

A PROUD HERITAGE
SEEDS of the FUTURE





**Unpredictably
and
Unexpectedly**



Celebration
on the plaza
in front of the
5th City
Shopping
Center

Communities are showing a startling capacity . . .

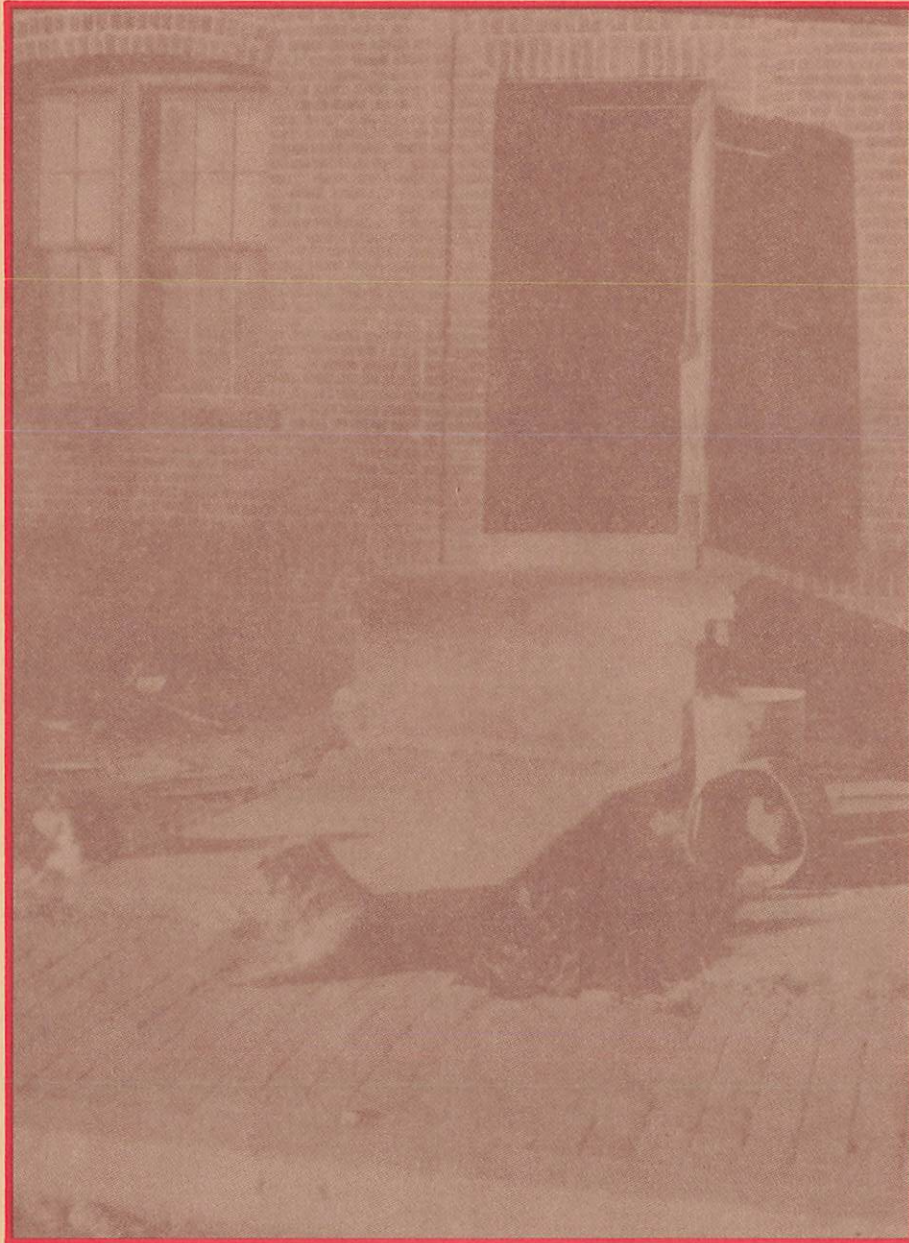
Seventeen years ago, residents of a Westside Chicago neighborhood, now called 5th City, decided to seriously consider their community's future. Today 5th City stands as a demonstration of the revitalization which can result when local people work in cooperation with both the public and the private sectors to achieve economic self-sufficiency and social self-reliance. Since the initiation of the 5th City Project, nearly 300 other communities have worked together to develop comprehensive plans for their futures. Nineteen such communities are located in North America. The four located in the Northeastern United States are featured in this booklet.

