



**SPONSORING ORGANIZATIONS:**

Southwestern Community College  
Rural Development Committee  
Institute of Cultural Affairs

December 3-4, 1982

Southwestern Community College  
Creston, Ia.

## EIGHT COUNTY BRIEF

Midcrest Symposium

December 1982

Midcrest is the name designated for the area of Southwestern Iowa comprising the eight counties of Adair, Madison, Adams, Union, Clarke, Taylor, Ringgold and Decatur. Creston, its largest city, is located on the highest point on the railroad between the Mississippi and Missouri Rivers, the area itself located on a "crest" of high ground. Midcrest, which includes 75,000 people and 3,744 sq. mi., is typical of the Heartland of Iowa and the Breadbasket of the United States. It is crossed by Interstate 35 and Interstate 80, both of which carry many employees from Midcrest to Des Moines' business and industry. The population, previously declining, is now stabilizing, with continuing increases in larger service centers. There is an outmigration of youth and a growing percentage of the elderly. Family incomes in this area have been identified as among the lowest in the state. The gap between the more vital centers and declining communities is becoming more apparent.

Southwestern Iowa land is generally rolling making it marginal for grain crops and best suited for livestock. Decreasing agricultural profits have nevertheless enticed unsuited land into intensive cropping, usually without application of accompanying conservation measures. High interest rates coupled with recent low grain prices and a decreasing consumption of red meats raise serious questions for the long range prospects of many local farmers. Farm enlargement has reduced the demand for local services contributing to the demise of some small towns and communities and isolating the residents.

Substandard water resources, both in quality and quantity, are being improved through numerous projects but at considerable expense. Federal, state and local government programs in housing, health, basic services, etc have made a great impact, but now more local responsibility is being called for.

New residents in the area often find it difficult to integrate their expertise and concern into action beyond their work place or organizations. With some notable exceptions, most residents in these communities find themselves separated from a viable participation in their desired, hope-filled future.

Agency personnel are skilled people who utilize well the resources available to them, but find themselves cut off from broad cooperative action in communities and with other agencies which might complement their efforts. The Rural Development Committee, organized in 1968, includes representatives of most of the Midcrest agencies and is a creative force struggling with this issue.

The large number of volunteer groups engage mainly in programs often only marginally related to the current critical needs of

the whole area. The response to these trends is a survival stance toward the future. This mindset extends to business and industry as well. They sometimes find themselves disrelated to the local needs because of vertical ties outside the community which demand first allegiance. Many company executives desire to participate more fully in broader development of the community but find themselves bound also by traditional working relationships and patterns.

Access to the future in all its aspects is the real issue and challenge in Midcrest. Much concrete evidence of viability can be found. One is Southwestern Community College in Creston and its vocationally directed program, expanding now in the arena of computer training. There are exemplary elder care facilities and programs. Viable communities with very small populations are found here. Effort to attract substantial industry in Midcrest has been successful. Cultural and community centers exist with expanding programs. Examples of successful volunteer action abound. There is, however, a sense of a relentless eating away of future viability, especially in the smaller of the 59 communities, where the broad impact of creative efforts is lost in the short-term approach to basic and long-term local issues.

Many possibilities are now being raised. What if the people of Midcrest could:

1. Experience meaningful participation in determining their own destiny
2. Agree on a common vision for the future which moves beyond past adversary relationships
3. Utilize a participative method for corporately defining their basic issues and resolving their own solutions
4. Discover a new sense of trust and respect for their neighbors arising from corporate accomplishment
5. Employ women, youth and elders in highly productive and rewarding roles in the development of their community
6. Acquire a sense of broader community identity allowing everyone to see they have the same concerns and can move in the same direction together
7. Initiate innovative approaches to utilize local resources and coordinate effective delivery of services

The Midcrest Potential Symposium is a step toward the realization of these possibilities.

THE MIDCREST POTENTIAL SYMPOSIUM

ANNOUNCEMENT

November 1982

THE  
DEVELOPMENT  
SITUATION

Self-sustained local development has never been easy to achieve. The learnings and implications of many projects and programs have often been hidden because of isolation and inevitable setbacks. There is a need for communities to move from paralysis caused by undue dependency on external resources. Often there are parallel but unintegrated approaches to development by communities and organizations. The result is a paradox of overlap in efforts and gaps in meeting human needs. There are few forums where local citizens and development workers can document and exchange successful methods and models which could accelerate their own efforts.

THE  
SYMPOSIUM  
BACKGROUND

The TOWN MEETING:IOWA program between 1976-78, by bringing together residents of towns located in each one of Iowa's 99 counties, honored the importance of local communities as a way of celebrating the national Bicentennial. Community representatives in these Town Meetings named the challenges facing them and proposed realizable solutions for their communities. As a result of TOWN MEETING:IOWA, Lorimor decided to become one of 10 pilot communities in the United States to build and implement a comprehensive long-range plan. New industry and businesses, a community center, a weekly newspaper and senior citizen housing, water, sewer and street projects are among the accomplishments which indicate Lorimor's success. In March 1982, a representative group from the community again assessed their gains and formulated proposals for the future.

