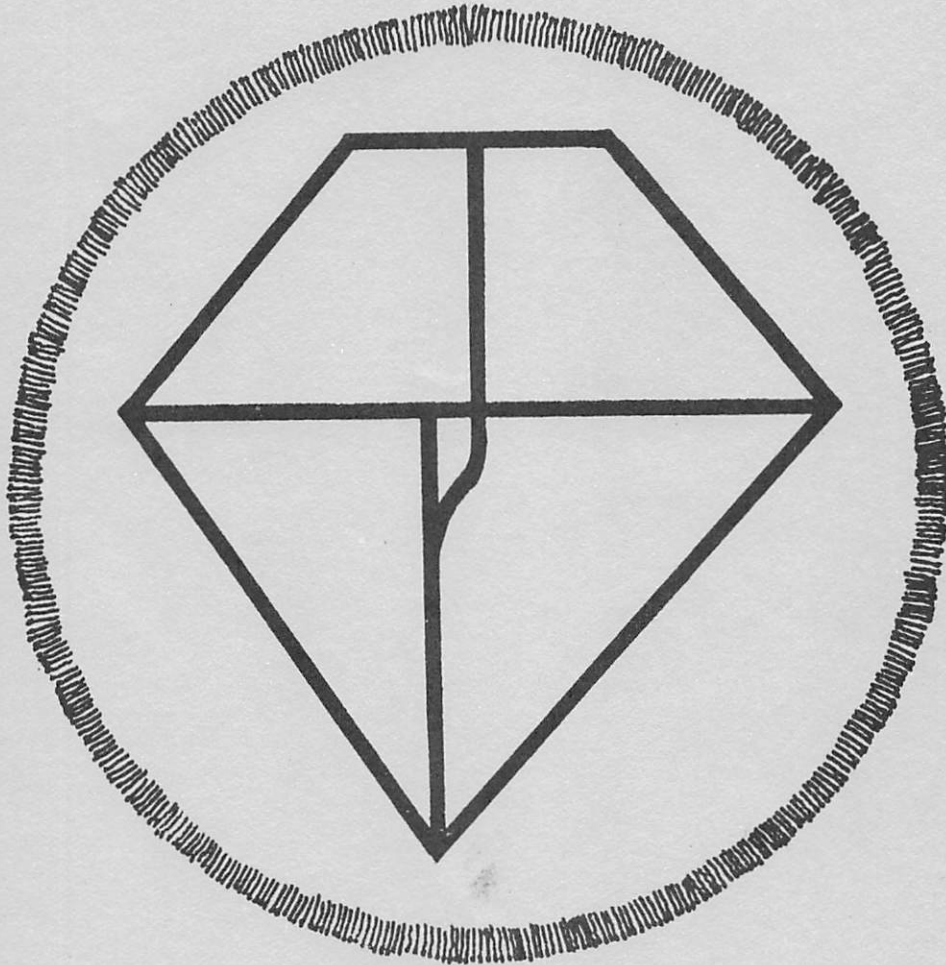


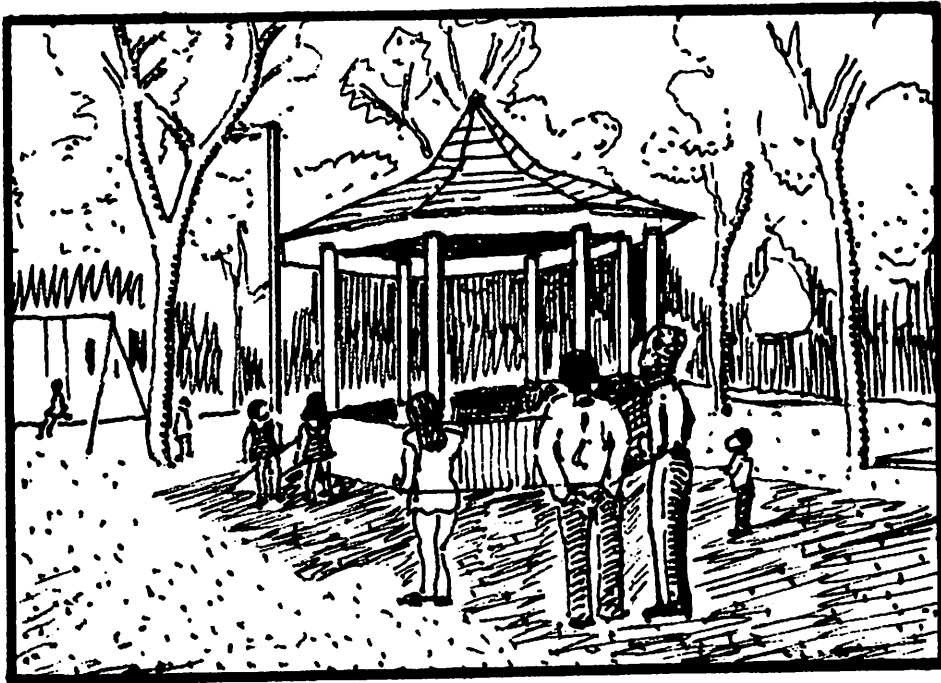
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LORIMOR COMMUNITY REPORT

October 1980



FOREWARD

Since June 1978, the people of Lorimor have been participating in a comprehensive socio-economic development program as a demonstration of possibility for rural communities throughout the United States. With the Institute of Cultural Affairs, a not-for-profit global organization, providing residential consultant staff, Lorimor joined a network of 12 rural communities across the United States to demonstrate human development.

After two years work as a Human Development Project, community residents and Institute staff gathered to assess their progress, celebrate their accomplishments and to plan their future together.

The following document was written to tell this story. The first section includes the history and the indicators of change. The second section deals with the methods of development, including how creative change happens, is sustained and documented.

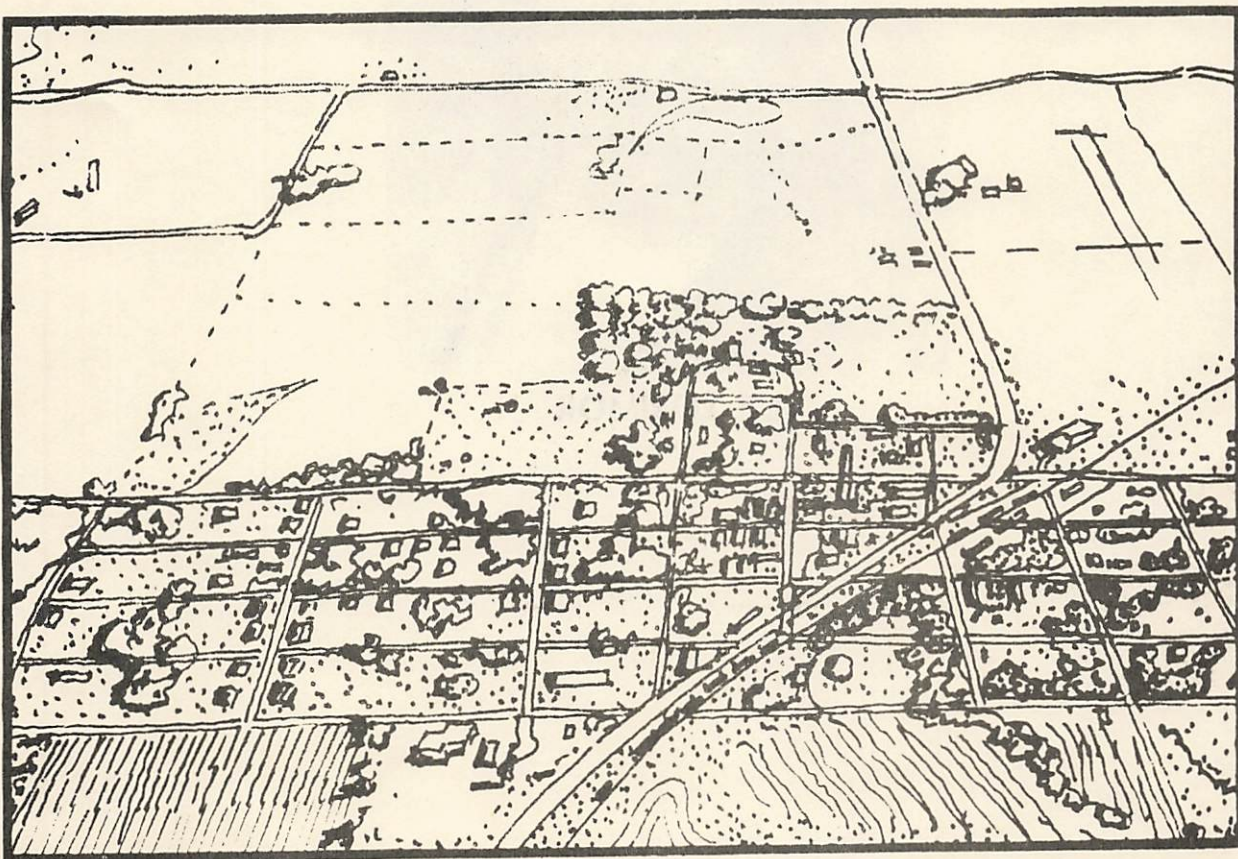
It is hoped that this document itself will be a sign and tool for other communities concerned with rapid, comprehensive human development.

