22 23 24
17 19 21

SEE
INSET

LORIMOR



KEY:

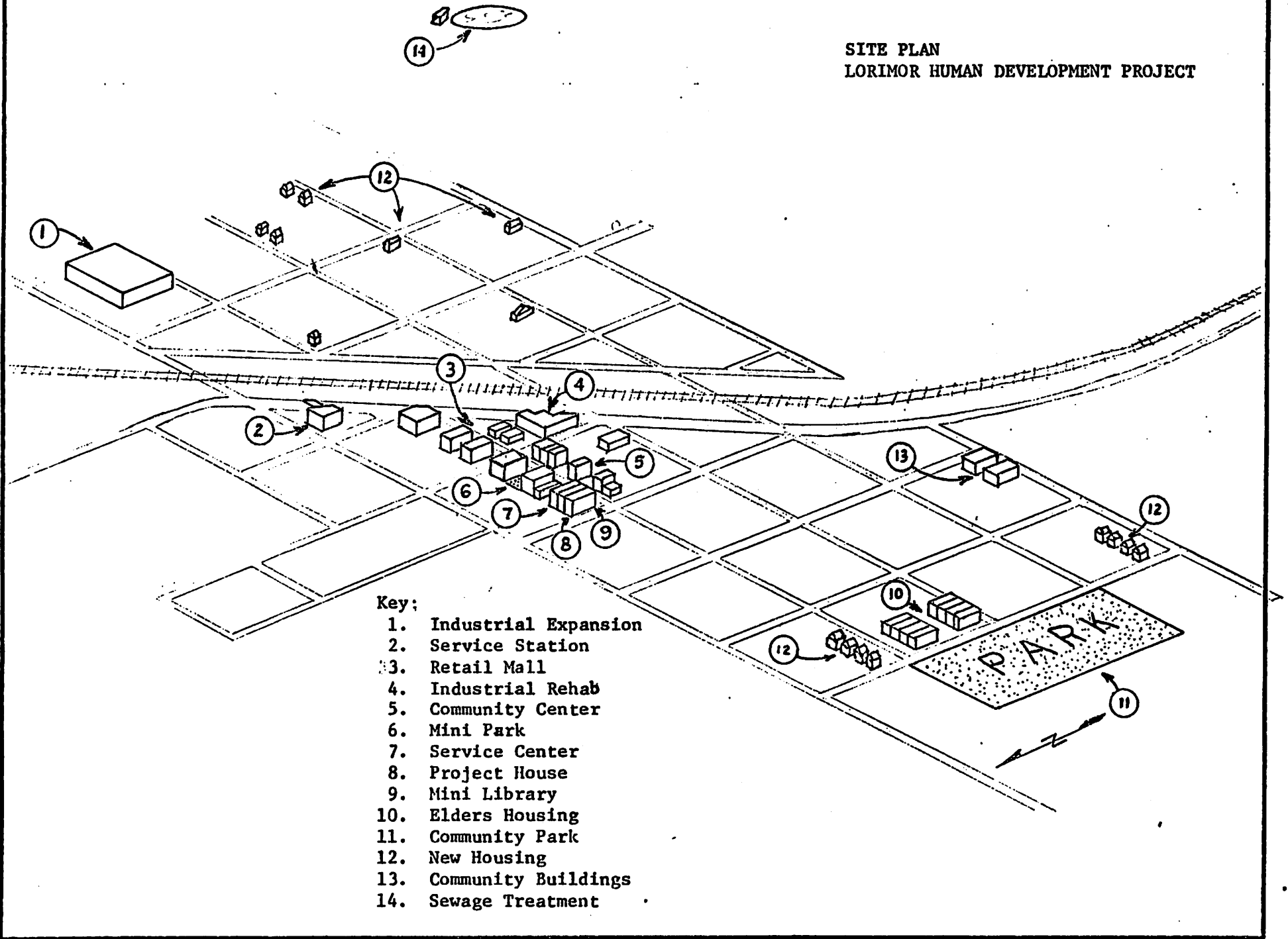
COMMERCIAL	
INDUSTRIAL	
INSTITUTIONAL	
HOUSING	