The Institute of Cultural Affairs is convinced that communities play a crucial role in stimulating individual and family pride and achievement. Further, the economic and social well-being of a region depends on the economic viability and social vitality of the neighborhoods and towns it encompasses. Human Development is a comprehensive approach intended to allow a community to realize maximum effectiveness in fulfilling both of these roles. Human Development Projects seek to create a climate in which residents themselves release the full potential of their community.

Each project begins with a week-long Consultation during which the residents and guest consultants build a plan to meet the community's needs. The Consultation brings to the community's attention its commonly desired directions and creates a plan of action. The subsequent efforts of residents are key to the project's progress. Guest consultants simply provide new perspectives and technical knowledge to generate fresh approaches to old challenges.

The four communities featured here typify many others facing similar situations: urban rootlessness, bygone roles, displaced agriculture and loss of a primary industry. Each represents a heritage of creativity resourcefulness and drive. Each is endeavoring once again to shape its own destiny. More importantly, these communities illustrate what is possible for **any** community. Rural America need not be filled with ghost towns. Urban America need not be overcome with blight. The following pages show what has happened to demonstrate this through the combined efforts of those who care.

Ivy City
Washington D.C.
Charlotteville
New York
Starks
Maine
Widen
West Virginia



IVY CITY WASHINGTON, D.C.

The crime rate in one Washington, D.C. neighborhood, Ivy City, has dropped dramatically. In 1976 Ivy City ranked fifth highest in crime among the 20 inner city neighborhoods of the Fifth Police District. Three years later it is 19th. Today Ivy City is a "new community" with a sense of having recovered social cohesion and integrity.

The 18 blocks which comprise Ivy City are bounded by New York and West Virginia Avenues and Gallaudet College. As one of Washington's historic communities, Ivy City has retained its name and identity. Crummell School has been a landmark and symbol since 1912. The school's closing in 1970 confirmed the residents' growing feeling of isolation from city services and opportunities. The neighborhood experienced intensified street crime, drug abuse and a general atmosphere of fear.

The Ivy City Council President stated, "In 1976 we decided to attack all the problems at the same time with a whirlwind of programs and activities." In one year residents acquired use of Crummel School for a community Center. Today the renovated building houses the preschool, thrift shop, youth activities room, elders lounge, library and community offices. In addition, the residents decided to improve the neighborhood's appearance: 400 tons of trash were removed from 12 lots, three parks were created and weekly clean-up programs were initiated. Groups of every age began to care for Ivy City. Two groups have registered with the District and operate with community boards. Summer employment provided 95 youth jobs. A new printing enterprise, "Unlimited Impressions" has employed five residents and trained eleven. Monthly sales have grown from \$1,000 to \$8,000.

A solid leadership base is ready to undertake major housing rehabilitation and extensive economic development. With the assistance of the Greater Washington Business Center and other private sector organizations, 100 residents participated in the initial plans for establishing an industry center.

To face impossible challenges . . .

One of many
community clean-up
days.



Jers in drill-team
formation.

Community center
'christening' at
1977 opening.