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THE STORY OF

Lorimor





J. S. LORIMOR



MAINSTREET - EARLY 1900's

STORY OF LORIMOR

This is the story of Lorimor, Iowa, a rural community located in Union County, 50 miles southwest of Des Moines.

EARLY HISTORY AND DEVELOPMENT

Lorimor was the "Magic Little City of Southwest Iowa" in 1888, according to the editor of the Lorimor Journal. Just two years earlier, J.S. Lorimor had offered the approaching railroad the right-of-way through his land. A year later as the first iron horse chugged through the area, Lorimor had been platted and lots sold. Five years later the business district had grown to 40 businesses and the population to nearly 400. Additions were laid out in 1891, 1893 and 1899. In 1894 the town was incorporated.

It has not all been easy for this "magic little city". A fire in 1895 destroyed half the business district. Some time later, another blaze wiped out those that remained. At that time, the council quickly passed an ordinance that no more frame business buildings could be erected. Later problems were not solved so easily.

There were two proud graduates in the first Lorimor School class of 1895. They had attended classes first in the back room of the Trading Store, a 12 x 16 foot building on the east end of Main Street. In 1890, classes moved to the new wooden structure which served till 1915 when a brick building, costing \$19,000, was built. It accommodated

225 students. An addition in 1926 enlarged it. Today's students attend grade school in this same building, then join students from four other communities in a modern East Union Community Junior-Senior High near Afton, 15 miles away. This new district was organized in 1965; the new building was completed in 1971. Both reorganization and passage of a bond issue for the school were accomplished after bitter struggle.

The Lorimor Journal continued publication from 1888 to 1945 under several publishers including Harry G. Lord who left in 1940, but returned to play a major role in later development. "The Journal" claimed an advertising blurb in 1922, "covers Iowa like the dew." Overstated or not, it was a major blow to the town when the Lorimorian, which followed the Journal, ceased publication in 1964.

"The Little World's Fair" was organized in 1924. Here the Union County farmers vied for honors with their livestock; their wives competed with needlework, baking and canning. For 30 years it was the highpoint of summer and a source of great civic pride. The fair probably more than anything else symbolized the vitality and character of Lorimor in its prime. From 1900 to 1954 the community flourished as a farming center with doctors, veterinarians, a paper company, two foundries, a brick factory, lumber yards, a roller skating rink and traveling tent show featuring vaudeville entertainment.

POST-WAR DECLINE

Following World War II, returning veterans took advantage of the GI Bill, went off to college and then moved on. The city had no water or sewer system, so, despite being on a main highway and major railroad, new businesses were difficult to attract and the decline began.

Beginning in 1954, it was a steady downward slide - the Fair was moved to the more centrally located Afton, grocers went from four to one; the locker plant closed; both druggists ceased business; the theater went dark; a furniture store, a produce business, three auto dealers, a hotel and a barber shop closed their doors; the dentist and the doctor retired without replacements. Most damaging of all, a negative attitude settled over the town like a fog.

RECENT RECOVERY

In the late 60's we took our first step back. A municipal gas system was installed. In the early 70's, government programs opened up at the same time that ex-editor Harry Lord returned to town. Armed with know-how and time to spend, Harry spearheaded a long drive to a municipal water system. Immediately after, a laundromat opened for business. Citizens concerned for the many golden-agers in the community began to work toward low-rent senior citizen housing.

Then in June 1978, the community, along with the Institute of Cultural Affairs held the Lorimor Human Development Consultation. During this

week citizens articulated their concerns and dreams for Lorimor and created a plan. Following the Consult, a nucleus of ICA staff remained and worked with the community as VISTA volunteers. Since then, we've worked long and hard to get Lorimor back on track. Beginning with restoration of community pride, we staged a massive clean-up and created a mini-park from a debris-littered empty lot. Trees and flowers were planted on Main Street and in neighborhood competitions. In addition to the Lions Fall Festival, community spirit has been enlivened with a Spring Heritage/Homecoming celebration and the Christmas Festival of Lights which includes a 100' water tower Christmas tree that can be seen for miles around.

Efforts to induce new industries to locate in Lorimor have brought in the Mother Lode factory which employs 20 in the manufacture of cross-country ski clothing. Today the senior citizen housing is a reality with eight apartments for handicapped and over-62's; a preschool operates two days a week; the New Lorimorian, mimeograph-printed weekly and mailed to all homes, has become self-supporting with advertising and subscriptions; a previously empty building has taken on remodeled life as the Lorimor Community Center after many hours of donated labor and an ongoing fund drive; community activities are coordinated and directed from the Service Center on Main Street; the new sewer system has made a temporary mess of town - a mess most citizens endure happily; and we look forward to new sidewalks that will let us step lively into a promising future.

Jodi Wright
Lorimor Resident



MAINSTREET LORIMOR - 1980

INDICATORS OF DEVELOPMENT

A. TOWARD ECONOMIC SELF-SUFFICIENCY

INTENT: The intent of the Lorimor community for the past two years has been to strengthen its overall economy by expanding needed commercial services, increasing and diversifying local employment and improving the physical condition and appearance of the business district.

CONTRADICTIONS: During the Lorimor Consult, many underlying problems and blocks were identified which were preventing the community from carrying out its intents. The three which were most directly related to economic development were: Overlooked Potential of Business Marketing, Paralyzing Risk of Financial Investment and Unsupported Development of Commercial Services.

INDICATORS OF CHANGE: The following are the primary indicators that a positive change in Lorimor's economic life has and is taking place.

1. EXPANDED BUSINESS

In the past two years, seven new businesses have opened in Lorimor, two have significantly expanded and three were sold and opened under new management. This has resulted in 33 new jobs.

2. NEW INVESTMENT

Since June, 1978, there has been over \$2.6 million of new public and private investment within the city.

3. LOCAL DEVELOPMENT COMPANY

The Lorimor Community Development Corporation was formed in August, 1978, to promote economic development in the community. Their first major venture was the relocation of a sewing company from Denver, Colorado, to Lorimor.