AGRICULTURAL	

PROJECTED LAND USE
LORIMOR, IOWA
SEPTEMBER 21, 1978

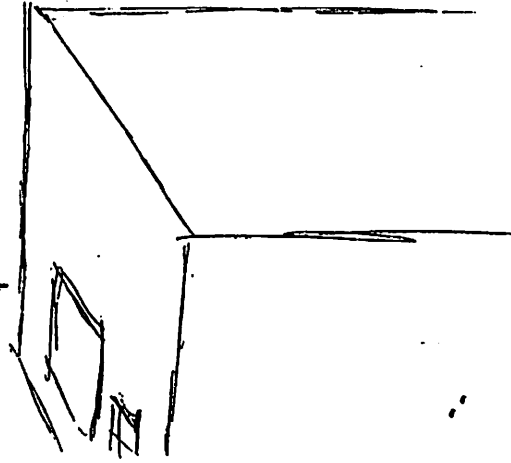
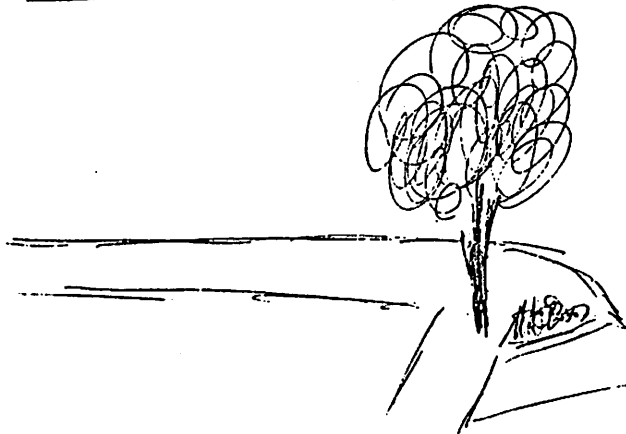