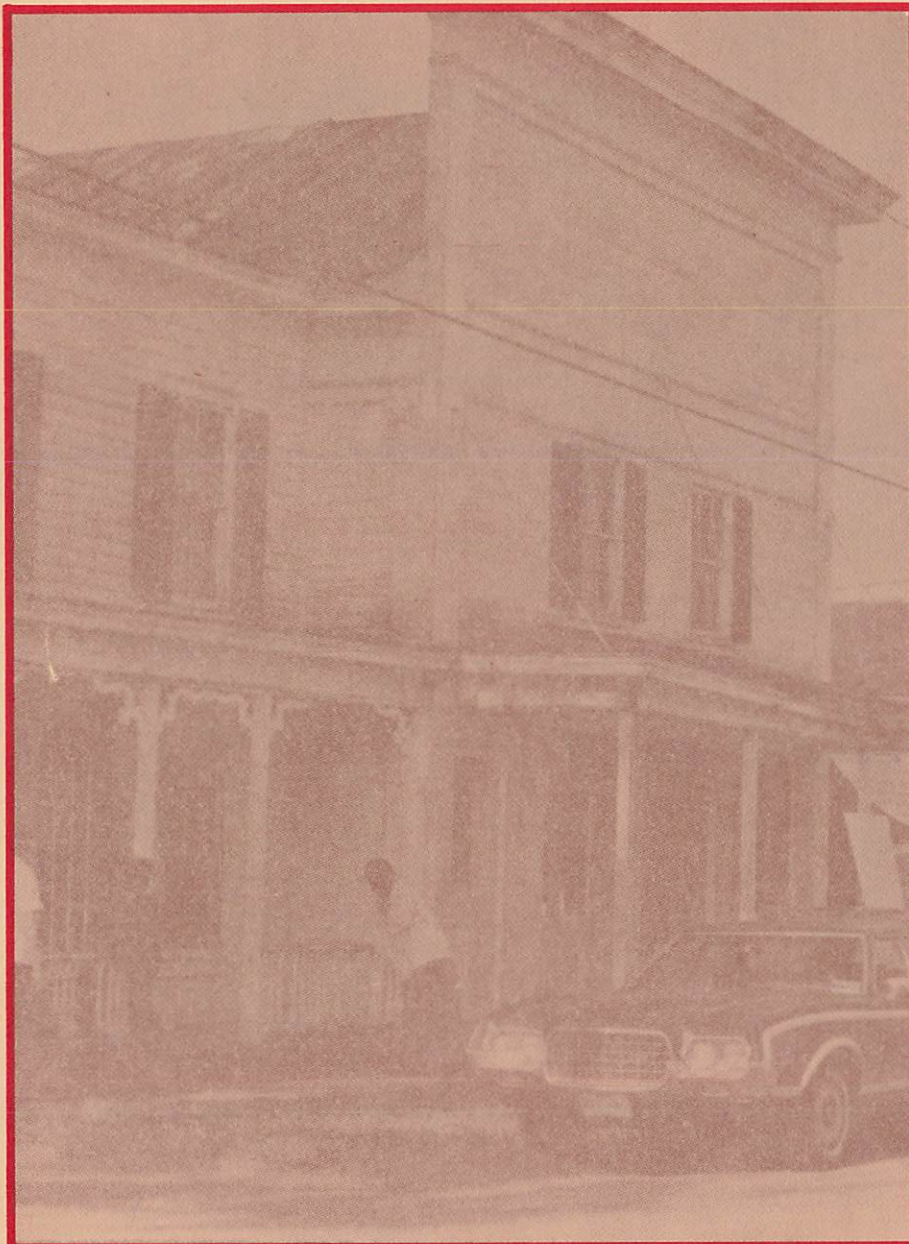
"Unlimited Impressions"
printshop on-the-job
training.



Sickle cell resting
at Health Fair.

Revitalized Neighborhood Reduces Crime

The Fifth District Police report, in 1976, ranked Ivy City 5th highest in crime among 20 inner-city neighborhoods. In 1979 Ivy City's crime rate had dropped to 19th among the same 20 neighborhoods.



Charlotteville

New York

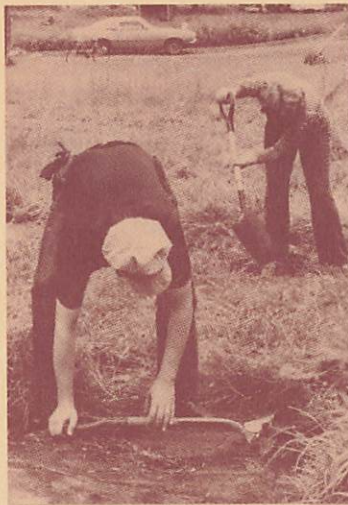
In a time of shrinking oil reserves, a new business in Charlotteville, New York will allow an annual saving of 600,000 gallons of fuel oil. Charlotte Valley Firewood Ltd. benefits the surrounding region in several ways. It encourages new users of wood fuel by assuring a convenient, ready supply. It provides additional business to three independent truckers and three loggers. It provides three full-time jobs and two part-time jobs in the plant itself. The industry is the result of residents' decision to ensure the economic future of their town. The factory currently produces five tractor-trailer loads of firewood per week.