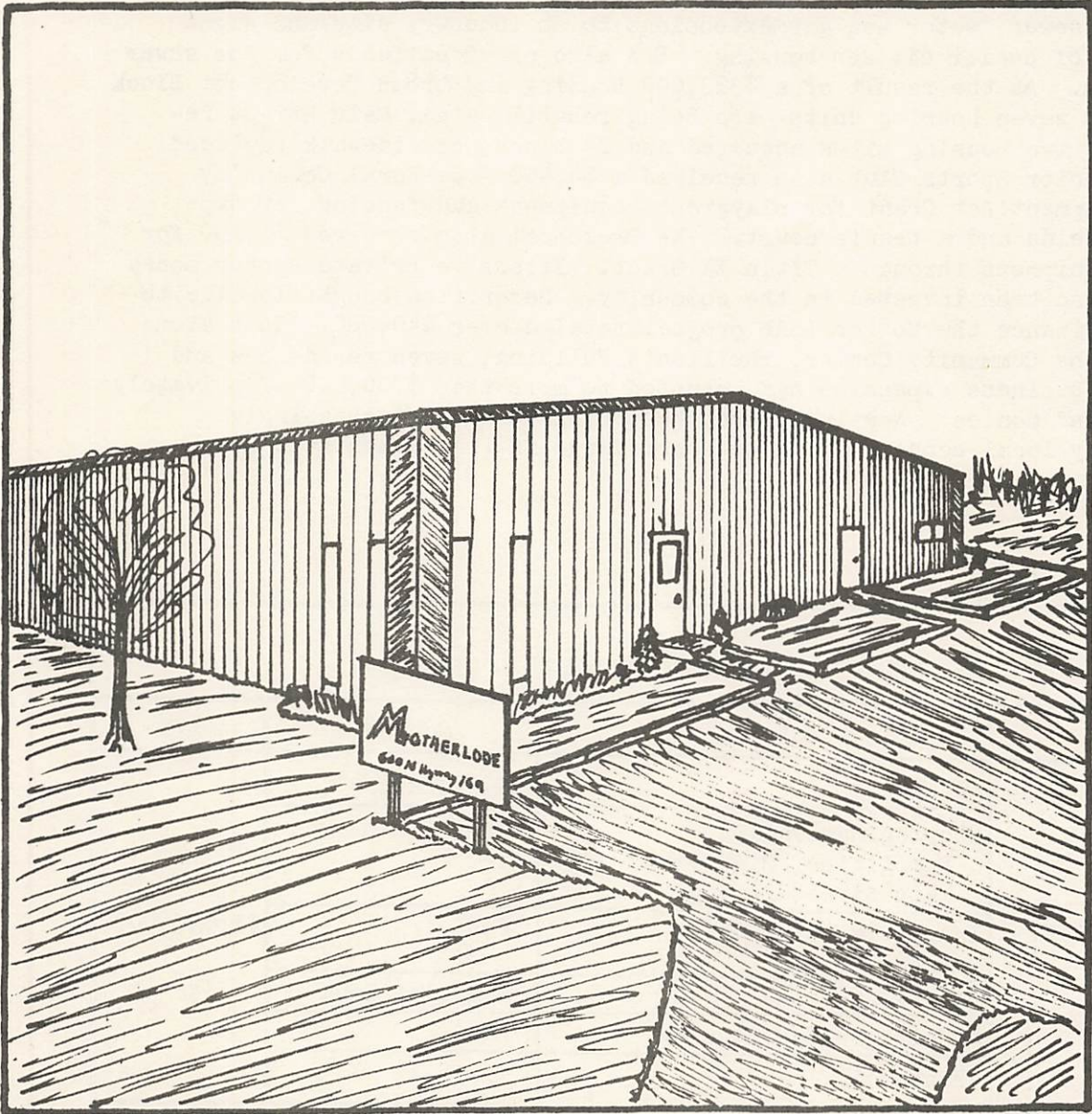
4. NEW BUSINESS CLIMATE

The weekly newspaper which is sent to 400 homes carries an average of six local ads each week. Three empty or storage buildings in the downtown area have been reclaimed for business or community use and promotional activities draw people downtown.

1. EXPANDED BUSINESS

By the early 1970's, the decline of Lorimor's business district seemed to have reached its low point, and signs of possible recovery began to appear. A laundramat, a beauty shop, a family restaurant and a restaurant-lounge were opened and early in 1978 an earth moving contractor erected a building on Main Street. However, it was also during this time that the hardware store and a variety store closed and one of the town's last professionals, an accountant, retired. Since mid-1978, the positive trend toward recovery has accelerated with seven new businesses opening, including the Mother Lode sewing company. In addition three businesses were sold but retained through new ownership and two businesses expanded. Approximately 33 new jobs have resulted from these activities. During this time four businesses closed with a loss of four jobs, leaving a net increase of 29 jobs for the last two year period.

BUSINESS EXPANSION/NEW JOBS	
NEW BUSINESSES	
Sewing Industry	20
Honey Processing	2
Hardware	1
Appliance	1
Plumbing	3
House Plants	1
Tool Sharpening	1
RETAINED BUSINESSES	
Feed & Equipment	-
Insurance	-
Family Restaurant	-
EXPANDED BUSINESSES	
Model Car Manufacturing	4
Gift & Card Shop	-
TOTAL	33



SEWING FACTORY - OPENED MARCH 1980

2. FINANCIAL INVESTMENT

During the past two years, at least \$2.6 million has been invested in the city of Lorimor through private and public sources. Farmers Home Administration packages provided funds for a new sewer system in the City; sewer, water and gas extensions to an industry site and eight units of senior citizen housing. EPA also provided funds for the sewer system. As the result of a \$323,000 Housing and Urban Development Block Grant, seven housing units are being rehabilitated, Main Street repaved; two housing sites acquired and 24 blocks of sidewalk replaced. The Junior Sports Club also received a \$4,450 Iowa Rural Community Development Act Grant for playground equipment and fencing for two ballfields and a tennis court. The Preschool also received \$1,150 for new equipment through a Title XX Grant. Extensive private sector money has also been invested in the community. Securities bought locally to help finance the Mother Lode project totaled over \$40,000. This along with the Community Center, the Lion's Building, seven residences and other business expansion has amounted to more than \$700,000 of privately invested monies. New investment has resulted in an increasingly healthy local economy and a new confidence in the community's future.

NEW FINANCIAL INVESTMENT IN LORIMOR			
	Purpose	Source	Amt/%
PUBLIC	Sewer	FmHA, EPA	\$1,950,000 74%
	Housing Renovation Demolition, Sidewalks Main Street Paving	HUD	
	Industrial Site Sewer Water, Gas	FmHA	
	Play Equipment	State of Iowa	
	8 Units Senior Housing	FmHA	
	Preschool	Title XX	
PRIVATE	Community Center	Donations Fund-raising	\$ 700,000 26%
	New Housing	Individuals Banks	
	Lions Building	Fund-raising	
	New Business Financing	Individuals Banks, SBA	
TOTAL			\$2,650,000

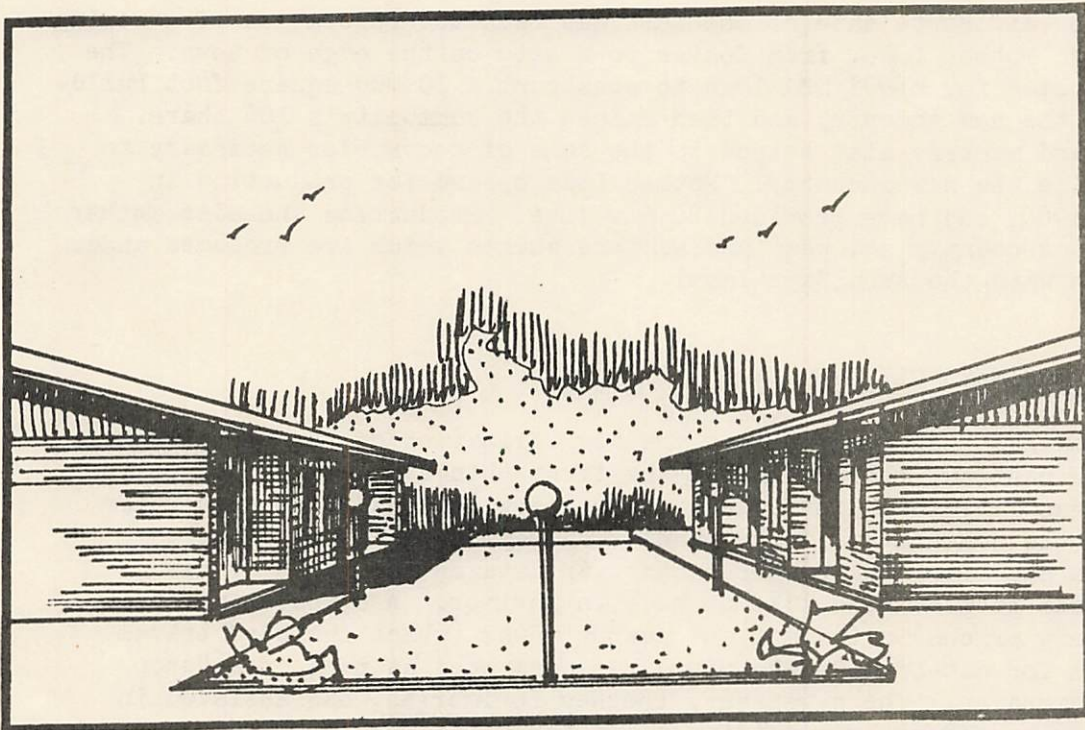
3. LOCAL DEVELOPMENT COMPANY

After years of a declining tax base and diminishing community gross income, the community was ready in 1978 to actively promote economic development through the establishment of a Community Development Corporation. During the Lorimor Human Development Consult in June, 1978, the possibility of forming a non-profit development company was raised by a representative of the Small Business Administration. Before the end of the week, 35 people had pledged their membership. The Lorimor Community Development Corporation was incorporated August, 1978. Membership is open to anyone from the Lorimor community for a \$25 membership fee. The Corporation's purpose is to actively promote the community's economic future and serve as the legal vehicle to receive loans and grants. Presently, 40 residents in the area are members.