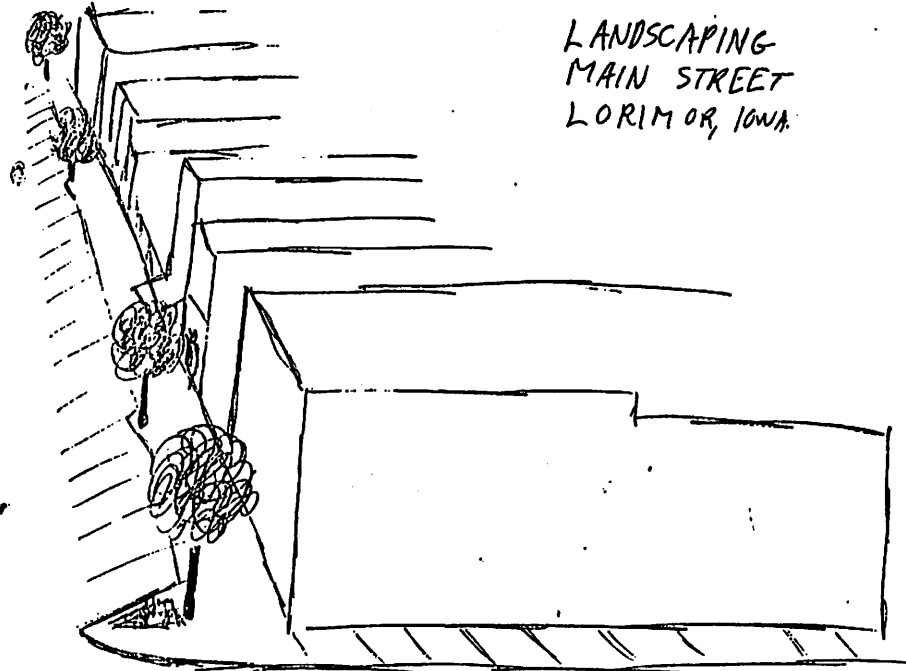
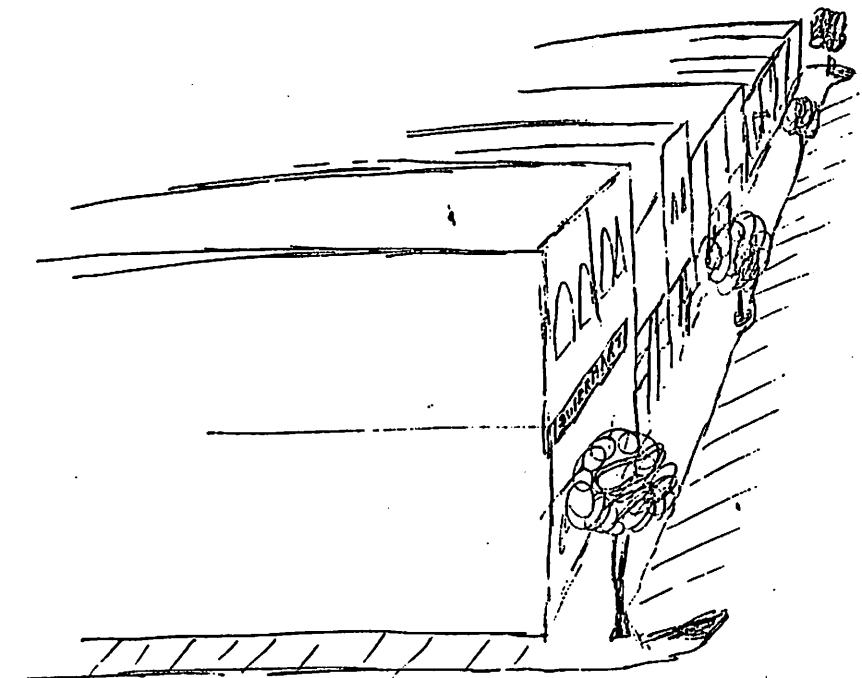
**SITE PLAN
LORIMOR HUMAN DEVELOPMENT PROJECT**