THE  
MIDCREST  
POTENTIAL  
SYMPOSIUM

The Midcrest Potential Symposium, to be held at Southwestern Community College in Creston, Iowa on December 3-4 1982, will bring together representatives from communities and organizations of the eight counties of Midcrest - Adair, Madison, Adams, Union, Clarke, Taylor, Ringgold and Decatur. Local farmers, business and professional people, persons from government agencies and educational institutions, volunteer groups and service clubs, churches and neighborhoods will gather to:

- spotlight successful ventures in Midcrest
- project future accomplishments
- decide needed cooperative action

Citizen interviews are now being conducted in the eight counties to provide input for the Symposium.

Sponsors for the Symposium are Southwestern Community College, the Rural Development Committee and the Institute of Cultural Affairs.

### INTERVIEWS

Over 180 interviews were conducted with individuals in every county representative of Midcrest. Interviews were directed to: 1) Accomplishments of the last 10 years, 2) Past and future issues, 3) Responsive and effective groups, 4) Hopes for the future and 5) Efforts to which the individuals being interviewed were committed. The interviews provided both a data base and a means of recruitment for the symposium.

### MIDCREST VISION

After studying the summarized interview data, the group brainstormed concrete hopes and dreams for the future of Midcrest in 3 workshop teams. Data was refined to 45 concise elements which were then organized into one chart during a general consensus session. Naming of the 26 components and 7 major categories enabled a common vision focus to be established.

### MIDCREST CONTRADICTIONS

The 3 teams brainstormed lists of blocks to the realization of the Midcrest Vision, again refining and selecting the most critical elements. In the consensus plenary, those blocks were organized by root cause into 7 clusters and discerned underlying contradictions named. These contradictions became the participants best articulation of what is currently blocking effective action.

### MIDCREST PROPOSALS

Members of the 3 teams then proposed a series of creative actions which would begin to deal with the contradictions. Their brainstorm data was grouped by intent and then focused in a chart of strategic approaches which can be implemented.

### IMPLICATIONS

A long list of intuitive implications completed the symposium process in answer to the question, "How will Midcrest be different if the proposals are substantially implemented?"

### IMPLEMENTATION

The group selected and designated proposals to be initiated by individuals from various locations in Midcrest to launch action.

THE FIVE YEAR COMMON VISION OF THE MIDCREST AREA

MIDCREST SYMPOSIUM

December 1982

MIDCREST ALIVE: SYSTEMS FOR HUMAN COMMUNITY IN MIDCREST

TOWARD AN EXPANDED VITALITY			TOWARD A LIFESTYLE ENHANCEMENT	TOWARD A FOCUSED IDENTITY		
REDUCED NATURAL RESOURCE USE A	EDUCATION FOR THE FUTURE B	ECONOMIC STABILITY C		EFFECTIVE COOPERATIVE ACTION E	ACTIVE COMMUNICATION F	LOCAL CULTURAL ACTIVITIES G
VIABLE LONG-RANGE FARMING METHODS  1	INTEGRATED EDUCATION PROGRAM  3	AGGRESSIVE INDUSTRY SEARCH 6	ADEQUATE COMMUNITY FACILITIES 11	SIMPLIFIED RESOURCE ALLOCATION 17	CREATIVE LOCAL MEDIA  22	APPROPRIATE COMMUNITY CELEBRATIONS  25
	EXPANDED GLOBAL CONTEXT  4	DIVERSIFIED AGRICULTURAL ALTERNATIVES 7	IMPLEMENTED PREVENTIVE HEALTH 12	MIDCREST BASED SERVICES 18		
		COMPREHENSIVE EMPLOYMENT TRAINING 8	INTEGRATED MINORITY GROUPS 13	OPERATING DEVELOPMENT COALITION 19	COMMUNITIES PEACE INITIATIVE 23	
EFFECTIVE POLLUTION CONTROL  2	COMPUTER LITERACY  5	SUPPORTED LOCAL BUSINESS 9	SINGLE PARENT PROGRAMS 14	TOTAL CARE STRUCTURES 20	SPOTLIGHTED SUCCESS STRUCTURES  24	ENCOURAGED LOCAL CULTURE  26
		DECENT JOB SALARIES 10	PARTICIPATING ELDERLY CARE 15	STRUCTURES TO SUSTAIN LEADERS 21		
			BRAIN-DRAIN STOPPED 16			

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VISION BACK UP DATA

Midcrest Symposium

December 1982

- A. RESPONSIBLE NATURAL RESOURCE USE
  - 1. New farming methods  
Soil conservation
  - 2. Pollution control and clean water
  
- B. EDUCATION FOR THE FUTURE
  - 3. Strong education for all ages  
Young people seen as resource  
Strong school systems
  - 4. Raised consciousness re: nuclear issue  
Education with global perspectives  
Education for future living
  - 5. Computer literacy skills
  
- C. ECONOMIC STABILITY
  - 6. Aggressive industry search
  - 7. Diversify agricultural enterprises  
Increased agricultural marketing
  - 8. Programs for unemployed and underemployed  
Retrain labor  
Management skills relative to small business  
and agriculture
  - 9. Support local business
  - 10. Decent job salary
  