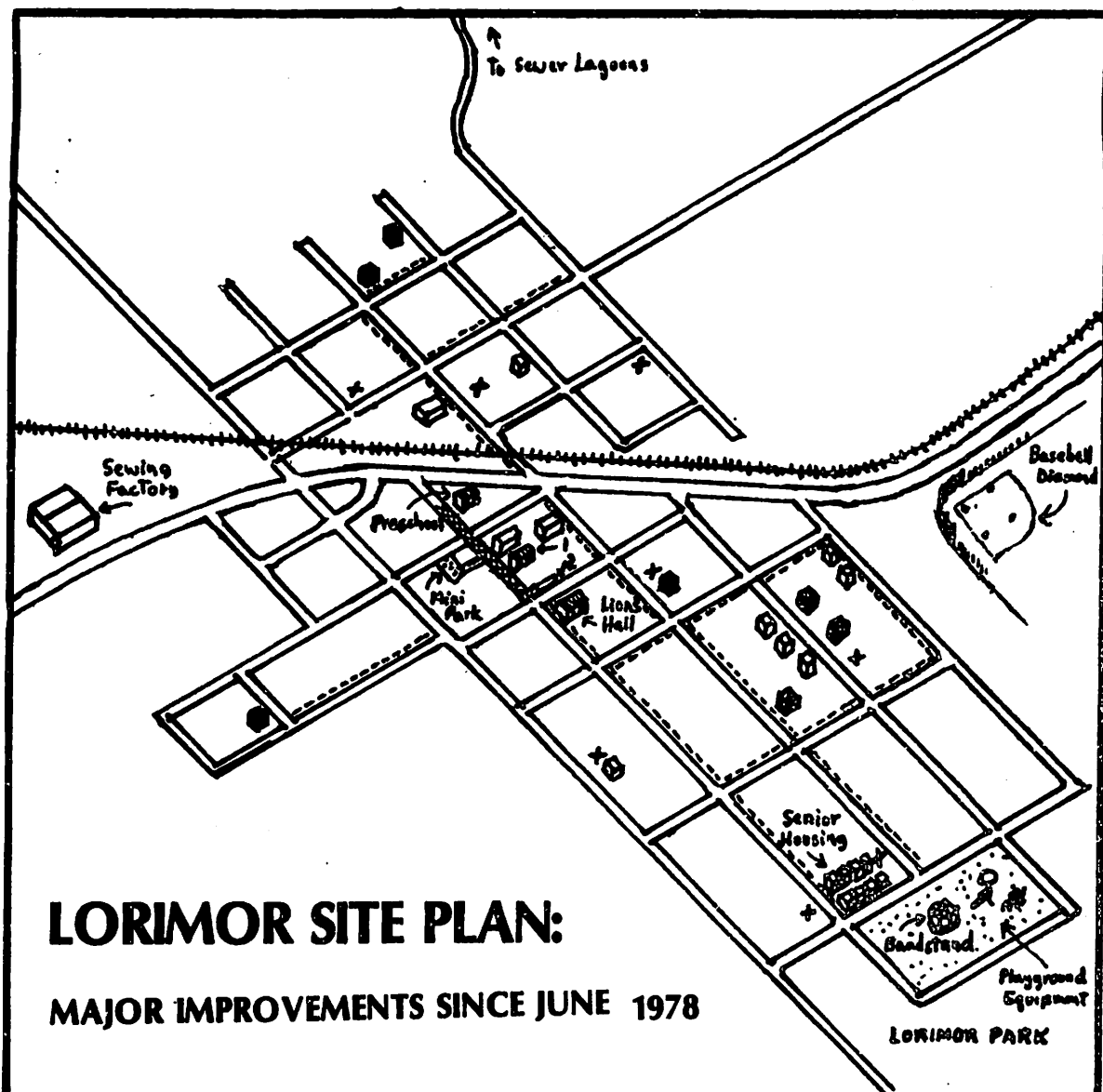
The major effort to date of the LCDC has been the relocation of a sewing industry, Mother Lode, from Denver to a site on the edge of town. The LCDC applied for a 90% SBA loan to construct a 10,000 square foot building for the new industry and then raised the community's 10% share. LCDC Board members also helped in the sale of securities necessary to capitalize the new industry. Mother Lode opened for production in March, 1980, and have provided 20 new jobs. Production includes Mother Lode cross-country ski wear and Western shirts which are produced under contract with the Anna Zapp label.

4. NEW BUSINESS CLIMATE

Attention has been focused upon the revitalization of the business area over the past two years. One of the first things done was to publish a business directory listing all of the services and businesses which were in the community. Two community surveys revealed shopping patterns and provided the merchants with data on the types of new businesses people would like to have in Lorimor. A comparative study of grocery prices in Lorimor and nearby towns (which included travel expenses for out-of-town shopping) was conducted as part of a "shop local" campaign. The newspaper, the New Lorimorian, has assisted in this ongoing effort by providing a way for merchants to advertise their products. Mailed weekly to 400 homes in the area it now advertises for an average of six local businesses each week. Beautification in the downtown area has included planting trees and flower planters, painting the trim on buildings, reclaiming empty buildings for community use, creating a mini-park with a mural and designating diagonal parking spaces. Special events have been created around Grand Openings of new businesses, seasonal social activities such as the Scarecrow Contest at Halloween and two extended experiments with Friday night shopping. The bustle of activity resulting from these activities has helped to make the community aware of its businesses and triggered plans for the future.











SENIOR CITIZEN HOUSING - OPENED DECEMBER 1979



LORIMOR SITE PLAN:

MAJOR IMPROVEMENTS SINCE JUNE 1978

KEY

-  New Housing
-  HUD, Rehabilitated Housing
-  Dilapidated Housing Removed
-  New Business
-  Mainstreet Beautification
-  New Sidewalks
-  Community Center
-  Community Service Center

INDICATORS OF CHANGE

B. TOWARD HUMAN SELF-CONFIDENCE

INTENT: The intent of the Lorimor community over the past two years has been to rebuild a sense of community identity, pride and cohesiveness through initiating community-wide celebrations and activities, promoting beautification and facility improvements and increasing opportunities for involvement and cooperation among residents and groups.

CONTRADICTIONS: During the Lorimor Consult many underlying problems and blocks were identified which prevented the community from achieving its intents. Those most directly related to the community's identity and outlook were: Debilitating Images of Community Future, Ineffective Structures of Local Consensus and Fragmented Patterns of Social Activity.

INDICATORS OF CHANGE: The following are the primary indicators of a new sense of self-confidence in the community and its future.

1. COMMUNITY FACILITIES AND BEAUTIFICATION

The completion of the Community Center and Lions Building stand out among the numerous improvements which have also been made to the Park and recreational facilities, private homes and businesses.

2. COMMUNITY-WIDE ACTIVITIES

The Christmas Festival of Lights and the May Heritage/Homecoming Day have been established along with other events including a Benefit Ball, Halloween Haunted House and a Spring Beautification Campaign.

3. POPULATION INCREASE

Between 1970 and 1980 Lorimor's population increased from 346 to 404, an increase of 58 people or 17%. In the last two years, 15 housing units have been built or placed.

4. SYMBOLS OF PRIDE AND IDENTITY

Symbols which have emerged include the Community Center, a community emblem, a 100 foot water tower Christmas Tree and a renovated bandstand. Marigolds have become the community flower.

1. COMMUNITY FACILITIES AND BEAUTIFICATION

In the past two years the community has seen the completion of a community center, a new Lions Hall, the installation of five pieces of new playground equipment and the renovation of a baseball field including a new backstop and fencing. Nearly all of this was financed through local fundraising and built with volunteer labor. The Junior Sports Club secured a grant of \$4,450 from the State of Iowa to purchase playground equipment and fencing. Beautification in the business district has been highlighted by 10 trees, a mural, six flower planters and a mini-park. Care of private property has improved and Lorimor Park has been renovated, including the rebuilding of the bandstand. All of the public beautification was done on community "workdays", and counter to recent trends in the community, vandalism has been minimal. High school youth participated in several clean-up campaigns and built four grills and picnic tables for the Park as their contribution to the renovation effort.