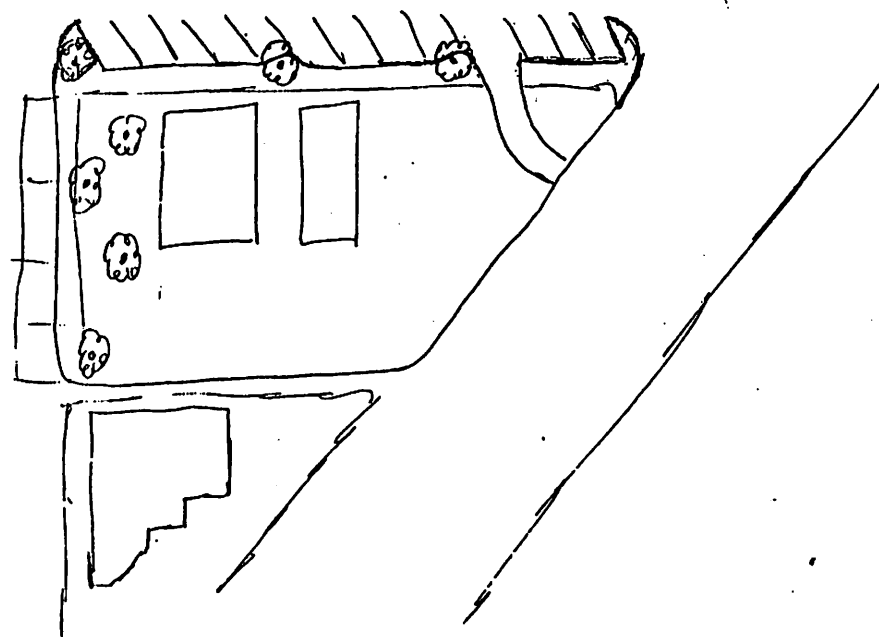
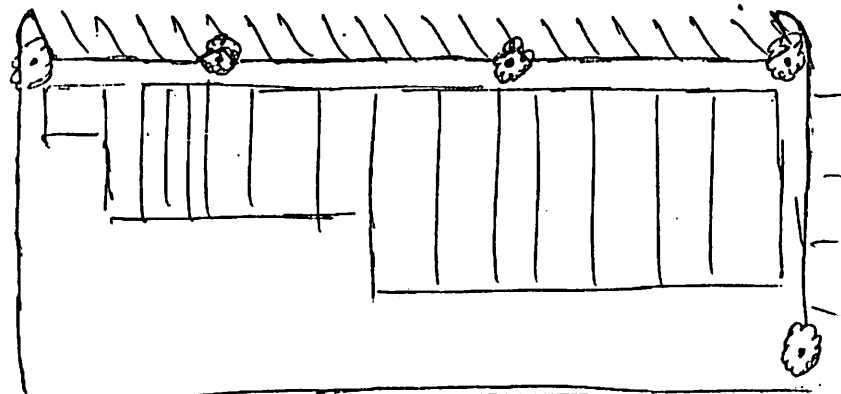
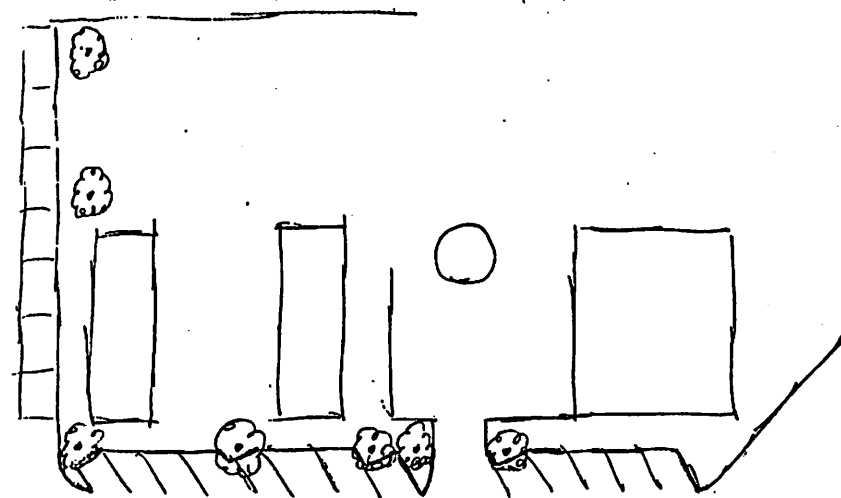
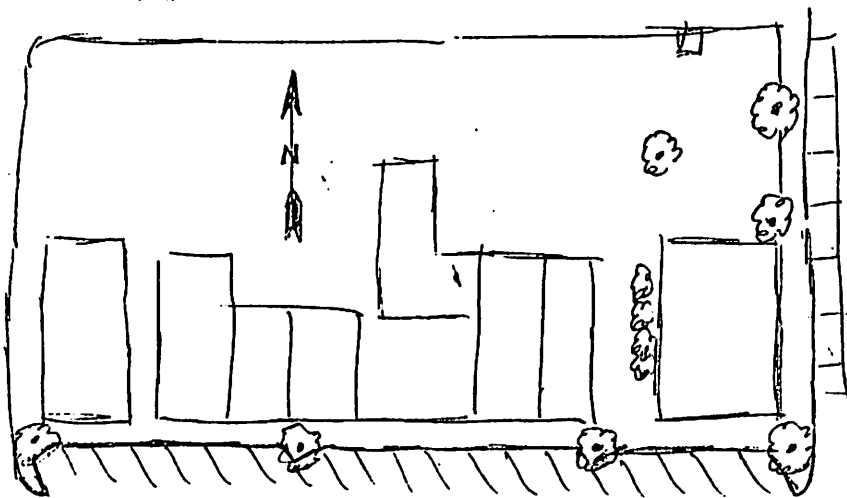
Key:

1. Industrial Expansion
2. Service Station
3. Retail Mall
4. Industrial Rehab
5. Community Center
6. Mini Park
7. Service Center
8. Project House
9. Mini Library
10. Elders Housing
11. Community Park
12. New Housing
13. Community Buildings
14. Sewage Treatment

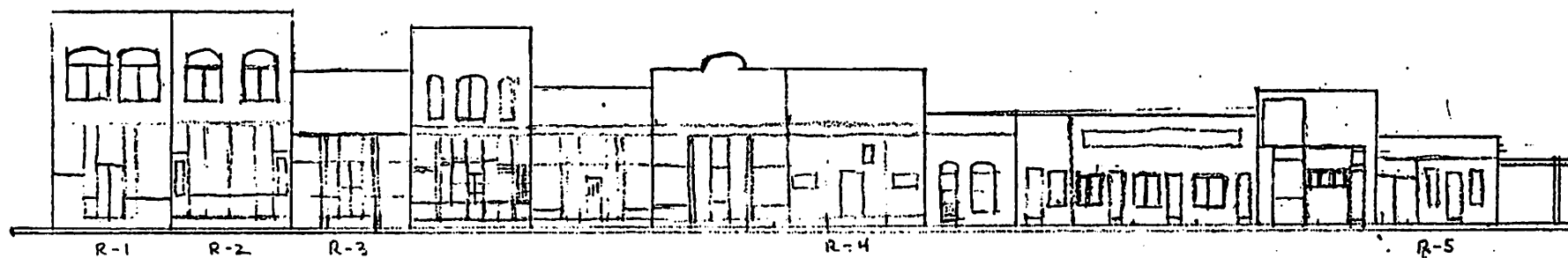


LANDSCAPING
MAIN STREET
LORIMOR, IOWA





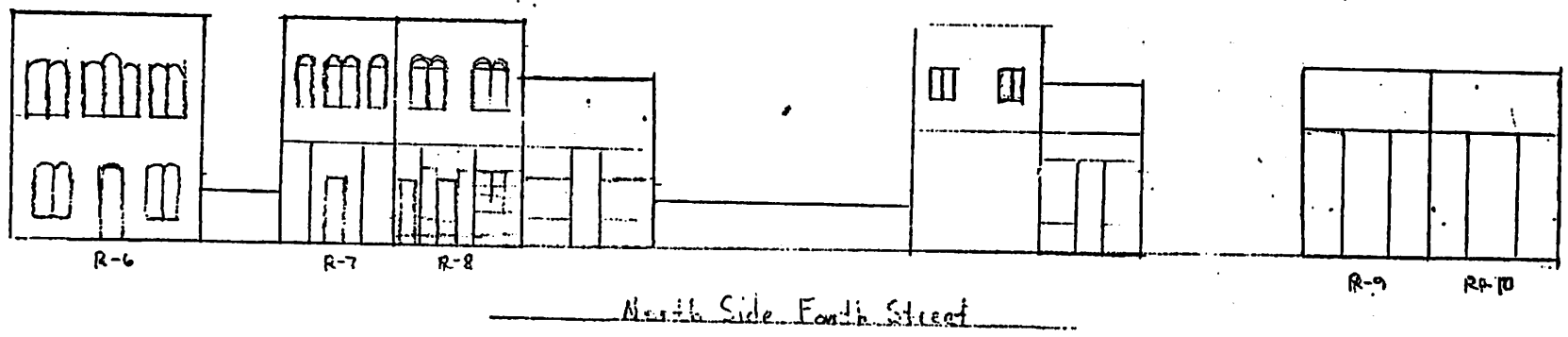
LANDSCAPING
MAIN STREET
LORIMOR.