Charlotteville, a small town in upstate New York, 60 miles southwest of Albany, was first settled in 1800. It had become a prosperous regional center with two dozen businesses and two colleges by 1850. During the early 1900s farms were consolidated, educational patterns changed and the exodus to the urban began, resulting in dramatic population decline.

Today many of Charlotteville's 318 residents are working to keep the town's traditional spirit of enterprise alive. With little local capital available for development investment, residents have used hard work and group effort to launch new ventures. They have built an experimental greenhouse. They have sponsored educational events on topics ranging from Women in Business to Energy. And they have celebrated together with traditional corn and pig roasts and square dancing.

Charlotteville anticipates the continued momentum of economic growth. The profitability and employment opportunities will increase with the development of a special packaging process now being planned.

To risk working in new ways . . .



Unearthing some of original flagstone sidewalk.



Facelifting at P.J.'s market.



Operating the 'Blockbuster.'

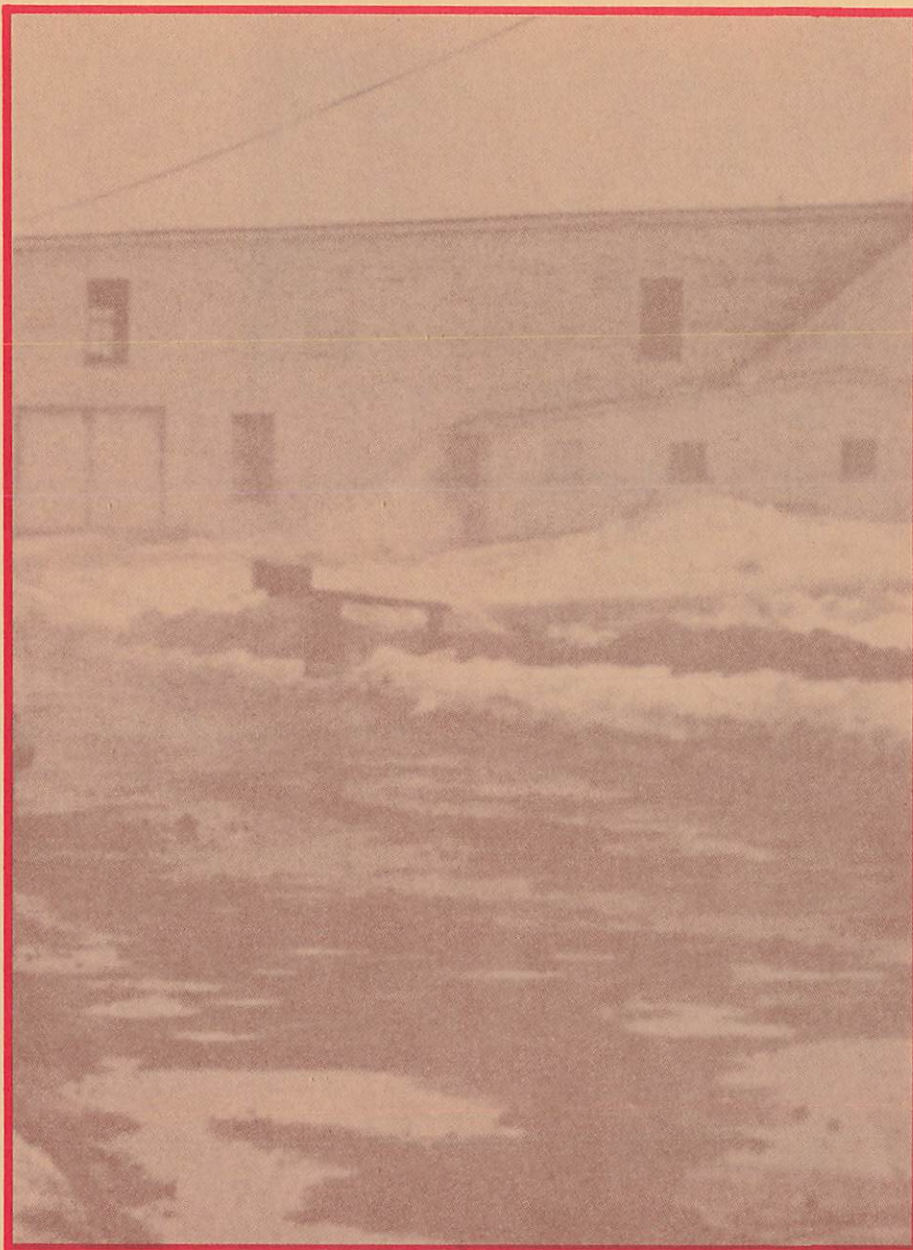


Loading firewood.