LORIMOR PARK - RENOVATED BANDSTAND

NEW PLAYGROUND EQUIPMENT

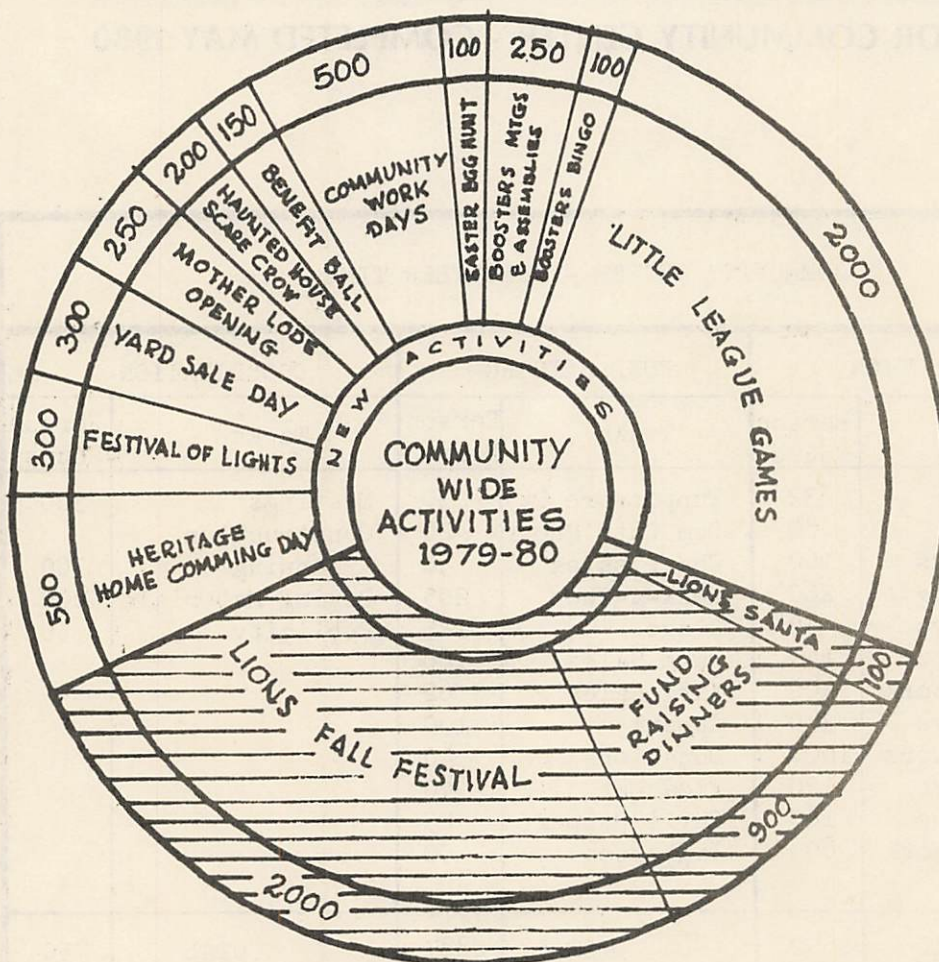


LORIMOR COMMUNITY CENTER - COMPLETED MAY 1980

COMMUNITY CENTER - VOLUNTEER TIME					
CONSTRUCTION		FUND RAISING		COORDINATION	
Tasks	Person Hours	Tasks	Person Hours	Tasks	Person Hours
Clean-up	32	Tupperware Pty	30	Meetings	300
Roofing	80	Com Cntr Showr	20	Construction	
Oct Workdays	160	Chair sales	30	Planning	200
Roof Bracing	260	Rock-a-Thon	205	Buying Materials	200
Nov Workdays	40	Bingo	125	Publicity	50
Jan Workdays	240	Bake Sales	160		
Jan Daily Work	400	Yard Sales	62		
Feb Workdays	340	Appeal	100		
Feb Daily Work	1000	Donations	40		
Apr Workdays	120	Flea Mkt	40		
May Workdays	160	Chili Supper	25		
May Daily Work	800	Jamboree	50		
TOTAL	3632	TOTAL	887	TOTAL	750

2. COMMUNITY-WIDE ACTIVITIES

With the loss of its high school, business district and Annual Fair in the 1950's Lorimor lost its major centers of interaction. Without these unifying elements the community's sense of cohesiveness faded and very little "community" activity took place. In 1964 the Lions Club recognized the vacuum and created an Annual Fall Festival which has been well supported ever since. During the Consult in 1978, residents voiced the need to have additional community-wide activities to again create a strong sense of community. Since the Consult, well over 100 events, meetings and activities have been held which were open to the community at large. Of these, several have become regular annual activities. The chart below illustrates the increase in volume of community-wide activities that has formed the basis for a new sense of vital human community in Lorimor. The numbers indicate how many persons have participated.





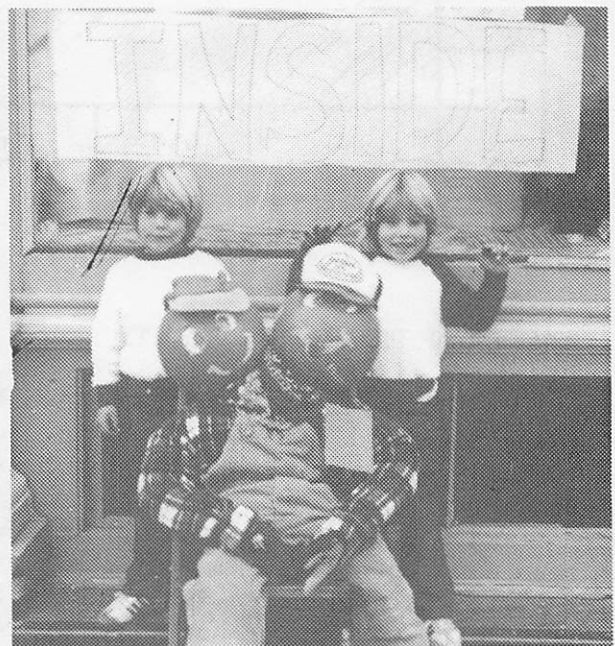
HERITAGE - HOMECOMING DAY



PLANNING ASSEMBLIES



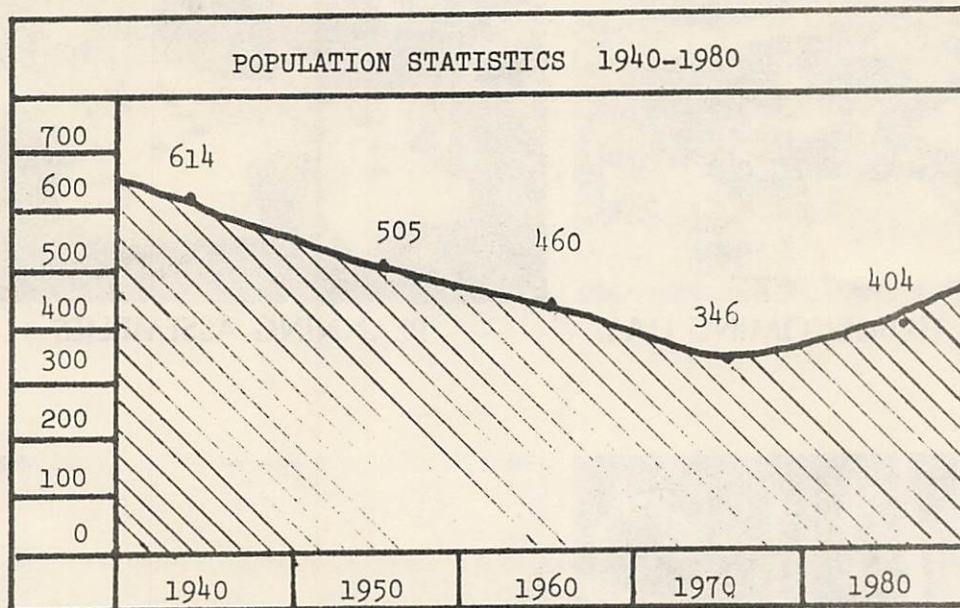
COMMUNITY WORKDAYS



SCARECROW CONTEST

3. POPULATION INCREASE

Between 1970 and 1980 the city of Lorimor's population increased from 346 to 404, an increase of 17%. This represents a dramatic shift after 30 years of declining population as shown in the chart below. Nearly half the increase has happened in the last two years. During this time, four homes were built, four new house trailers were installed, and eight units of elderly housing completed.

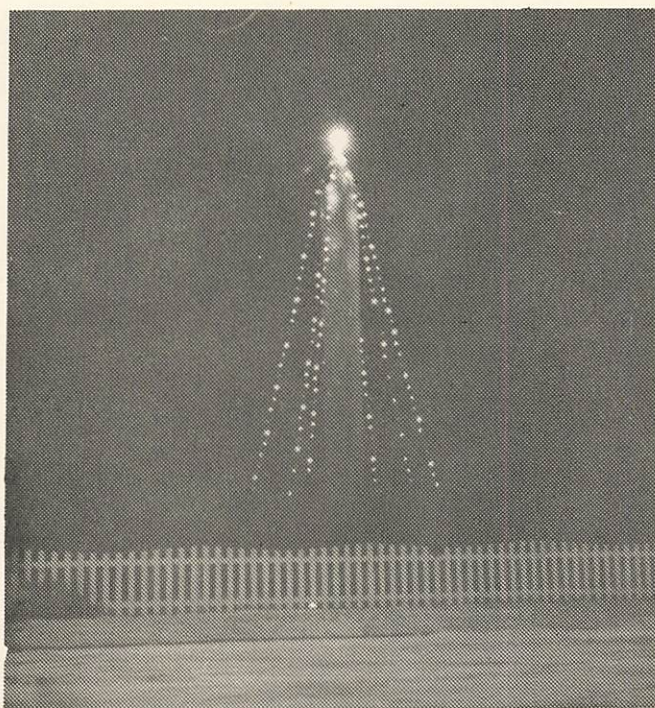


4. SYMBOLS OF PRIDE AND IDENTITY

Throughout Lorimor's history there have been many symbols of community pride and identity: the school, Little World's Fair, "The Little Church", the bandstand, Lorimor Park, lighted trees in the intersection of Main Street at Christmas, the original community building, the Lorimor Journal and the Lorimorian, to name a few. Since the Consult an effort has been made to recover some of the past symbols and find new ones that point to the future. Past symbols that have been recovered include the bandstand, Lorimor Park, the Little Church and the Lorimorian newspaper now called the New Lorimorian. A recent survey found that the New Lorimorian is read weekly by over 90% of the households in the community, town and country. New symbols which have emerged include the community emblem on the cover of this report, the 100' water tower Christmas tree, the Community Center, and marigolds as a community flower. In 1979 Lorimor won first place for its size category in the Iowa Community Betterment Contest.