- D. LIFESTYLE ENHANCEMENT
  - 11. Decent affordable housing  
Good community appearance  
More recreation equipment
  - 12. Health care locally available  
Adequate high quality water  
Substance abuse eliminated  
Preventative health care
  - 13. Integrated minorities
  - 14. Programs for single parents
  - 15. Elderly care focused on their participation  
Elderly needs met
  - 16. Stop brain drain
  
- E. EFFECTIVE COOPERATIVE ACTION
  - 17. Cut services red tape  
Infrastructure funding
  - 18. Midcrest based services
  - 19. Cooperation vs. competition (agency)  
Interreligious structures and projects  
Community involvement in development  
Rural coalitions
  - 20. Taking care of our own structured broad-based planning
  - 21. Structures to sustain leaders
  
- F. ACTIVE COMMUNICATION
  - 22. Creative informative local media
  - 23. Community-to-community peace initiative
  - 24. Structures that keep spotlight on success

VISION BACK-UP DATA  
(con't)

Midcrest Symposium

December 1982

- G. LOCAL CULTURAL ACTIVITIES
  - 25. Local celebrations
  - 26. Relate arts to rural communities
  - 27. Encourage local art

LIMITED CONTROL OF ECONOMIC ALTERNATIVES I	ISOLATING EFFECTS OF SOCIAL CHANGE II	PERPETUATED NEGATIVE IMAGES III	TRADITIONAL VIEW BLOCKS CREATIVE RESPONSES IV	SKILLS TRAINING DISRELATED TO FUTURE NEEDS V	INADEQUATE RESOURCE MANAGEMENT INCENTIVES VI	UNINTEGRATED PUBLIC AND LOCAL EFFORTS VII
Low farm prices	Lack of participation	No greatness to celebrate	"Black-white" mentality	Little vocational education opportunity	High cost of waste treatment	Lack of cooperation between agencies
Few investment options	Reduced loyalties	Old images and cliches	Disapproval of single parents	No bridge between education and business	Farm programs incentives conservation	Fragmented bureaucratic services
High interest blocks development	Lack of cooperation for better small farmers	Lack of motivational stories	Insufficient community betterment generation	Limited basic skill education	Lack of environmental know-how	Community & agency jealousy
Hugh machinery mindset	Individual emphasis at corporate expense	Survival mentality	Fragmented lifestyle	Lack of leadership training	Inadequate public \$ for natural resources	
No local control over market	Suggester has to do it	Focus on failure	Cliques that prevent things	Education stifles desire to learn		
Lack of venture capital	Absence of forum for discussion	Insufficient incentives for youth to stay	Quick to judge	Outmoded education direction		
Dilapidated commercial properties	Inactive organizations	Paralyzing effect of depressed eco.	Greed			
Imbalance of wealth distribution	Superficial activity	Destructive self-images	Apathy			
High farm debt	Everything long distance					
Short range bottom lines	Lack of leadership					
Narrow economic base	Low population density					
Short term interest	Provincialism					
Outside economic factors-no control						
Unknown intensive agri. experiments						
Destruction of family farm system						
Lack of new product research						

PROPOSED STRATEGIC APPROACHES TO DEVELOPMENT

ONE YEAR

Midcrest Symposium

December 1982

SELF DETERMINATION		POSITIVE IMAGING C	FULL PARTICIPATION	
ECONOMIC ALTERNATIVES A	GRASSROOTS ORGANIZATION & INVOLVEMENT B		COMPREHENSIVE EDUCATION PLAN D	ENGAGEMENT OF ALL AGES E
LOCAL VENTURE CAPITAL FOR ENERGY ALTERNATIVES 1	RURAL PARTICIPATION IN URBAN ECONOMIC DEVELOPMENT 4	GLOBAL COMMUNITY ADOPTION PROGRAM 12	GRASSROOTS AGRICULTURAL TRAINING 21	DAYCARE CENTERS IN NURSING HOMES 29
	FARM ORGANIZATIONS PRESSURE ON PUBLIC 5	NEW MOTTOS FOR IDENTIFICATION 13	NATURAL RESOURCES EDUCATION 22	
	NEIGHBORHOOD COUNCILS SYSTEMS 6	SUCCESS STORIES THRU SIGNS/SYMBOLS 14	CONSERVATION MODELS AND DEMONSTRATIONS 23	
COOPERATIVE FARM DEMONSTRATIONS 2	GRASSROOTS SHAPING FARM PROGRAM THRU CONSERVATION 7	FOCUS SUCCESS THRU RADIO/TV 15	EMPLOYMENT PROJECTION SURVEY 24	ELDERS AND TEENS CARING FOR EACH OTHER 30
	COMMUNITY ISSUES FORUMS 8	MEDIA TO EMPHASIZE FAMILY 16	EXPANDED HUMAN SERVICES CURRICULUM 25	
	DIRECTIONAL PLANNING FOR ORGANIZATIONS 9	SUCCESSFUL VENTURE FIELD TRIPS 17	FOREIGN LANGUAGE PROGRAMS 26	
SMALL FARMER OWNED JOINT VENTURES 3	STEWARDSHIP FOR LIFE REINTERPRETATION 10	RURAL NEIGHBORHOOD CELEBRATIONS 18	FUTURE COMPUTER APPLICATION 27	YOUTH INPUT INTO COMMUNITY 31
	UTILIZED MARKETING INFORMATION 11	"FOXFIRE" PROGRAMS ORAL HISTORY 20	BASIC ACADEMIC SKILLS EMPHASIS 28	

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In the last session of the Midcrest Symposium, participants brainstormed implications of their work for local communities, the private sector including farmers, government agencies and volunteer groups.