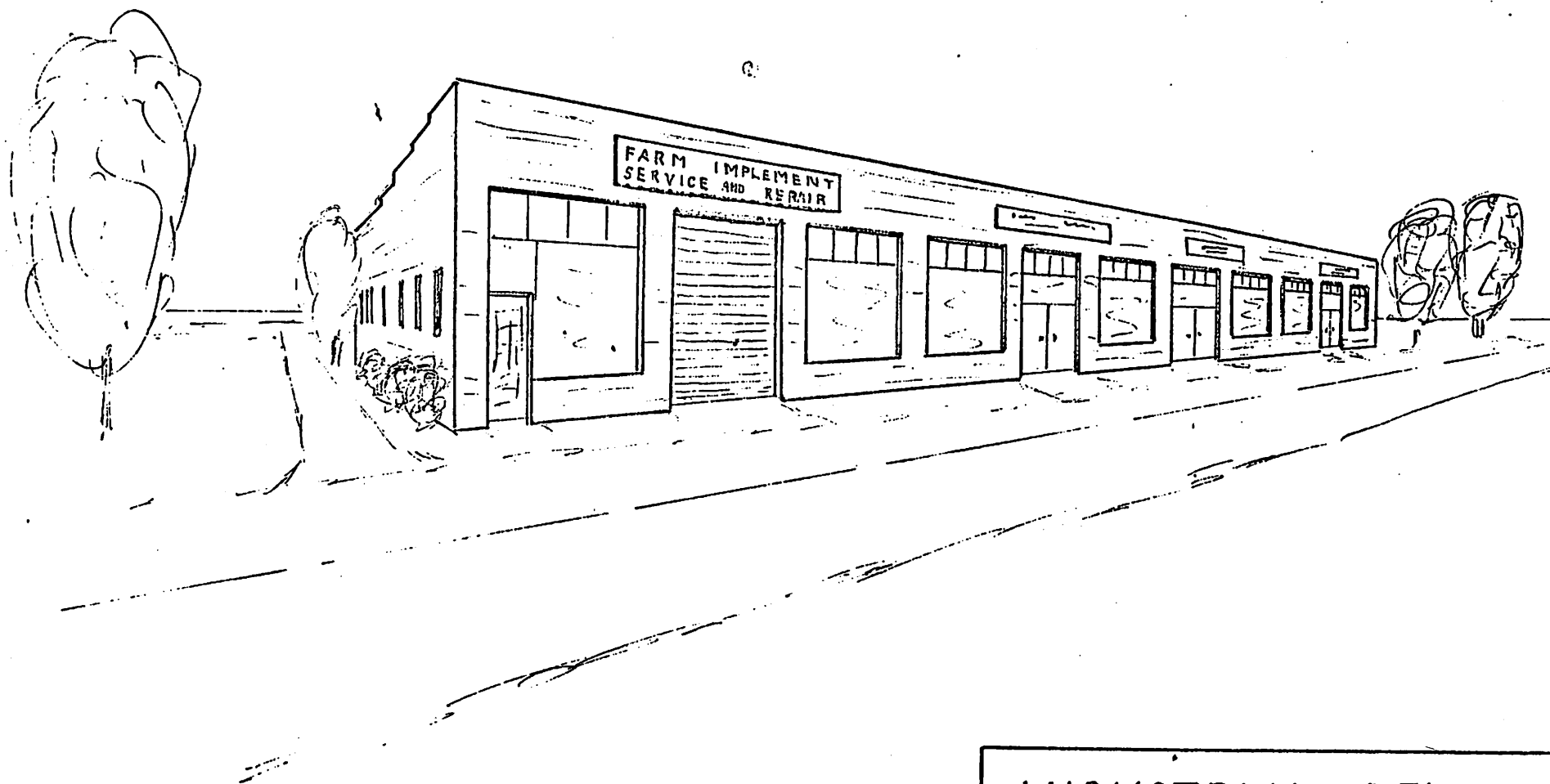


Southern Side Fourth Street

CC

18





INDUSTRIAL REHAB
LORIMOR, IOWA