**LORIMOR RESIDENTS RECEIVE FIRST PLACE
COMMUNITY BETTERMENT AWARD
FROM GOVERNOR RAY**



WATER TOWER CHRISTMAS TREE

INDICATORS OF DEVELOPMENT

C. TOWARD SOCIAL SELF-RELIANCE

INTENT: The intent of the Lorimor Community over the past two years has been to create programs and services that will deal with felt social needs through involving all age groups, providing practical training and expanding the leadership base.

CONTRADICTIONS: During the Lorimor Consult many underlying blocks were identified as inhibiting the community's response to its needs. Those which were most directly related were: Unexercised Responsibility of External Relations, Unexplored Opportunities of Community Education and Undesigned Structures of Significant Engagement.

INDICATORS OF CHANGE: The following are the most dramatic indicators of a growing self-reliance.

1. COMMUNITY PRESCHOOL

The preschool is starting its third year as a community operated and financed preschool, holding sessions two mornings a week with a capacity of 15 children.

2. CHILDREN AND YOUTH ACTIVITIES

In the last year more than 60 parents were involved in organizing and supervising activities for elementary age children through the new Junior Sports Club. A Youth/Adult Council was also established to foster regular activities for junior and senior high youth.

3. EMERGENCY CARE TRAINING

The community has taken the first steps in providing coordinated emergency medical care through the training of four women as EMT-A's (Emergency Medical Technicians-Ambulance), and raising \$1,800 toward start-up costs for an emergency service.

4. LORIMOR COMMUNITY BOOSTERS

Organized in 1976, the Boosters is a community-wide organization whose purpose is to further Lorimor's overall social development. Recent projects include the Community Center, a weekly newspaper and Christmas Festival of Lights.

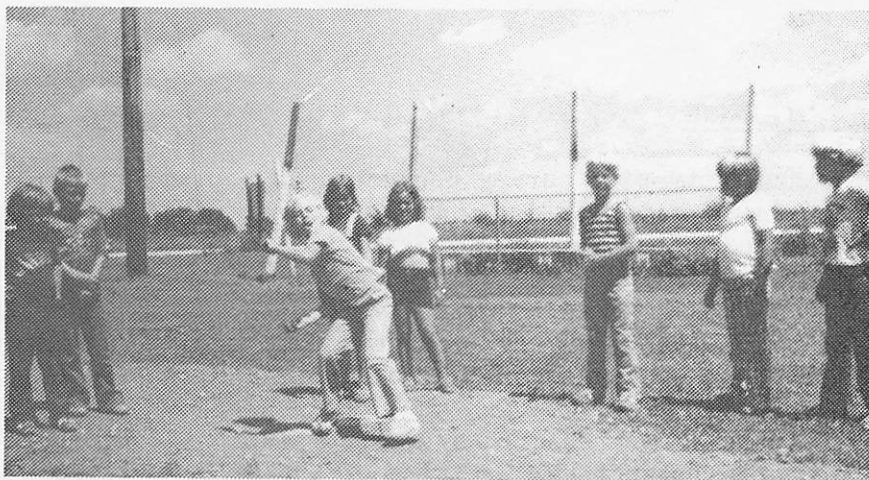
1. COMMUNITY PRESCHOOL

During the Consult held in Lorimor, June, 1978, it was discovered that several mothers in the area were interested in a preschool for their young children, the only age group in the community that had no structured activities available to them. A phone survey was held to determine the interest and the number of preschool age children in the area. The results were positive and preparations began. That fall several meetings were held to learn about state regulations, find a building, hire a teacher and gather materials. Very few places in town met state specifications for preschool facilities, but finally the Lions Club room in the City Hall was secured. A teacher and helper were hired and the Lorimor Community Preschool opened on January 17, 1979, to serve 15 children. Sponsored by the Lorimor Boosters Club, there is a five member Board of Directors, the majority of which are parents, and a director who volunteers her time. The Preschool meets two mornings a week, Wednesdays and Fridays, from 9:00 to 11:30. Many of the children come in from the country, pleased to have a chance to be with other children their own age.

The Preschool operates on a shoestring. Money is collected from student fees and fund-raising events such as the pancake dinners. In April, 1980, a grant from Title XX purchased much needed equipment, including child sized tables and chairs. The community has given strong support. Two service clubs have donated money; fund-raising events are well attended; the Open Houses in the spring have filled the room; perhaps most important, the Lorimor school kindergarten teacher has praised the program.



PRESCHOOL OPEN HOUSE



LITTLE LEAGUE PRACTICE

2. CHILDREN AND YOUTH ACTIVITIES

In the summer of 1979 a group of mothers organized a series of trips and activities for the elementary age children in Lorimor. That fall they organized the Junior Sports Club with the aim of consolidating efforts to provide sporting and out-of-school activities for the children. Sports and events sponsored included a scarecrow contest, Halloween Haunted House, basketball, Little League baseball, T-ball, softball, a bike-a-thon, Easter egg hunt and end of the season Little League picnic. The Club also received a \$4,450 Iowa Rural Community Development Grant to improve recreational facilities. A series of spring workdays involving parents and children saw the erection of new backstop and fence lines for the ballfield, chain-link fence around the tennis court, new slide, Tot Town jungle gym and coil spring animals in the city park. They also presented a petition to the City Council for purchase of a merry-go-round, which they installed. The children sold ink pens and popcorn for a total of \$640 to help purchase sports equipment and the mothers ran the concession stand during the games to pay for the ballfield lights. In a recent report on their activities the Club stated, "Our goal was to improve sport activities and other everyday activities for the young and the old. We have had more participants in our sports and more spectators than in past years. More people are using and enjoying the city park since the improvements and vandalism in the park has almost ceased."

A core of junior and senior high youth and adults formed the Youth/Adult Council. Dances, a pizza party, rock-a-thon, street carnival and bake sales have been part of their recent activities. Money raised by the youth has purchased one ping-pong table and a stereo for the Community Center, complementing a donated pool table with a ping pong table top.

3. EMERGENCY CARE TRAINING

Tabulations from a community-wide survey conducted in September, 1978, indicated that people were dissatisfied with the current availability of emergency service to the Lorimor area. Seventy per cent of the population estimated it would take 30 minutes or more for an ambulance to reach them. A health task force from the Lorimor Community Boosters was formed in November, 1978, to further look at needs of area residents and decided that an emergency vehicle with trained crew operating out of Lorimor would be one solution. Toward this end a second-hand ambulance was purchased and the research and procurement of equipment was undertaken. The crew began their training with a 14 hour First Aid class and a nine hour CPR class. Four women then went into advanced training and obtained Emergency Medical Technician certification in June 1980. Fund-raising activities have included two benefit balls, a raffle, picture coupon sales and general donations coming to more than \$1,800 toward start-up of the Emergency Service. Aimed at providing emergency care for the entire community, the next steps for the emergency service are training additional crew members and coordinating with the nearest county ambulance service to function as a "First Response Unit".