Implications for local communities:

1. Self-actualizing people
2. Community gatherings to change thinking to, "we can!"
3. Sense of a larger community
4. Greater sense of togetherness and sharing between different types of people
5. Larger communities serving smaller communities
6. Teams to visit agencies, organizations and corporations to tell Midcrest Potential story and ask for support
7. Monthly community forums and a yearly Midcrest forum
8. Individually people will have more self-esteem
9. Lessened outmigration of young people
10. Planning for community forums
11. Promotion of conservation symposia
12. Fewer people living in nursing homes
13. Responsible involvement of senior citizens
14. Senior citizens "on the road"

Implications for the private sector:

1. Farmers moving towards self-sufficiency and pulling away from outside help
2. Less investment in equipment and more on developing for cooperative need
3. Greater demand for social responsibility from the private sector
4. Better use of resources; people, capital, land, etc.

Implications for the government sector:

1. Research and documentation of spending and programs of agencies
2. Greater participation of citizens in government
3. Development committees to include farmers
4. Loan arranging for small farmers
5. Decentralization and democratization of power structure
6. Education as a way back to community, not a way out
7. Closer relationship between all kinds of educational institutions
8. Restructuring of educational system, a new focus
9. College is where the people are; mobile, not a campus concept
10. Better analysis of skills needs
11. Better delivery of services

Implications for the volunteer sector:

1. Pulling non-functional service organizations into a needed service role
2. People traveling across county lines to serve
3. Service clubs meeting local needs rather than initiating projects
4. Exchange of success stories
5. Networks of community organizations more intimately related and focused on common good
6. Casting off old non-purpose structures
7. Early learning preschools
8. In-home services

Implications for Midcrest as a whole:

1. Showing Midcrest Potential document
2. Midcrest community newsletter- to community leaders
3. New uses for computers
4. Interest in global concerns
5. Better systems of communication- local news

# MIDCREST ACCOMPLISHMENTS 1972 - 1982

(Interviews)

ADAIR COUNTY	Fontanelle	Winterset	MADISON COUNTY
<b>Greenfield</b> .Two new industries .Bicycling across Iowa .48 Sr. Citizens Housing units .Swimming .Tennis Courts .Lakes upgraded .Three new churches .Family film series .ERA debates .Bankers education for financing farmers .No till farming .Public Health Nursing .Food cooperatives .New industries .Grain storage facilities .New motels .New restaurants .125th anniversary celebration .Using futures market to reduce risk .Rural water system .42 acre lake	.Water system .Electricity - SIPCO .Streets and storm sewers .Senior Citizen housing  <b>Orient</b> .1982 Centennial .Melodrama .Buried time capsule .Doctor 24 days per week .Water tower .Locally owned utilities .3750,000 school addition .Senior citizen housing  <b>Bridgewater</b> .Sewers .Streets .Senior Citizen housing .City park .Bi-centennial celebration .Flag pole erected .Round-up Days	.Nuclear freeze ratification .Bridge festival .Bicentennial Celebration- 5 communities .Meals on wheels .Independent elders housing .Dedication of John Wayne's birthplace .Ambulance services .Bethesda Care center .Medical services sustained .Hospital addition .Good school K - 6 building .Square buildings refurbished .Tennis courts ."Pantry Shelf" .Nutrition classes .Talented and gifted program .ISU energy project .Winterset CAB co. .Multipurpose center bus .Soil conservation - 50% less silt .Local Conservation board .Nature trails and parks	.Sewer and water system - upgrading and maintenance .Town meeting 1965-68 .Historical Museum .County Fair .Tourist attractions .Airport .Ecumenical nature of churches .Apple Tree players .Industrial land development .Downtown square - no empty buildings  <b>St. Charles</b> .EMT program .Water system .Business area maintenance  <b>East Peru</b> .Historical Society  <b>Hacksburg</b> .Paved road from Hacksburg to 169 .School construction