Wood Becomes an Economical Energy Alternative

Charlotte Valley Firewood, Ltd.

- *provides a steady supply of wood to urban areas
- *creates 3 full-time and 2 part-time jobs
- *gives additional business to area truckers and loggers
- *makes possible annual saving of 600,000 gallons of fuel oil



STARKS MAINE

For the first time in 15 years new life is evident in the business community of Starks, Maine. On October 27, 1979, 100 people gathered in the "comshop" to celebrate its grand reopening. This huge structure in the center of town was renovated by 1,000 hours of volunteer work organized by the Starks Enterprises Corporation, a local improvement association. The facility now houses three operations: the Starks Woodworks, Inc., a vigorous new business employing eight; the Nichols Garage, an auto repair shop; and the Chintz Cottage, a thrift store and craft outlet for senior citizens' handicrafts. Some proceeds from the craft outlet support local programs such as The Little Peeps, a parent-operated nursery school.

Starks is located in central Maine, 35 miles north of Augusta. Incorporated in 1795 as the state's 100th town Starks grew to nearly 1,500 residents by 1840, placing it among the area's largest towns. For 50 years the town's economic life depended on a profitable corn canning industry. The factory's closing in 1964 deeply affected the community. By 1970 the population had shrunk to its original number of 320. Through recent growth the town's size is now 425.

In June 1978 the townspeople initiated a program to bring jobs back to Starks. Concurrently, they began to revitalize community life. A youth recreation and community service program was started. The town green was landscaped and a playground was built. For the first time in 67 years a gala celebration was held on July 4th. Eight homes were winterized in cooperation with North Kennebec Valley Community Action Program. On the occasion of a winter carnival commemorating Stark's 184th birthday citizens published the first edition of the town's history and sold 515 copies.

The diligent efforts of Starks residents demonstrates that self-help can bring about effective development in rural Maine, even in the face of difficult economic circumstances and skepticism. The townspeople look toward expanding the Woodworks and developing additional small businesses.

To Undertake New Ventures . . .

Starks Woodworks
interior view.



1,000 volunteer hours
renovate 'Cornshop.'

Little Peeps'
performance.