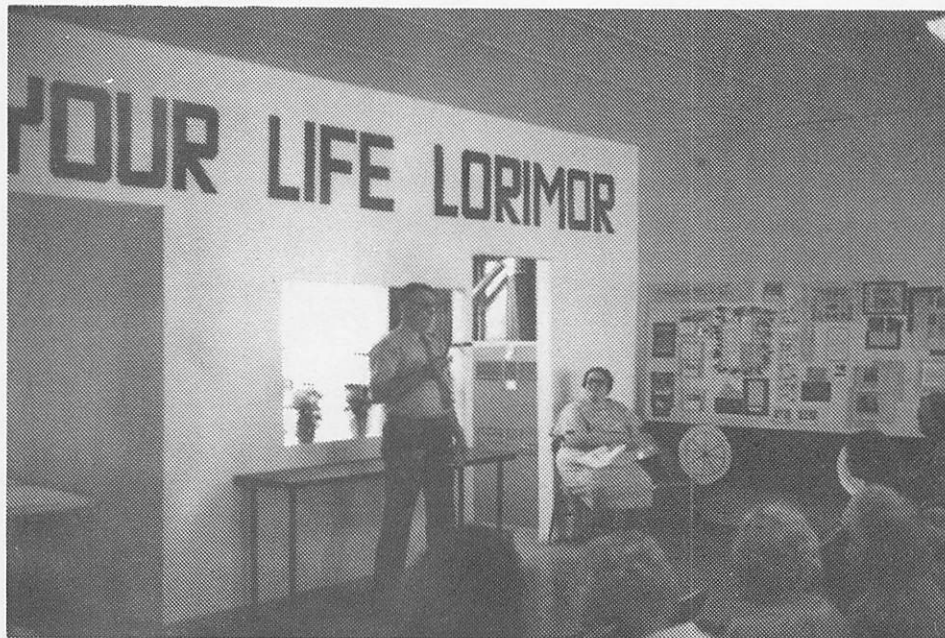
4. LORIMOR COMMUNITY BOOSTERS

The Lorimor Community Boosters Club was formed in September, 1976, out of a massive community effort to build a community center. The community center was not completed but the Club, with the aim of promoting and supporting the community lasted. After the Consult, the idea of a community center was revived and the building completed. During this time the Boosters have grown both in numbers of active members and scope of activity. Spurred by the comprehensive community development plan that came out of the Consult, the organization holds yearly and quarterly planning meetings to determine its goals and projects. In addition, a core group of 5-20 members meet weekly to coordinate activities and projects. A wide range of projects have been launched. Some new celebrations are the Christmas Festival of Lights, the Senior Citizens Snow King and Queen Contest, Heritage/Homecoming Day, the Benefit Ball and family fun nights. To provide a community coordination and information center, a volunteer staffed Community Service Center, open Monday-Friday, was established. One of its first tasks was determining who lived in the Lorimor community (town and country) and then publishing a Community Directory divided into the five basic geographic neighborhoods or stakes. This Directory served as the basis for the mailing list for the new weekly newspaper, also published through the Service Center. The Center also maintains a master calendar of all community and club events and has coordinated surveys to determine the needs and desires of the community.

The Boosters were also catalytic in the early stages of now independent projects such as the Lorimor Preschool, Junior Sports Club, Haunted House and the scarecrow contest.



**EMERGENCY MEDICAL TECHNICIAN
TRAINEES PRACTIC SPLINTS**



MAYOR SCOVEL OPENS NEW COMMUNITY CENTER



NEW LORIMORIAN VOLUNTEERS FOLD AND LABEL PAPER



CELEBRATION IN NEW COMMUNITY CENTER



**BANDSTAND RENOVATION
- SUMMER 1978**



SANTA VISITS FESTIVAL OF LIGHTS

COMMENTS BY LORIMOR RESIDENTS

"There has been an increase in the community's capacity to do things - there has been a change in the story. We've seen that we can get out and get things done for ourselves again."

Council Member

"I have more confidence in the town now. People have been made aware of its possibilities."

Business Owner

"Lorimor made a big decision in 1976. We decided to start a Community Center. The Town Meeting in 1977 helped us focus. The Consult in 1978 gave the Boosters a shot in the arm. Now we have our Center."

Local Minister

"There's more business in town; we like it better."

Farmer

"It has changed from, 'It could be a nice place to live,' to, 'It's a nice place to live'."

"When you have to go to work its so good to be able to get a job right in your own town and not have to spend extra time and money traveling to some other place."

Working Mother

"Now I can't say, 'There's nothing to do.'"

Elder

"I no longer consider it a dying community. It has started to build and grow. The people are friendly and it's a nice place to live."

New Business Owner

"One of the changes I've noticed is that we used to get together in the mornings and talk about our neighbors, and now we talk about things going on in the community."

Young Mother

"We were out to get all kinds of youth activities under one organization, not competing against each other."

Junior Sports Club Leader

"An individual trying to do something for the community usually burns out. The ability to go on comes when that individual and others are all linked together."

Local Minister

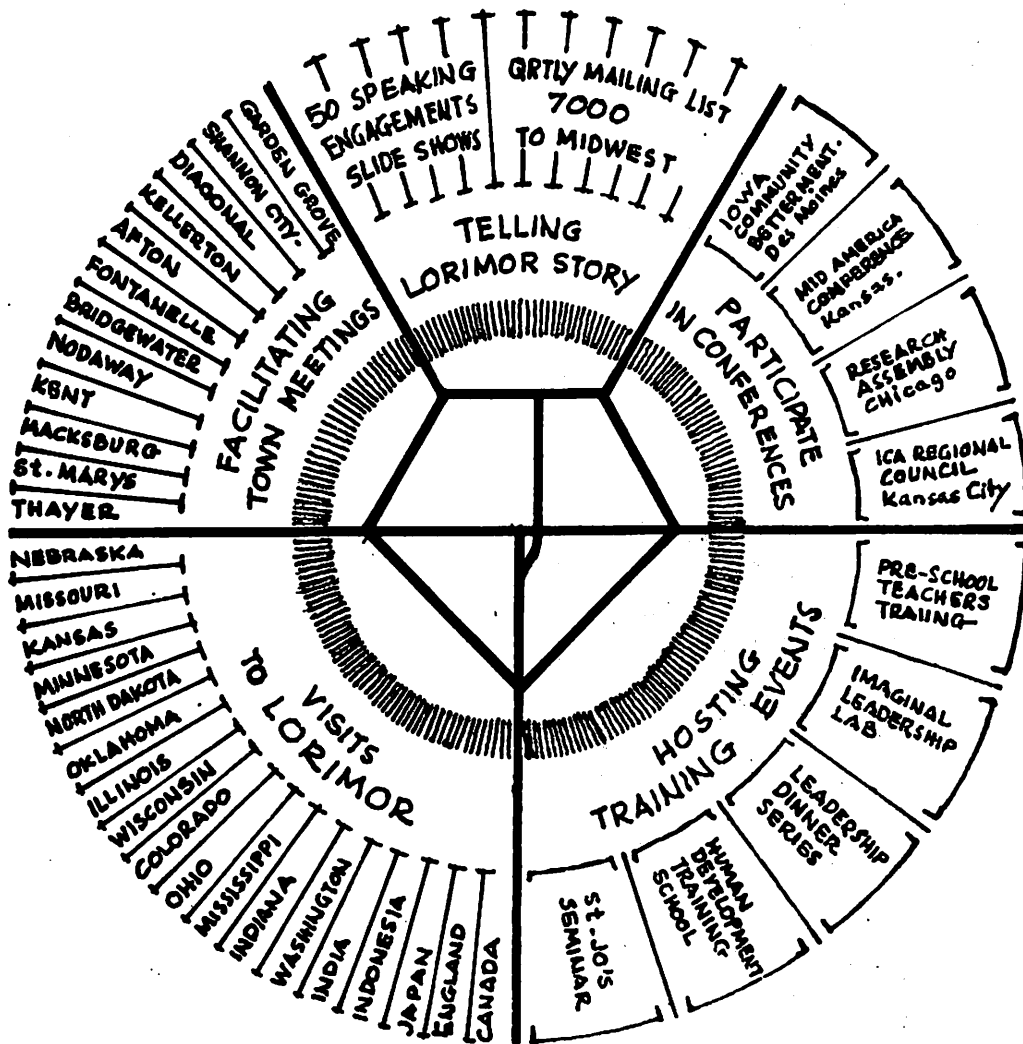
"We actually committed ourselves to do something and once we did, we won!"

Community Resident



EXTENDED IMPACT

The chart below shows the many ways Lorimor has had an impact beyond its own development.



THE FUTURE

There is presently a core of people in Lorimor who are involved in ongoing activities and committed to the future development of the community.

Many of the activities and events that have been started since the Consultation in 1978 are beginning their third year and have gained solid community support. The New Lorimorian newspaper, the Christmas and Heritage Day Festivals, the Preschool, the Community Center and the Junior Sports Club are among the best established.

The roles and potential of the Lorimor Community Development Corporation and the Lorimor Community Boosters have been clearly demonstrated and appear to be gaining acceptance. Several major new projects are on the horizon including: a satellite medical clinic, an apartment building, more rehabilitated housing, street and sidewalk work and continued expansion of the Community Center role.

In the past two years Lorimor has become a demonstration community and will continue to play that role in the future. Along with its own continued development there is a continuing openness and pride in hosting visitors and playing an active role in outreach and training events. In talking about Lorimor's future role as a demonstration community a resident said that "It will be a time of a Gem sharing its wealth."

THE METHODS OF HUMAN DEVELOPMENT

DEMONSTRATION APPROACH

PROJECT INITIATION

The initial Lorimor Development Project Consultation of June 1978 was held at the invitation of the Lorimor Community Boosters, with support and encouragement from private and public sector leaders of the State and Nation. In this meeting the community used the expertise of outside consultants to formulate its own four year plan for socio-economic development. First, the community's operating vision for all aspects of its life was articulated. Next, the underlying contradictions or blocks were identified. Then practical proposals were determined for dealing with the contradictions and a system of tactics devised for effective implementation. Finally, the tactics were rearranged in a chart of actuating programs which provided focus and structure for community participation.