ADAMS COUNTY	UNION COUNTY	OSCEOLA COUNTY	CLARKE COUNTY
<b>Cornings</b> .Industrial park raises \$200,000 locally .KAWCO employs 100 .ISU consultant .Zoning implementation .Lake Harris - 1979 .Street paving competition .Town clean-up .Downtown Cornning promotion .Improved and new secondary schools and athletic complex .NFO p rk, milk, flour to Poland .Hospital Administration .Helping Hands - special education for mentally retarded  <b>Prescott</b> .Full time City Clerk .Monthly newsletter .Trash pickup .Street Superintendent .New community buildings: City Hall Fire Station Library Housing rehabilitation .No debt on school .\$250,000 grant for water plant (HUD)	<b>Creston</b> .Consumer on Advisory Committee .D.S.S. professional network .Clients onto a sliding scale .Block grants .Homemaker services shifted from DSS to DPH .Increased awareness of elderly .AAA opened .12 mile reservoir .Advanced drainage system .New coop facilities .31 disaster loans .American Agricultural Movement .SICOG .SIRHA .School reorganization .South West Community College. .Bunn-o-matic .Green Valley Chemical .Wellman Dynamics .Rural water system .Cheese/butter distribution for unemployed .Poor fund .Gifted children program .Local Education agencies .School immunization program	<b>Osceola</b> .Furnas Electric .Homemakers program .Tavern converted to congregate meal site .Indian sculpture .Sisco .Mobile meals .Courthouse bell tower ."Warrior Run" .Maclander .Lake lady service at hospital .New dentist .New bank .Daycare program .Chiropractor .Appreciation day - 4000 people .New motel .Clarke Co. Arts Council .2 new churches .New businesses in square .Jimmy Dean sausage .Community Theater .Sewer project	.Hotel converted to Sr. Citizen housing .New doctors .Dam construction .Health food store .New water tower .Babson .Hospital emergency service .Osteopath .New industrial park  <b>Murray</b> .Maintained High school and elementary school .Sewers .Library .Congregate meals .New industry  <b>Weldon</b> .Centennial celebration .Maintenance shed built .Fixed up the bandshell for centennial
<b>Bedford</b> .New Historical Society Building .\$1,000,000 federal money for river to control flooding and soil erosion .Sanitation plant .Sewers .Swimming pool .4 part time Drs./ 2 dentists .Park .Community Center .New school  <b>Lenox</b> .Grain export up 700% .50 blocks paved .Raised \$19,000 for two ambulances .Filtration, water plant .New factory - Agric.Equip. .Minority hiring .48 Sr. Citizen housing units  <b>Clearfield</b> .Community improvements .12 mile watershed project .Advanced health care .Elderly housing .Home health care .Tennis courts	<b>Bedford</b> .Swimming lessons .Low income housing .Nursing home .Business drawings .State Fair shuttle bus  <b>New Market</b> .Shelter house for each park .Historical museum .Water approval  <b>Gravity</b> .Civic center organization .Use of the school for Community affairs .New craft shop .Mural on building .New fire truck .Raised \$8000 for '83 Centennial .Park with tennis courts, benches, horseshoe pit  <b>Sharpsburg</b> .Water system .Park equipment .Streets and drainage grant .Labor day celebration - games, parade, watermelon .Flea market	<b>Ringgold</b> .Watershed projects and rural water .Community restoration of businesses .Community betterment promotions .Rebuilt water system - filter systems, wells .Completing \$600,000 sewer project .Improved city park shelter house  <b>Kellerston</b> .Sewer system .HUD grant - water from Sun Valley Lake .8 units low cost housing .Water tower painted .Additional fire truck .New fire station	<b>Decatur</b> .Bank, Savings & Loan opened .Industrial park & industries .Block grants .Fair ground development .Independent neighborhood council .Shaw Center for the Arts .Diversification by farmers .Sheriff protection in city .Solar house .Green house .Organic farming .Evening adult education .Farmers using methane gas  <b>Davis City</b> .Home rule law .Little River Watershed .SICOG (Development money) .People setting together .Volunteers fix streets .Sewer system .City park work .sidewalk area on Main Street .Alcohol plant  <b>Grand River</b> .1980 Centennial - 8000 people .Fire Department new fire truck .Housing improvements .Play equipment in park