The attractive
Chinz Corrage



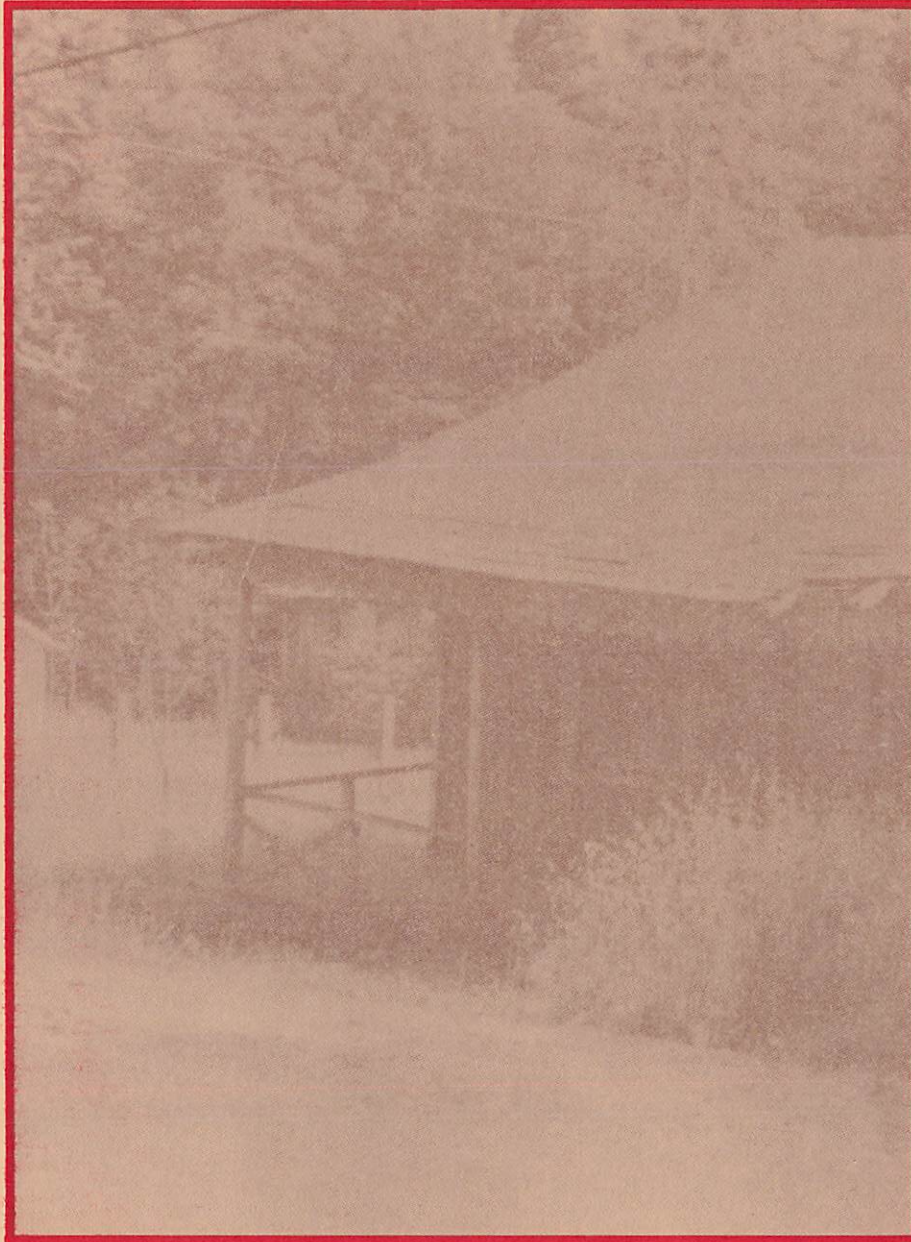
Ribbon
cutting
ceremony.



**Trucks are Loading at the
'Cornshop' Again!**

**Re-opening on
October 27, 1979**

- *houses the only business with multiple employees in town
- *provides 8 new jobs in Starks Woodworks Inc.
- *produces \$12,000 worth of product per month
- *craft outlet provides supplemental income to people on fixed income.



Widen West Virginia

Sixty year old friendships were renewed and traffic jammed the streets as more than 2,000 people gathered to celebrate the "Back to Widen" Day on June 30, 1979. A committee of Widen residents guided the preparations for almost a year. In anticipation of the huge reunion, many people worked to clean up the town, paint their houses and coordinate program arrangements. The event inspired a new sense of responsibility in individuals for their community.

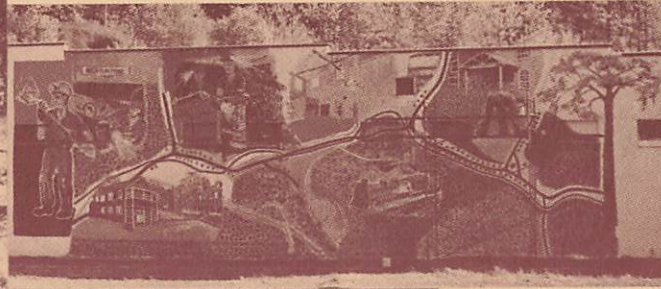
This small, rural town is located 75 miles east of Charleston, West Virginia. With the discovery of coal in 1911, Widen became a regional center. In 1963, the mine was closed and the population began dwindling. Today Widen has 260 residents.

When they met together in June 1978, Widen residents decided to do something to meet the needs of their town. After planning and working for 14 months a Widen Community Association with a local Board of Directors was created to oversee the renewal efforts. An unused gym was renovated and opened. Two stories of the old Grille building were repaired to house a grocery store and a meeting room for the newly formed Community Association and 4H Club. A playground, a park, a library and a preschool have all been created in the past 18 months. A grant was obtained through which 12 youth were paid for skills training. A calendar of social events was created and residents now participate in regular celebrations such as Halloween and Christmas parties, basketball tournaments and shooting matches.

Widen is looking forward to the '80s. At present the townspeople are seeking funds to build a proposed manufacturing plant to produce hardwood panels for chair seats. Land has already been obtained and 75 adult residents signed a letter in support of this venture. It is hoped that this company will be a model for small industry development in other rural towns.