PROJECT ACTUATION

Immediately following the Consult, members of the community and resident Institute staff began the implementation of the community's plan. Each tactic and subtactic was reviewed in detail to create implementary timelines for the quarter and the next year, specifying what action would be taken, where, when and by whom. During the first month initial steps of actuation were made in relation to each tactic with a particular emphasis upon visible signs of change. Action oriented task forces (called guilds) were formed around particular task arenas such as commerce and education, and neighborhood groups or stakes were formed. These began to meet on a regular basis and to encourage participation from the whole community. Events were scheduled, including community workdays, research trips and celebrations. Throughout the project, a particular concern has been to solicit external support, such as technical assistance from both the public and private sectors of society.

FACTOR

Underlying all the programs that a community undertakes and behind all its achievements is an elusive but indispensable element, the human factor. It is the spirit of participation, cooperation and responsibility among the residents. This spirit generates a confidence in the future which manifests itself in the community's physical appearance, its organization and its symbols of identity. With that spirit, the development process can be carried on indefinitely. Without it, even dramatic changes will either fade away, or worse, further the factionalism already present. And yet the human factor cannot become a program in itself - even a "training" program. It emerges only in the midst of intensive, rapid socio-economic development; when the need calls forth responsibility, cooperative efforts yield demonstrable results, and momentum sustains participation. As tangible results increase, and previous negative trends fade, the spirit of responsibility, cooperation and participation begin to take on structural form and a new

pattern of community life is born. The human factor is also sustained and strengthened through creative participation in the wider social context. Telling the community's story, sharing practical insights and receiving recognition for achievements all help sustain motivation in the community.

DOCUMENTATION APPROACH

CONTEXT

The approach used to document the Human Development Projects is unique. It differs from the usual "objective" analysis by frankly acknowledging the effect of the documentation process on the community and therefor designing formats, questions and procedures which allow the community to reflect helpfully on its journey. Secondly, it differs from the evaluative approach by emphasizing accomplishments, learnings and breakthroughs rather than discrepancies, failures and mistakes. The latter are examined, but on the assumption that all experiences have implications for the future. This approach goes beyond apparent negative factors to reveal their creative elements. This work is experimental, and in experiments there are no mistakes, only learnings. Development by nature is an ongoing process; therefore, experiences need to be fully and truly recorded for the sake of the next necessary steps. Thirdly, the scope of documentation is the total life of the community during the time of the project, not simply those events directly initiated by the project. The focus of concern is the community. There are many factors that influence, directly or indirectly, the process of development, making it often difficult to determine precisely who or what has been responsible for particular events.

DOCUMENT

The purpose of the document is threefold. First, it gives form to the story that is in the memory of the community. Elements such as the history of the community, legends, statistics and quotes are used to portray the process of development. The writing of the document is done in dialogue with representatives of various ages from the community. Secondly, it is a report of the results of efforts expended in the project. As such it intends to provide accountability to funding agencies, volunteers, authorization figures and other supporters for the use of resources they have made available. Thirdly, it is a concrete sign of hope. As such it holds up to all concerned with development what can happen in a community and what methods and approaches are effective.

METHOD

The method of documentation begins with a series of visits to the community. These visits are designed to determine the common story that has emerged. A timeline of the local history and a chart of accomplishments are created from these visits and shared with the community to check, correct and add data. The major section of the document is a report of the community's accomplishments in the economic, social and human arenas. Each part describes the intent of the community three years ago, the contradictions that they faced and the present indicators of development. The contradictions become the backdrop of the major accomplishments and activities that were instrumental to the changes that occurred. The indicators of change are summarized and the statistical data collected from community

residents, from past reports and public records in order to provide various forms of the community story. Personal interviews are also made to gather individual profiles, quotations, stories surrounding significant breakthroughs, photographic records and the legends that are part of the community's memory. All of the data is then shared with the community for the final approval of stories and statistics.

ACKNOWLEDGMENTS

The effectiveness of a comprehensive development effort such as the one in Lorimor depends heavily on the close cooperation of the public, private and voluntary sectors; each bringing its resources to bear in a coordinated effort. That cooperation has been amply demonstrated in Lorimor with the generous support and participation of many businesses, agencies, organizations and individuals.

All who have participated deserve more than appreciation. They deserve recognition for having helped to demonstrate the effectiveness of a comprehensive, local approach to community development, one that holds promise for many rural and urban communities throughout the world. The following lists are an attempt to recognize those who have given direct support or assistance to the Lorimor Human Development Project since June, 1978.

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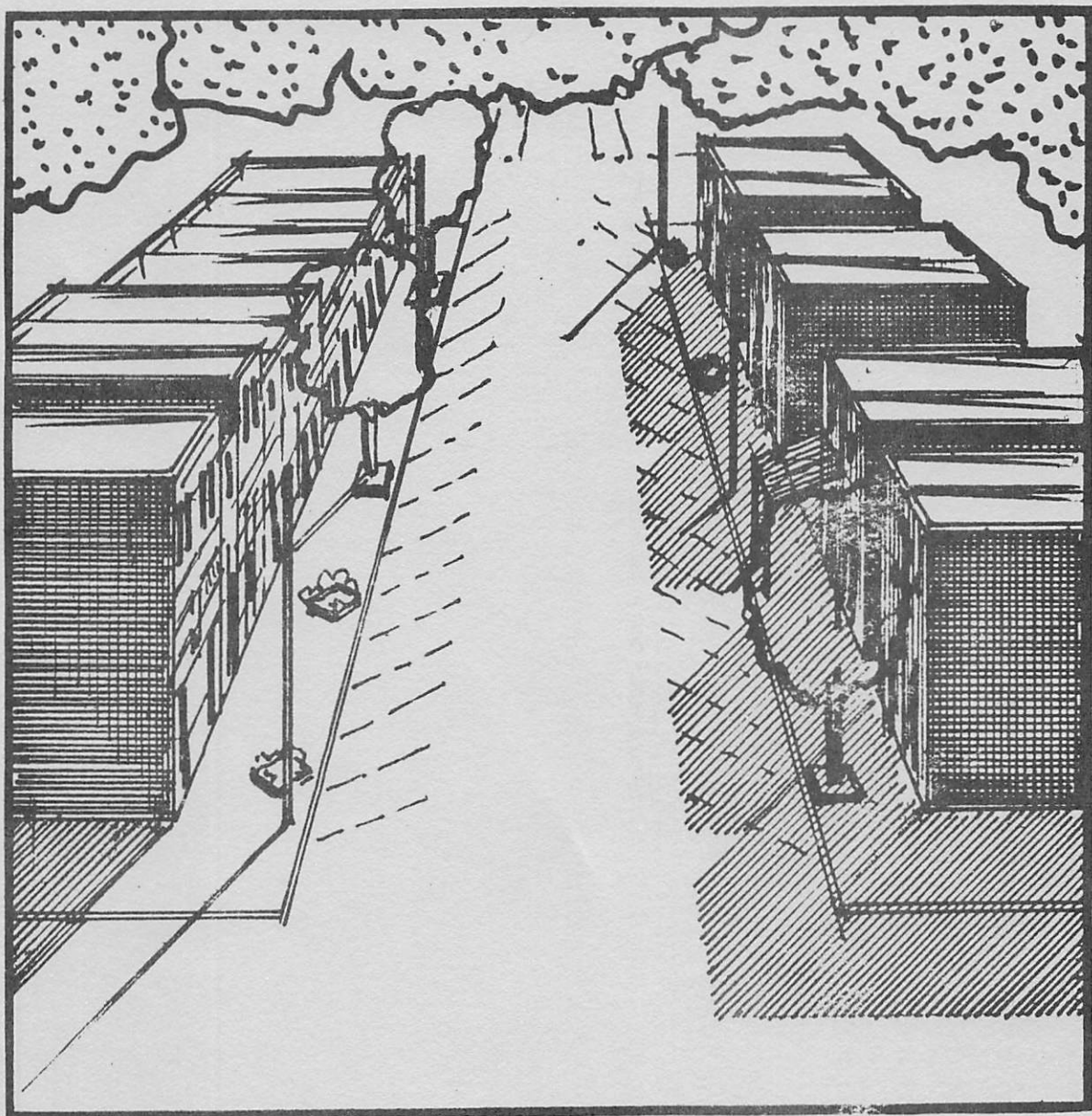
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THE INSTITUTE OF CULTURAL AFFAIRS

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. It has worked for 25 years to devise and demonstrate practical methods for comprehensive local reformulation. As a not-for-profit private voluntary organization working in 32 nations, it has over 100 field offices served by coordination centers in Bombay, Brussels, Chicago, Hong Kong and Singapore. The work of the Institute staff is complemented by an international network of voluntary consultants representing a wide range of expertise. Consultants donate both time and resources to assist in the planning and implementation of Institute programs. The Institute is supported financially by foundations, corporations, religious and service organizations and concerned individuals. Specific programs have been funded by regional, state, provincial and national government agencies.



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