**VISIONING DATA**  
(Interviews)

**MIDCREST SYMPOSIUM**

**December 1982**

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ECONOMIC	ORGANIZATION	SOCIAL
<p><b>AGRICULTURE</b></p> <ul style="list-style-type: none"> <li>. More people on smaller farms</li> <li>. Closing down more farmers; farming smaller farms</li> <li>. Halt reverse in farm economy</li> <li>. Demonstrate how small family farms can make it (100 acres)</li> <li>. Federal farm programs for small sized units</li> <li>. Deposit insurance for elevators</li> <li>. Land problems solved</li> <li>. People kept on the land</li> <li>. Improved agricultural scene</li> <li>. Farming area back on a break even money situation</li> <li>. Available agriculture risk capital</li> <li>. Farming back on firm footing basis</li> <li>. Economic self-sufficiency</li> <li>. Adequate income</li> <li>. Increase economic base but maintain friendly, rural atmosphere</li> <li>. Farm economy recovery</li> <li>. Farming seen as a business</li> <li>. New farming methods</li> <li>. Alfalfa Dehydration plant</li> <li>. Cooperative greenhouses</li> <li>. Crop rotations and organic farming</li> <li>. Grow switch grass</li> <li>. No chemicals or pesticides</li> </ul> <p><b>COMMERCE</b></p> <ul style="list-style-type: none"> <li>. Rise in the economy</li> <li>. More business working for the good of everyone</li> <li>. More business places in Kellerton</li> <li>. Every store front redone, occupied with a light in it</li> <li>. Young businessmen staying in their local</li> <li>. Machinery, fuel, grocery godown, mechanic and garage</li> <li>. New stores - department, grocery, Farm and Home</li> <li>. Patronize local businesses</li> <li>. Interstate main "transport" system</li> <li>. Broader tax base and legislation for progressive land tax</li> <li>. Pricing structure based on exports</li> <li>. Organize farmer marketing - surplus becomes inventory to be priced</li> <li>. Better paying jobs</li> </ul> <p><b>INDUSTRY</b></p> <ul style="list-style-type: none"> <li>. Peace movement focus on economics</li> <li>. Available jobs for young people - keep them here</li> <li>. Industrial development to employ young and adults</li> <li>. Small industries without damaging lifestyle</li> <li>. Manufacturing and industry here</li> <li>. More aggressively seeking industry</li> <li>. An established industry base</li> <li>. Increase home/community based industries</li> <li>. Industry providing back-up and support for the farms</li> <li>. Beef packing plant</li> <li>. Jobs with decent salaries for those who want to stay</li> <li>. Tourism-Industry-Farming</li> <li>. Clean up so new businesses will want to get started</li> <li>. Expansion of industry and population</li> <li>. Industry to provide jobs and keep population up</li> </ul>	<p><b>HEALTH</b></p> <ul style="list-style-type: none"> <li>. Drug abuse eliminated</li> <li>. Care for the elderly</li> <li>. Adequate drinking water, sewers, pollution control</li> <li>. Get towns cleaned up with the Board of Health</li> <li>. Child abuse care structures</li> <li>. Cooperation in health areas</li> <li>. Follow-up health care</li> <li>. Pharmacy with part time clinic in town</li> <li>. Doctor-medical care unit</li> <li>. Adequate, high quality water</li> <li>. Health services improved</li> <li>. Sheltered workshops and Cross Roads mental health</li> </ul> <p><b>EDUCATION</b></p> <ul style="list-style-type: none"> <li>. Greater information access</li> <li>. Upgrading total education offerings</li> <li>. Joint offerings with Southwestern Community College and High Schools</li> <li>. New High School</li> <li>. Focus on producing human beings not machines</li> <li>. Teach responsibility along with the computer</li> <li>. See "Stewardship" concept built into education process</li> <li>. Extension service will do education</li> <li>. Awareness seminars</li> <li>. Prepare for home computers</li> <li>. Farmers education</li> </ul> <p><b>COMMUNITY GROUPINGS</b></p> <ul style="list-style-type: none"> <li>. Develop strong families</li> <li>. Shared money-raising projects for communities</li> <li>. Community committees</li> <li>. Regular youth dances and other activities</li> <li>. Youth Club with dues and salary for supervision</li> <li>. Catholic Daughters of America</li> <li>. 4 H</li> <li>. PTA</li> <li>. More recreation equipment</li> <li>. Tours to creative projects in Midcrest</li> <li>. Development Associations</li> <li>. Cultural groups</li> <li>. No structures to act out care</li> <li>. Elders groups</li> </ul>	<p><b>ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>. Interchange services with other communities</li> <li>. Pontanelle clean up and beautification</li> <li>. Upgrade town to attract new families; at least hold our own</li> <li>. Improve and activate downtown business districts</li> <li>. Good appearance, town clean up and moderate growth</li> <li>. Town expansion</li> <li>. Our own fire station</li> <li>. College dorm space for 150</li> <li>. Housing improvements - elder, low-rent, safe (80% unsafe)</li> <li>. Simplify process for rehabilitation loans and services</li> <li>. Demonstrate new simpler life style</li> <li>. "Best of both worlds" - Des Moines and small towns</li> <li>. "A fine place for people to live"</li> <li>. Keep a good, clean, growing town, everyone gets acquainted</li> <li>. Community Center for plays, swimming</li> <li>. Bedford Park Project</li> <li>. 100 trees planted</li> <li>. Concerted conservation effort, new energy uses</li> <li>. Natural gas to replace propane</li> <li>. Pollution control, streets, sewers, water and sanitation</li> <li>. Active, viable services available - small &amp; culturally alive</li> </ul> <p><b>ORGANIZATION</b></p> <ul style="list-style-type: none"> <li>. Good management system</li> <li>. Development small town and communication network</li> <li>. Less reliance on Federal government and fewer regulations</li> <li>. Cost of living down, hold the line on budgets/city expenses</li> <li>. More government monies for communities, get block grants</li> <li>. Replace Social Service programs with county/local control</li> <li>. Laws for grain elevators will change</li> <li>. Community involvement in planning</li> <li>. Cluster planning in Adams, Adair, Union</li> <li>. More voluntary groups taking charge</li> <li>. Farmers education/organization cooperative effort</li> <li>. Community organizations prioritize focused actions</li> <li>. Strong local leadership and adequate law enforcement</li> <li>. Bring back "people helping people" tradition</li> <li>. Focus potential not need</li> <li>. Use cooperative methods to plan, involve more people</li> <li>. Coalition of farmers, businessmen, housewives, educators</li> <li>. Free of crime and detrimental influences</li> <li>. Agency people effectively working, eg Creston Dev. Corp.</li> <li>. More interchange between counties, towns get together</li> <li>. Urban programs tailored to rural areas</li> <li>. Have structure to keep things going</li> </ul> <p><b>IDENTITY</b></p> <ul style="list-style-type: none"> <li>. Home computers, cable T.V.</li> <li>. Local entertainment, newspaper, radio station, pool</li> <li>. Recreation field into Little River watershed</li> <li>. Donations pushed on town Centennial</li> <li>. "How can this county contribute to the Midwest?"</li> <li>. Quilting skills will be an art</li> <li>. Inclusion of outsiders, not just natives</li> <li>. Regular church pastors, more young people involved</li> <li>. Change peoples story, break ADC cycle</li> </ul>

Below is a representative list of the issues and concerns that Midcrest interviewees felt must be addressed now and in the near future. Some of the issues listed seem to concern a large majority of the residents, while others represent the concerns of a smaller percentage of the group.