And stand on their own.

Welcome sign erected.



Historical mural nears completion.



Renovated "Grille" ready to house grocery and meeting rooms.



"Back to Widen" day attracts over 2,000.



Re-opened gym decorated for basketball tournament.

**Local Residents Guide
Community's Progress
The Widen Community
Association**

*officers elected
August 22, 1979

*8 directors

*24 members

*intends to develop an
economic base in and around
Widen and develop creative
potential of Widen's residents

Community Forum is an event designed to release citizen participation by allowing people to consider the major challenges facing their town and discover the possibilities at hand to respond to these challenges. It motivates participants to begin active cooperation in various projects such as clean-up days, building renovation or community service projects. At each Forum local citizens define the key challenges facing their community and write proposals to engage the whole citizenry in solving them. Working in teams, they create a song and a symbol commemorating their past achievements and future vision. At the end of each Forum participants produce a document containing their work and celebrate their corporate decisions.

Global Women's Forum was created to elicit and focus the creativity of women in both developed and developing nations. The one-day program employs methods which combine concerns of the individual with the wisdom of the group. The Forum provides a framework for each woman to view her life in the context of the world and to discuss the challenges facing society as a whole and the practical responses required. Each participant then determines how these responses affect her own personal priorities.

Community Youth Forum invites young people to rethink their present and their future in a fresh way. It looks directly at the question of responsible participation in society. By articulating their own dreams for the future and then building a plan for responding to their community's needs, youth begin to face the challenges for their generation.

LENS (Leadership Effectiveness and New Strategies) is a workshop seminar for corporation, agency and organization personnel. It provides methods for expedient problem-solving and targeting strategic actions, for participatory decision-making and releasing human resources. The five sessions move through incisive analysis of the present situation to a systematic and tactical plan of action. LENS is effective when focusing on particular issues within a department or when designing broad strategic objectives for an entire organization.

The **Human Development Training School** is an intensive three to six week residential training program to develop effective leadership skills and methods. Set in the midst of a demonstration project community, the school offers training in the skills needed by local citizens in small towns and urban neighborhoods. Three major cycles of study focus on comprehensive Human Development in economic, social and cultural dimensions. Each cycle includes specific program arenas which deal with theoretical framework and practical methods for catalyzing rapid development in a community. Currently, these Schools are being offered in North America, Latin America, Northeast Asia and Africa.

Training Programs

A Representative List

of companies, foundations agencies and organizations which have supported ICA programs. The Institute also acknowledges support from many individuals and families.

Amoco Chemicals Corporation
Schaumburg, IL

ARCA Foundation
New York, NY

Mary Reynolds Babcock Foundation, Inc.
Winston-Salem, NC

Chesapeake & Potomac Telephone Company of Virginia
Richmond, VA

The Ford Foundation
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International Paper Company Foundation
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The March Company
Boston, MA

McDonald's Corporation
Oak Brook, IL

The Orleton Trust Fund
Dayton, OH

Union Carbide Corporation
New York, NY

Union Oil of California Foundation
Los Angeles, CA

Wellington Management Company
Boston, MA

The Institute of Cultural Affairs is a research, training and demonstration group concerned with the human factor in world development. It has worked for twenty-five years to devise and demonstrate practical methods of comprehensive local renewal. The Institute emphasizes methods which enable local residents to plan and implement socio-economic change in their own communities. Local self-sufficiency, self-reliance and self-confidence are the aims of ICA programs.

The Institute of Cultural Affairs is a not-for-profit private voluntary organization working in 32 nations. It has over 100 field offices served by coordinating centers in Bombay, Brussels, Chicago, Hong Kong and Singapore. The work of the Institute's 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 the programs.

The Institute is supported by foundations, corporations, church and service organizations and concerned individuals. Specific programs have been funded by government agencies. Originally, the ICA operated as a program division of The Ecumenical Institute. In 1973 it was incorporated and now works as a separate, yet coordinate, group with the parent organization.

Both organizations have worked in the Northeastern United States for a number of years. The Ecumenical Institute opened its Boston office in 1966 and the New York office in 1969. There are now nine other offices in the Northeast conducting Institute programs. Four of these offices are also consultants to Human Development Projects.

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