- . Domestic violence
- . Mandatory work force training
- . Drugs and drunkenness leads to broken homes
- . Shift in life-style forced by the economy
- . How to survive Federal cut backs
- . Change in people's attitudes
  
- . Is the time coming when we can't own utilities locally?
- . How to get input from others
- . Police image relative to drugs and beer parties
- . Water
- . Vandalism
- . Dust from unpaved roads
- . More crops, less cattle
- . Decreasing rail service
  
- . Get new slogan and emblem
- . Human relations; people as people regardless of race
- . People want many things done; noone wants to do them
- . Stricter welfare rules
- . Attitudes hard to change
- . People on welfare feel they can't do anything
- . Hard to get community interest
  
- . People working together on issues; eg. peace, farm
- . Cooperative efforts between organizations going in same way
- . Inter-community communication
- . Using resources available from many agencies
- . Area Planning Council
- . Neighborliness
- . Botton-up efforts
- . People lack vision
- . Leadership organization not formed
- . Finding ways to tell leaders they're doing a good job
- . Counties still islands
- . People not paying attention to government/city hall actions
- . Loss of business and people in all communities
- . Whether economic and social power is great enough to accomplish
- . Sense of self-satisfaction could develop into classes
- . Helping the poor especially in the winter
- . Community Center to be built
  
- . Elderly among the poorest
- . Programs to keep youth
- . Day Care Centers for elders
- . Reduce emphasis on age groups
- . Put welfare recipients to work

- . Keep youth here; train them to take leadership
- . Those on ADC and Social Security live from day to day
- . Do away with some present welfare programs
- . Aging population
- . Education of elders relative to services; eg. transport, help
- . Gap between the haves and have-nots
- . Family life
  
- . Preventive medicine and clinics
- . Adair Mental Health facilities
- . Hospice needs
- . Getting more doctors and expanding health education and care
  
- . Decreased farm prices heads for trouble on main street
- . Outflow of money to other areas and states
- . Farmers selling out, no one local
- . Small town people go farther for services
- . Greedy large land owners
- . Getting Federal Crop Insurance for disasters
- . Interest and foreign exchange rate
- . No home-owned banks
- . Means to finance local projects
- . Chain stores operating on other guys money
- . Family needs second income
- . Increased dependence on external resources
- . Nuclear freeze
- . Get money in and circulate it
  
- . More housing for middle income families
- . Housing improvements
- . More OPPD grants for low income housing
- . Too many available houses - 40 for sale in Greenfield
- . Care Center space
  
- . Location of industrial development
- . Get people back to work
- . Declining industry and business
- . Automation
- . Declining population
- . Union problems
- . Making a living - "Keeping the wolf away from the door"
- . Jobs drying up
- . Little employment possibility in Orient
- . High tech industry
- . Industrial parks have vacant land
- . How to create short-term jobs
- . Keeping businesses here
- . Economic turn around
- . Population  $\frac{1}{2}$  of what it was at end of WW II
- . Few people to support entertainment
- . 4.5 to 8% unemployment
  
- . Land use planning committees

- . Organic farming
- . How to protect rural land
- . Soil conservation
- . Educate community relative to no till farming
- . Rising cost of energy; use of alternatives, eg. solar
- . "Trying to maintain what we have"
- . Strict land control regulations and zoning
- . Soil regulations; erosion
  
- . Nature Trail - acquire railroad right of way
  
- . Alternative agro-industry, eg frogs, artichokes, fish, vegetables
- . Family farm; agri-business viability
- . Don't know much about marketing our products
- . How big should farms be?
- . Water supply; lake almost went dry
- . Forming a community
- . Declining farm income
- . Use of land
- . Low self-image and income in Midcrest
- . Stabilizing profitable agricultural prices
  
- . Fuel costs relative to low incomes
- . Water and sewers
- . More people falling through the cracks
- . Volunteers and donations for fire station
- . Better transportation
- . Downtown ability to maintain improvements
- . People not wanting to spend money realistically
- . Rip-wrap the lagoon
- . Street repair and maintenance machinery
- . Street and road improvement
- . Law enforcement
- . A ten year plan for utilities and services
- . Taxes will kill industry based on people
- . Rural water projects
- . Interest rates
- . Retrospective budgeting for ADC
- . Cost of students commuting
- . High nitrate water usage; completion of filtration plant
- . Southern Iowa Community Action Program meeting needs
  
- . Loss of professionals, especially doctors, lawyers, dentists
- . Offering enough to interest and hold people here
- . Keep downtown alive, not a bedroom community
- . Retooling and updating
- . Fearful of losing business
- . Demolishing main street buildings

- . Retaining elementary school; school consolidation
- . Finding ways of sharing educational responsibility
- . Education; career counseling, drug education, family and sex education
- . Special education; eg. school voting, nursing homes
- . Grass roots level education
- . School buildings going to pot; can't afford to repair
- . School volunteers
- . CETA learning programs for employment
- . Preparing for the computer age for all
  
- . Peace groups; ministries in Creston
- . How the county ministerial alliance and RLDS can be more effective
- . Survival of the rural church
- . Too much provincialism and competition
- . How churches can decide to work on the here and now; eg peace
- . Turning back to God

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Development Proposal

MIDCREST PROPOSAL

WHAT IF THE PEOPLE OF AN EXTENDED RURAL COMMUNITY COULD.....

Experience meaningful participation in determining their own destiny

Agree on a common vision for the future which moves beyond past adversary relationships

Utilize a participative method for corporately defining their basic issues and resolving their own solutions

Discover trust and respect arising from corporate accomplishment

Employ women, youth and elders in highly productive and rewarding roles in the development of their community

Acquire a sense of broader community identity allowing everyone to see they have the same concerns and are moving in the same direction

Initiate innovative ways to utilize local resources and coordinate effective delivery of services

CURRENT CONSTRAINTS TO RURAL COMMUNITY AND AREA DEVELOPMENT

Little sense of cohesiveness in isolated communities leading to a survival mentality; focus on the individual and family to the exclusion of the greater community

An overwhelming feeling of being victimized and controlled by global trends, unfathomable economics and bureaucratic regulations

Unrealistic dependence on outside forces, resulting in the stifling of local initiative

Ineffective leadership methods in the face of increased complexity of economic and social relationships

Fragmented groups attempting to deal with surface needs in a piecemeal and unprioritized fashion

Absence of corporate consensus regarding the specific direction that long range development needs to take

Uncertain images for how a leadership group can make just decisions on behalf of a larger group

LOCAL COMMUNITY AND SUPPORTING STRUCTURE PARTNERSHIPS 1981-1985

Research in extending the principles, methods and learnings of human development to a larger geographical area and network of organizations and structures began in May 1981. A group of interested leaders and local citizens in Midcrest participated in a session to declare the needs of the 8 county area surrounding Union County in which Lorimor is located. A core of interested people is continuing to probe in many areas to determine the most effective and catalytic approaches. One and a half to three day planning consultations have been developed and tested as prototypes with: Farmers State Bank, Geneva State Bank, Women's Education Service Association (WESA), the Lorimor community, Webster-Nuckolls cluster of the United Methodist Church, Waterloo-Cedar Falls Metropolitan Council, Iowa State Department of Health, the Continental Youth Symposium in Kansas City, YWCA Lincoln, and a pilot Massey Ferguson-Customer Forum. If development is to be comprehensive, integrated, replicable in any other location or situation and is to result in a strong, vital and moving community, all facets of society and every person within it must experience significant engagement. This proposal is an innovative, participative approach, intended to relate the various communities, structures and organizations in Midcrest in an expanding venture in human development.

PHASE III

## PROGRAM OF WORK

In 1982, the focus of ICA work is to facilitate many participative planning consultations throughout Midcrest to include communities, companies, government agencies, volunteer groups, religious bodies and educational institutions. These various groups will envision the future for Midcrest from the vantage point of their own situation, pinpoint specific blocking contradictions, propose strategic actions and decide what they themselves will do through their own structures to contribute to the development process of the area.

### INTRODUCTION

The Participatory Planning Consultations include facilitating one and one half to three day consultations from among the following groups:

### PARTICIPATORY PLANNING CONSULTATIONS

- \* Communities and local groups in Midcrest
- \* Banks, companies, small businesses and cooperatives which serve Midcrest and employ Midcrest residents
- \* Government agencies and departments, extension groups and their advisory committees
- \* Educational institutions, secondary and university level to include SWCC, Simpson, Graceland, UI and ISU
- \* Volunteer groups including Chambers of Commerce, service groups, denominational structures and local church missional groups

The Training Process for 1982 is projected to be a probe to include:

### TRAINING

- \* Facilitator training for interested local leaders and government servants
- \* Basic leadership modules for community leadership
- \* Basic management training for small business operators
- \* Leadership training pilot in a Midcrest secondary school

The Research Process includes:

### RESEARCH

- \* Gathering baseline data from various communities and structures prior to planning consultations
- \* Compiling historical data which helps give meaning to the development process
- \* Conducting a continuing social analysis utilizing global trends to provide perspective for the flow of information from the consultations
- \* Building curriculum for needed training modules as revealed in the consultations

The Documentation Process includes:

DOCUMENTATION

- \* A continuing process of building common vision through participation in conferences, meetings, workshops and the production of interpretive documents
- \* On-going contradictional analysis building toward corporate articulation of issues which must be addressed
- \* Establishment of relationships beyond Midcrest with state government, private and voluntary agencies which are key to continued development in Midcrest
- \* Regular evaluation and assessment of training modules, curriculum, strategy to include a widely constituted Midcrest Symposium.

STAFF

The ICA has five full-time staff in Lorimor. It draws from thirty other field offices in the United States and the service center in Chicago where its Research, Operations, Management and Development forces are based. Many Kansas City regional part-time staff are available for facilitation and training assignments.